

Short-Term Residential Therapeutic Program

Applicant/Licensee Name

New Haven Youth and Family Services, Inc.

Facility Number, if known

374600210, 37600200, 374600204,
374601789, 374600208, 374602811

Facility Identification

APPLICANT / LICENSEE NAME:

New Haven Youth and Family Services, Inc.

PROGRAM NAME (IF ANY) OR NAME COMMONLY KNOWN AS OR DIFFERENT THAN ABOVE:

New Haven

APPLICANT / LICENSEE MAILING ADDRESS:

P.O. Box 1199, Vista, CA 92085-1199

FACILITY LOCATION(S):

(Provide in the table below, the name and address of the main administrative office operating the Short-Term Residential Therapeutic Program. Provide the address of each sub-office.)

| Facility Name | License Number | Address (Street Name, City, Zip, Telephone Number) | Licensed Capacity |
|----------------------------|----------------|--|-------------------|
| Main Administrative Office | | 1126 N Melrose Vista, CA 92083 760.630.4035 | - |
| Connie Gayle | 374600210 | 216 West Los Angeles Dr., Vista, CA 92083 760.630.4035 X 440 | 6 |
| Debra Lane | 374600200 | 1836 Debra Lane, Vista, CA 92083 760.630.4035 X444 | 6 |
| Teen House | 374600208 | 230 West Los Angeles Dr., Vista, CA 92083 760.630.4035 X442 | 6 |
| Thomson House | 374602811 | 562 Galaxy Dr., Vista, CA 92083 760.630.4035 X451 | 6 |
| Meadowlake House | 374601789 | 1032 Meadowlake Dr., Vista, CA 92084 760.630.4035 X 447 | 6 |
| Lupe House | 374600204 | 218 West Los Angeles Dr., Vista, CA 92083 760.630.4035 X 441 | 6 |

Attach additional sheet if necessary.

Contact Person's Name:

Doreen Quinn

Title:

Chief Executive Officer

Phone Number:

760.630.4035

DOES THIS AGENCY OPERATE ANY OTHER FACILITIES / BUSINESSES OTHER THAN A SHORT-TERM RESIDENCE THERAPEUTIC PROGRAM?

(Examples of other facilities / businesses are group home(s), adoption agency, adult care, thrift shop, health care facility, etc.)

 YES NO if yes, specify type of facilities/ businessesNew Haven operates a Non-Public School for youth in our STRTP as well as youth from the community, group homes, and other STRTPs. New Haven operates a Therapeutic Behavioral Program, an Intensive Home-Based Services, and a Community Based Services.

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REASON FOR SUBMITTING PLAN OF OPERATION/PROGRAM STATEMENT

Check the boxes that best describe the reason(s) a new or updated program statement is being submitted. At least one box must be checked.

 License Change New Licensee Location Facility Type Administrative Operation / Organization Sale or Transfer of Majority of Stock Separation from Parent Nonprofit Corporation Merger with Another / Different Nonprofit Corporation Other Change(s):
_____ Adding New Program Component Population Services and Supports Other Change(s):
_____ Changing an Existing Program Component Population Services and Support Other Change(s):

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PLAN OF OPERATION

An applicant/licensee shall prepare and maintain a current, written **plan of operation** that is sufficient to ensure that the facility will operate in compliance with applicable laws and is culturally relevant, trauma-informed, and age and developmentally appropriate for the population(s) served. (See Section 87022 and 87022.1 of the STRTP Interim Licensing Standards)

| Table of Contents | | |
|---|--|-------|
| A. Vision, Mission, Purpose, Goals, & Philosophies | <input checked="" type="checkbox"/> Initial / <input type="checkbox"/> Revised | Date: |
| B. Administrative Organization | <input checked="" type="checkbox"/> Initial / <input type="checkbox"/> Revised | Date: |
| C. Facility Sketches (LIC 999) | <input checked="" type="checkbox"/> Initial / <input type="checkbox"/> Revised | Date: |
| D. Staff Plan | <input checked="" type="checkbox"/> Initial / <input type="checkbox"/> Revised | Date: |
| E. Policies Regarding Child Abuse & Neglect Reporting | <input checked="" type="checkbox"/> Initial / <input type="checkbox"/> Revised | Date: |
| F. Admission Policies and Procedures | <input checked="" type="checkbox"/> Initial / <input type="checkbox"/> Revised | Date: |
| G. Admission Agreement | <input checked="" type="checkbox"/> Initial / <input type="checkbox"/> Revised | Date: |
| H. Transition or Transfer Procedures | <input checked="" type="checkbox"/> Initial / <input type="checkbox"/> Revised | Date: |
| I. Rate Setting and Refund Policies | <input checked="" type="checkbox"/> Initial / <input type="checkbox"/> Revised | Date: |
| J. Handling Money, Personal Property, & Valuables Policy | <input checked="" type="checkbox"/> Initial / <input type="checkbox"/> Revised | Date: |
| K. Consultants and Community Resources | <input checked="" type="checkbox"/> Initial / <input type="checkbox"/> Revised | Date: |
| L. Plan for Use of Delayed Egress Devices | <input checked="" type="checkbox"/> Initial / <input type="checkbox"/> Revised | Date: |
| M. Conflict of Interest Mitigation Plan (County Operated) | <input checked="" type="checkbox"/> Initial / <input type="checkbox"/> Revised | Date: |
| N. Continuous Quality Improvement | <input checked="" type="checkbox"/> Initial / <input type="checkbox"/> Revised | Date: |

The following pages contain cover sheets for each section of the plan of operation that includes a detailed description of the content for each of the sections. Please indicate in the check box(es) whether the section is an initial submission or the section is a revision.

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374600210, 37600200, 374600204,
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- Vision and mission
- Purpose, methods, goals, and philosophies of the program.

Please check one of the following:

- Initial Submission Date: _____
- Revision Date: _____

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Plan of Operation

Vision, Mission, Purpose, Goals, and Philosophy

Describe in detail the following, the facility's:

Vision: New Haven sets the standard of care providing family-focused services that restore hope and dignity to troubled youth and their families. New Haven provides its framework, service continuum and training to other agencies throughout the community to ensure best practices in care continue to improve throughout the state.

Mission: New Haven is a private, not-for-profit, multi-service agency that provides professional care, education, and treatment for youth and families with emotional, behavioral, and learning challenges.

Values: Compassion, Community, Commitment, Courage, Celebration

Purpose, methods, goals, and philosophies of the program

New Haven Youth & Family Services, Inc. has provided children's residential services since 1967. Our purpose is to provide the environment and services necessary to successfully stabilize and effectively transition children from intensive residential treatment to a lower level of care. Our goals include: family reunification, placement in foster care, emancipation and return to public school, all within a cost-effective period. New Haven offers residential, wraparound, therapeutic behavioral services, special education, and vocational education.

New Haven purpose, methods, goals, and philosophies align with the State of California Core Practice Model. Our goal for all the youth and families that we serve is to provide individualized, trauma-informed, culturally- competent services in partnership with the youth, their family and kin and community partners to help each youth rekindle their sense of hope, and thrive physically, mentally, and emotionally as they reach their highest potential.

New Haven's program is developed from established principles in the fields of psychology and social services, proven practices in residential treatment and from direct agency experience. These conceptual foundations, incorporating our treatment philosophies are described below.

1. Our primary goal is to protect youth from harm. New Haven's staff members, policies, procedures, practices, and service partners shall make the safety and protection of rights of youth their primary concern.
2. The services are needs-driven, strengths-based and family focused rather than problem focused. A focus on problems leads to attempts to "fix" the youth or the family and reinforces the family identification as bad or incompetent. Focusing on strengths and needs builds on the desired goals and keeps the attention on the primary treatment goals of reunification, emancipation, return to public school, sustainable employment, etc. as defined in the individual treatment plan of the youth.
3. Services are individualized and tailored to the strengths and needs of each youth and family. In the time-limited care of a STRTP, services must be focused on the specific needs of the youth and family to move the youth to a more family-like service model.
4. Services are designed to strengthen permanency and stability for youth in their living situation through a multi-agency collaborative approach which is grounded in a strong community base. New Haven staff members shall work closely with the youth, family members, placing agencies, and other youth serving systems to provide an integrated network of care that will continue to serve the youth after discharge.

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5. Youth and family voice, choice, and preferences are ensured throughout care at New Haven. New Haven shall maintain policies, procedures and practices that ensure the priority of youth and family-centered care. In this way, the family and youth are better aware that they are directly involved in developing the solutions that reestablish their ability to take care of themselves.
6. Services incorporate a blend of both formal and informal resources designed to assist families with successful transitions that ensure long-term success. New Haven shall link youth and families to accessible and culturally appropriate resources that support their continued success.
7. Services shall be culturally competent and respectful of the culture of the youth and family. New Haven shall ensure its staff members, New Haven's institutional systems, and community service partner staff and institutions understand, respect, and celebrate the diversity of youth and families. The service system shall welcome youth and their families and promote inclusivity.
8. Services and supports are accessible to the youth and family. Whenever possible, services shall be structured so that they are easily accessible to youth and their families. This may be accomplished by offering services in the home community of the youth or family, by engaging service partners in the home community, by using telephone, or teleconferencing services, or by providing referrals to home community resources.

New Haven's STRTP shall serve youth and their families through five key practice components (methods):

- I. Engagement of families to build trust, and integration of services that meet the mutual needs of the youth, the family, and the community.
- II. Vigorous assessment of the strengths as well as the needs of the youth and families we serve.
- III. Service planning and implementation that is integrated, individualized to the youth and family, and responsive to the community resources that the youth shall need to continue to be successful throughout their life. Service goals shall be in the "words of the youth" so that they are relatable, understood, and owned while still providing specific goals, roles, strategies, resources, and timeframes.
- IV. Consistent and effective monitoring of the effectiveness of treatment for a youth, and adapting services quickly as needed to better meet the needs of the youth.
- V. Helping the youth and family to build a system of informal supports that will help to ensure the long-term stability of the youth as they transition from intensive formal services.

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PLAN OF OPERATION

B. ADMINISTRATIVE ORGANIZATION

Describe the facility's administrative organization that includes the following:

- Job description of all positions (including the number of employed staff, volunteers, and peer partners) and their respective classifications, qualifications, and duties.
- Information regarding lines of authority and staff responsibilities.
- Verification of employment of administrator, social work, licensed or certified mental health professional, direct care, and support staff necessary to perform duties specified in applicable law and ILS.
- Number of hours per week the administrator will spend completing required duties and how the administrator will accomplish such duties as specified in ILS 87064.
- Statement of the duties delegated to the administrator by the Board of Directors.
- Designated substitute for administrator when he/she is absent.
- Capacity around translators, multilingual staff, and multicultural staff to provide services to support the program population.

Provide:

- An organizational chart of the corporate structure, including parent organization. (LIC 309, Board of Resolution Checklist, may be used to satisfy this requirement.)

Please check one of the following:

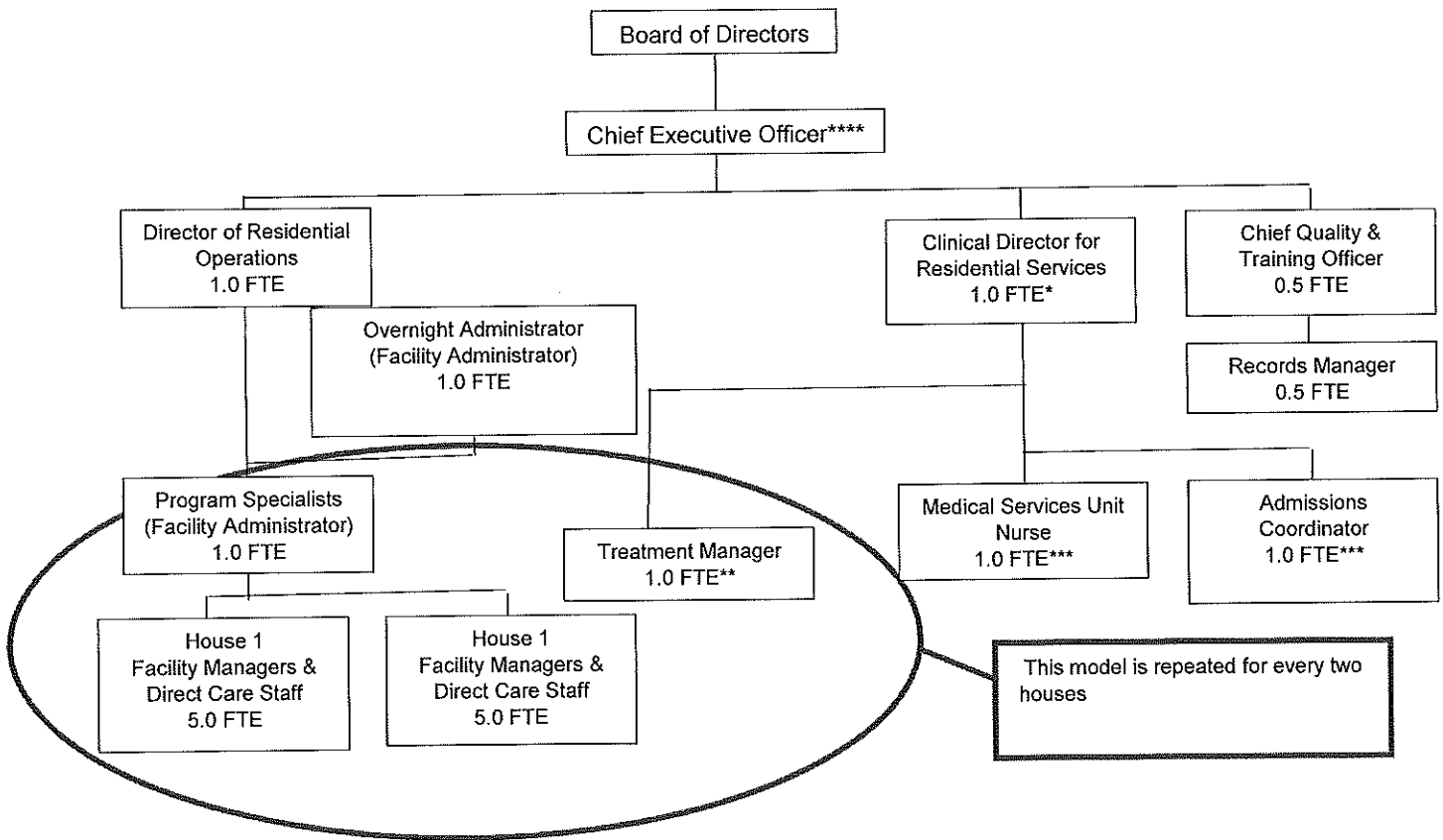
- Initial Submission Date: _____
- Revision Date: _____

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Plan of Operation Administrative Organization

New Haven shall employ, train and support all necessary administrative, social work, mental health, direct care, and support staff to provide the highest quality of care possible in a STRTP as documented in the organization chart and job descriptions below. New Haven implements its own diversity plan along with an Affirmative Action Plan to guide us in meeting the linguistic and cultural needs of our youth and families.



Notes

Clinical Director and Nurse positions will be reallocated with the new Behavioral Health contract
 CEO and other Administrators**** Cost allocation plan applied (includes CFO, HR Director, Director of Information Technology, etc.)

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Program Specialist (Facility Administrator) – The Program Specialist shall serve as the facility administrator for two 6 bed houses. The Program Specialist reports to the Director of Residential Operations. The Program Specialist shall maintain a current Facility Administrator Certification for STRTP from the State of California. The Program Specialist shall be a minimum of 21 years of age, pass all background clearances, qualify for the New Haven approved drivers list, and shall qualify for the position by meeting at least one of the following qualifications:

- a. Have a master's degree in a behavioral science from an accredited college or university plus two years of employment as a social worker as defined in Title 22 in an agency serving children or in a residential congregate care program for children.
- b. Have a bachelor's degree from an accredited college or university plus at least three years of administrative experience or supervisory experience with social work, direct care and/or support staff providing direct services to children in an agency or in a community care facility with a licensed capacity of six or more.
- c. Have completed at least two years at an accredited college or university, plus at least five years of administrative experience or supervisory experience with social worker, direct care, and/or support staff providing direct services to children in an agency or in a community care facility capacity of six or more.
- d. Be a qualified and certified group home administrator prior to January 1, 2017.

The Program Specialist shall be required to spend 20 hours per week in each facility assigned with the following responsibilities:

- a. Apply the "Reasonable and Prudent Parenting Standard" to decisions involving the participation of a youth in age or developmentally appropriate activities in accordance with rules, laws, and policies and procedures when present.
- b. Direct and evaluate the facility within the limits of the functions and policies established by New Haven.
- c. With the Director of Residential Operations, prepare and manage expenditures per budget limitations.
- d. Organize the work of the assigned facilities and delegate responsibilities to direct care staff and Facility Managers.
- e. Assess the assigned facilities' operations and program, report to the Director of Residential Operations, and make recommendations to address identified issues.
- f. In collaboration with the New Haven Human Resources Department, recruit, appoint, evaluate, and terminate direct report staff members.
- g. In collaboration with the New Haven Chief Quality and Training Officer develop a plan for orientation, development, and training of direct report staff members as specified in Title 22.
- h. In concert with the Director of Residential Operations, review complaints made by youth, their families, and/or authorized representative(s) as specified in Title 22, decide action(s) to be taken to handle the complaint, and document both the complaint and corrective plan.
- i. In collaboration with the Chief Quality and Training Officer, develop written policies, procedures, and practices for continuous quality improvements as specified in Title 22.
- j. Observe and interact with staff, youth, and other individuals as necessary to ensure the quality of care for youth and program services.
- k. Direct supervisor for Direct Care Staff.
- l. All other duties assigned that may be necessary to manage and administer the STRTP facilities assigned.

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Treatment Manager – The Treatment Manager shall serve as both the Social Worker and Mental Health Services Provider for up to 12 youth in the STRTP. The Treatment Manager reports directly to the Residential Clinical Director. Accurate Time Labor Distribution Reports shall be maintained to accurately and precisely document the time spent in each function, which meets Title 22, Medi-Cal, and all other pertinent contractual, regulatory, and legal requirements. The Treatment Manger shall be a minimum of 21 years of age, pass all background clearances, qualify for the New Haven approved drivers list, and meet the following educational and experience requirements, if hired on or after January 1, 2017:

- a. A Master's Degree from an accredited or state-approved graduate school, as defined by the Department of Education, in social work or social welfare, marriage, family and child counseling, child psychology, child development, counseling psychology or social psychology.
- b. Completion of at least three semester units or 100 days of field practice or experience in a public or private social services agency at the Master's Degree level.
- c. At least nine semester units of coursework related to children and families, or 18 months of experience working with children and families.
- d. At least three semester units working with minority populations; six months of experience working with minority populations; or six months in-service training working with minority populations within the first year of employment as a condition of employment.
- e. At least three semester units in child welfare, or two years of experience in a public or private child welfare social services setting.
- f. If providing mental health services through the behavioral health contract, meet all the required educational and licensing standards required to provide Mental Health Services per New Haven's Behavioral Health Services contracts.

The Treatment Manager shall plan, coordinate, evaluate and report on all required social work services for assigned youth per Title 22 standards. Treatment Manager functions shall include, but not be limited to:

- a. Complete an intake study for each youth as specified in Title 22.
- b. Complete a needs and services plan for each youth and all required updates, including mandated 30 day updates of plans, per Title 22.
- c. Complete a transfer plan for each youth per Title 22.
- d. Obtain, develop and record data and information necessary for social work functions.
- e. Coordinate, evaluate, and report on the access or provision of core services for each assigned youth.
- f. Provide mental health services per New Haven's mental health contract as assigned.

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Facility Managers – Facility Managers report directly to the Program Specialist (Facility Administrator). The Facility Manager shall be a minimum of 21 years of age, pass all background clearances, qualify for the New Haven approved drivers list, and shall qualify for the position by meeting at least one for the following qualifications:

- a. Have a Bachelor of Science or Arts degree.
- b. Two years of full-time experience, or equivalent, working with youth, or equivalent education or experience as determined by CDSS.
 - a. Experience shall be verified as having been performed as a paid or volunteer staff person whose duties required direct supervision and care of youth.
- c. Two years of experience as a member of the social work staff in a group home or STRTP performing those duties.

One Facility Manager shall be present in each New Haven facility at all times when youth are present. Facility Manager functions shall include, but not be limited to:

- a. Support the Program Specialist in the day-to-day operations of the facility assigned.
- b. Apply the "Reasonable and Prudent Parenting Standard" to decisions involving the participation of a youth in age or developmentally appropriate activities in accordance with rules, laws, and policies and procedures when the Program Specialist is not present.
- c. Train, support, and in concert with the Program Specialist, guide and direct the direct care staff to ensure appropriate care and supervision is delivered to all assigned youth in accordance with applicable laws, rules, regulations, and policies and procedures.
- d. Directly supervise youth as assigned.
- e. Oversee the daily schedule of activities.
- f. Ensure compliance with all policies and procedures of New Haven by self and all direct care staff in the assigned facility.
- g. Maintain a safe, clean, and therapeutic environment.
- h. Report to the Program Specialist and make recommendations for continuous quality improvements.
- i. All other duties as assigned by the Program Specialist.

Overnight Administrator – The Overnight Administrator shall serve as Facility Administrator overnight 5 nights per week and provide overnight support for the Direct Care Staff that are providing overnight services to youth in the residences. The Overnight Administrator shall report directly to the Director of Residential Operations. The Overnight Administrator shall be available for crisis intervention should a behavioral emergency or elopement of youth occur. Additionally, the Overnight Administrator shall review and audit documentation of services, such as medication reviews, service reports, time cards, etc. The Overnight Administrator shall be a minimum of 21 years of age, pass all background clearances, qualify for the New Haven approved driver's list and meet the following educational and experience requirements:

- a. Have a Bachelor of Science or Arts degree
- b. At least two years of experience in a group home or STRTP serving youth
- c. Be a qualified STRTP Facility Administrator (within 6 months of hiring)

Direct Care Staff – Direct Care Staff report to the Program Specialist (Facility Administrator). Direct Care Staff Members shall be a minimum of 21 years of age, pass all background clearances, qualify for the New Haven approved drivers list, and shall qualify for the position by meeting at least one for the following qualifications:

- a. A Bachelor of Arts or Sciences Degree.
- b. A valid Child Development Teaching Permit.

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- c. Demonstrated completion of 12 semester hours of Early Childhood Education, Adolescent Development, or Foster and Kinship Care Education, and have at least 100 hours of experience working with youth.
- d. A valid certificate as an Alcohol Counselor, Drug Counselor or Alcohol and Drug Counselor, and have at least 100 hours of experience working with youth.
- e. A valid vocational training certificate, credential, or documentation demonstrating they are a trade journey person, who instructs youth in vocational skills plus at least 100 hours of experience working with youth as a mentor, athletic coach, teacher, vocational coach, tutor, counselor, or other relevant experience as determined by CDSS.
- f. Previous employment as a full-time staff member, or volunteer service at a group home, STRTP, or substance abuse treatment program for at least one year.
- g. Relevant life experience in the child welfare, mental health, or juvenile justice system(s) as a consumer, mentor, or caregiver, or other relevant experience as determined by CDSS.

Direct care staff members shall demonstrate all the following knowledge, skills, and abilities:

- a. Knowledge and understanding of the needs of youth served in a residential setting.
- b. Skills and ability to engage and develop rapport with youth with various backgrounds.
- c. Skills and ability to provide consistency and behavioral limits through relationship-based interventions.
- d. Skills to communicate effectively with the ability to solve problems in a collaborative manner.

The Direct care staff members shall provide care and supervision, and shall assist in reporting on, and assessment of core services of the STRTP. Direct care staff to youth ratio shall be 1:3 while youth are awake and 1:6 while youth are asleep.

Director of Residential Operations - The Director of Residential Operations shall report to the New Haven Chief Executive Officer and maintain a current Facility Administrator Certification for STRTP from the State of California. The Director of Residential Operations shall be a minimum of 21 years of age, pass all background clearances, qualify for the New Haven approved drivers list, and shall meet the following qualifications:

- a. A minimum of a Bachelor of Science or Arts Degree in Counseling, Human Development, Psychology, Sociology, Juvenile Justice or the equivalent.
- b. Five years of experience as an administrator in a youth serving agency with responsibilities which may include: budget development/management, supervision and/or training of staff members, policy and procedure development, purchasing, strategic planning, and facility operations/ maintenance.
- c. Skills and abilities in meeting the supervision and care needs of youth.
- d. Skills and abilities to communicate clearly and professionally both orally and in writing.
- e. Ability to successfully complete all required tasks in a complex, ever-changing, heavily regulated environment.

The Director of Residential Operations is responsible for the direct supervision of members of the STRTP staff including, but not limited to the Program Specialists. The Director of Residential Operations shall report directly to the Chief Executive Officer of New Haven and have the following responsibilities:

- a. Coordinate with the Program Specialists to ensure compliance with all regulatory, legal, contractual, and New Haven policies and procedures, including Title 22 in each facility as well as across the entire program.
- b. In collaboration with the Chief Financial Officer and the Program Specialists, develop and manage budgets and expenditures.
- c. In collaboration with Program Specialists organize the work of and delegate responsibilities to the direct care staff.
- d. Assess the operations of the facilities and STRTP and provide recommendations for continuous quality improvements to the New Haven CEO and Chief Quality and Training Officer.

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- e. Oversee the recruitment, appointment, evaluation, and termination of STRTP staff members.
- f. In concert with the Chief Quality and Training Officer develop and implement a plan for the orientation, development, and training of STRTP staff members.
- g. Maintain a database of all complaints made by youth and/or their authorized representative(s) including, the nature of the complaint, outcome, time elapsed, and review for trends.
- h. In concert with the Chief Quality and Training Officer and CEO, develop and implement a continuous quality improvement plan for the STRTP.
- i. Serve as the acting Facility Administrator in the event of an absence of the assigned Facility Administrator.

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Clinical Director for Residential Services/ Head of Mental Health Services - The Clinical Director for Residential Services/ Head of Mental Health Services reports to [who], shall be a minimum of 21 years of age, pass all background clearances, qualify for the New Haven approved drivers list, and shall meet the following qualifications:

- a. A Master's Degree from an accredited or state approved graduate school, as defined by the Department of Education, in social work or social welfare, marriage, family and child counseling, child psychology, child development, counseling psychology or social psychology.
- b. Completion of at least three semester units or 100 days of field practice or experience in a public or private social services agency at the Master's Degree level.
- c. At least nine semester units of coursework related to children and families, or 18 months of experience working with children and families.
- d. At least three semester units working with minority populations; six months of experience working with minority populations; or six months in-service training working with minority populations within the first year of employment as a condition of employment.
- e. At least three semester units in child welfare, or two years of experience in a public or private child welfare social services setting.
- f. Licensed to provide clinical supervision to licensed or license seeking mental health providers.
- g. Meet all educational and licensing standards required to provide Mental Health Services per New Haven's Behavioral Health Services contracts.

The Clinical Director for Residential Services/ Head of Mental Health Services shall serve a dual role. A portion of time shall be dedicated to overseeing, supervising, reviewing, and coordinating social work services for the STRTP. Additionally, a portion of time will be dedicated to overseeing, supervising, reviewing, and coordinating mental health services provided through contract with the behavioral health services agencies. Accurate Time Labor Distribution Reports shall be maintained to accurately and precisely document the time spent in each function which meet Title 22, Medi-Cal, and all other pertinent contractual, regulatory, and legal requirements.

The Clinical Director for Residential Services/ Head of Mental Health Services shall be responsible for the following:

- a. Supervise, assign responsibilities, and approve the social work functions of the Treatment Managers.
- b. Coordinate with the Admissions Coordinator to review and approve all new admissions to the program.
- c. Supervise, assign responsibilities, and approve the mental health services functions of the Treatment Managers.
- d. Serve as Head of Mental Health Services for New Haven to ensure the quality, accuracy, and reliability of mental health services at New Haven.
- e. In collaboration with the Chief Quality and Training Officer, develop policies and procedures concerning the social work and mental health services of the STRTP.
- f. Coordinate with the Chief Quality and Training Officer concerning the development, implementation, and evaluation of the continuous quality improvement plan for the social work and mental health functions of New Haven.
- g. Provide staff training as necessary to members of the STRTP and mental health programs.

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Medical Services Unit Nurse - The Medical Services Unit Nurse, shall be a minimum of 21 years of age, pass all background clearances, qualify for the New Haven approved drivers list, and shall meet the following qualifications:

- a. Licensed or credentialed in the State of California as a Registered Nurse, Physician Assistant, or Licensed Vocational Nurse.
- b. Experience working effectively with youth in developing and achieving health and/or wellness goals.
- c. Excellent verbal and written communication skills.
- d. Demonstrated skills in the accurate and timely documentation of needs and services in medical records.
- e. Experience working collaboratively with a team to develop, implement, evaluate, and improve care using a patient-centered approach.
- f. Demonstrated abilities in using Microsoft Word and Excel.

The Medical Services Unit Nurse shall report to the Clinical Director for Residential Services and serve a dual role. A portion of time shall be dedicated to assisting the contracted New Haven Psychiatrist with the psychotropic medication management of youth in the STRTP. Additionally, the Nurse shall be responsible for coordinating all other medical and medication services for the youth. Accurate Time Labor Distribution Reports shall be maintained to accurately and precisely document the time spent in each function which meets Title 22, Medi-Cal, and all other pertinent contractual, regulatory, and legal requirements.

The Medical Services Unit Nurse shall be responsible for the following:

- a. Schedule, document, and follow-up on all routine and non-routine medical and dental appointments of the youth in the STRTP.
- b. Coordinate with the prescribing physician and pharmacy to ensure that all prescribed medications are accurately ordered, delivered, and available for staff members to aid with self-administration of medications.
- c. Document informed consent or court order (for youth requiring same) for all psychotropic medications.
- d. Provide patient education to the youth and authorized representative(s) for all medications.
- e. Provide staff member training as needed to keep staff members informed and up-to-date concerning medications, potential side-effects, testing, monitoring, and best practices for assisting with self-administration of medications.
- f. Provide or arrange to provide accurate, culturally relevant, and trauma-informed family planning information to youth.
- g. Weigh and measure the height of each youth consistent with New Haven policies and procedures.
- h. Maintain a current and accurate photograph of each youth in the permanent record.
- i. Participate in treatment planning, implementation, review, and improvements with the treatment team of each youth.

Short-Term Residential Therapeutic Program

| | |
|---|--|
| Applicant/Licensee Name New Haven Youth and Family Services, Inc. | Facility Number, if known 374600210, 37600200, 374600204, 374601789,374600208, 374602811 |
|---|--|

Admissions Coordinator - The Admissions Coordinator, shall directly report to the Clinical Director for Residential Operations and shall be a member of the Social Work staff of the STRTP. The Admissions Coordinator shall be a minimum of 21 years of age, pass all background clearances, qualify for the New Haven approved drivers list, and shall meet the following qualifications:

- a. A Master's Degree from an accredited or state approved graduate school, as defined by the Department of Education, in social work or social welfare, marriage, family and child counseling, child psychology, child development, counseling psychology or social psychology.
- b. Completion of at least three semester units or 100 days of field practice or experience in a public or private social services agency at the Master's Degree level.
- c. At least nine semester units of coursework related to children and families, or 18 months of experience working with children and families.
- d. At least three semester units working with minority populations; six months of experience working with minority populations; or six months in-service training working with minority populations within the first year of employment as a condition of employment.
- e. At least three semester units in child welfare, or two years of experience in a public or private child welfare social services setting.

The Admissions Coordinator has the following responsibilities:

- a. Respond in a timely and professional manner to all admission packets sent for consideration.
- b. Ensure that all required admission materials are obtained, reviewed, and protected from unauthorized use per all applicable rules, laws, regulations, and New Haven policies and procedures.
- c. In consultation with the CEO and the Clinical Director for Residential Services / Head of Mental Health Services, make decisions about the admission of each youth into the STRTP.
- d. Prepare initial plans and brief assigned social work, direct care, and clinical staff on the needs of newly admitted youth.
- e. Maintain a database of all youth referred, including referral source, date of referral, disposition, reasons, if any for denial of admission, and response time for referral packets.

Short-Term Residential Therapeutic Program

| | |
|---|--|
| Applicant/Licensee Name New Haven Youth and Family Services, Inc. | Facility Number, if known 374600210, 37600200, 374600204, 374601789,374600208, 374602811 |
|---|--|

Records Manager – The Records Manager shall report to the Chief Quality Officer. The Records Manager shall be a minimum of 21 years of age, pass all background clearances, qualify for the New Haven approved drivers list, and shall meet the following qualifications:

- a. Minimum of a High School Degree or equivalent.
- b. Minimum of one year of successful experience in a medical office, school, group home, STRTP, or similar organizing and maintaining records or other high volume data.
- c. Demonstrated excellent attention to detail and commitment to conforming with all regulations, rules, laws, and policies and procedures.
- d. Demonstrated excellent customer service skills.
- e. Demonstrated clear and effective business communication skills both in writing and orally.
- f. Demonstrated computer skills in developing and maintaining Microsoft Word and Excel documents.

The duties of the Records Manager shall include, but not be limited to:

- a. Collect, organize, store, and protect STRTP records of service and care.
- b. Learn, understand, remain current, and implement records management per all applicable rules and laws including Title 22, Medi-Cal, HIPAA, FERPA, and New Haven policies and procedures.
- c. In collaboration with Clinical Director for Residential Services/ Head of Mental Health Services, the Director of Residential Operations, and the Medical Services Unit Nurse, conduct extensive and regular audits of STRTP files for completeness, accuracy, and conformity with all applicable rules, laws, contractual agreements, and New Haven policies and procedures.
- d. Respond quickly and effectively per New Haven policies and procedures to all requests for youth records.

Short-Term Residential Therapeutic Program

| | |
|---|--|
| Applicant/Licensee Name New Haven Youth and Family Services, Inc. | Facility Number, if known 374600210, 37600200, 374600204, 374601789,374600208, 374602811 |
|---|--|

Chief Quality and Training Officer – The Chief Quality and Training Officer reports to the New Haven Chief Executive Officer and shall be a minimum of 21 years of age, pass all background clearances, qualify for the New Haven approved drivers list, and shall meet at least one of the following qualifications:

- a. A Master's Degree in a behavioral science from an accredited college or university and one year experience as an administrator, social worker, direct care staff, or independent contractor providing direct social work activities in a group home or STRTP.
- b. A Master's Degree and one year of experience working with youth.
- c. A Bachelor's Degree and two years of experience working with youth.
- d. A licensed mental health professional.
- e. Three years of experience as a trainer for a group home or STRTP.

Additionally, the Chief Quality and Training Officer shall meet all the following qualifications:

- a. Two years of experience leading continuous quality improvement activities at a group home, STRTP, or other youth serving agency.
- b. Proven expertise in developing, analyzing, and reporting on data.
- c. Excellent written and oral communication skills.
- d. Demonstrated high level skills in Microsoft Excel and Word; and a database software program.

The Chief Quality and Training Officer shall be responsible for the following duties:

- a. The development and approval by New Haven administrators and CDSS of initial and ongoing training plans for direct care staff and Facility Managers.
- b. Maintenance of a database of all training sessions, including length of time, topic, presenter name and qualifications, location, attendees, and documentation of learning and feedback concerning the training.
- c. Development, implementation, and reporting on a continuous quality improvement plan consistent with all pertinent legal, regulatory, contractual requirements, and New Haven policies and procedures

Short-Term Residential Therapeutic Program

Applicant/Licensee Name

New Haven Youth and Family Services, Inc.

Facility Number, if known

374600210, 37600200, 374600204,
374601789, 374600208, 374602811

PLAN OF OPERATION

C. FACILITY SKETCHES

Provide:

- A sketch of the buildings and grounds for each facility.
- Floor plan, which describes the capacities of the building for the use intended and room dimensions.
- Designation of the rooms to be used for nonambulatory children/non minor dependents, if any.
- Doors and window exits must be shown. Indicate exit routes by number as shown on the LIC 610C Emergency Disaster Plan.
- A sketch of the grounds showing driveways, fences, storage areas, gardens, pools, recreation areas, and other space used by the population(s) served.

Please check one of the following:

- Initial Submission Date: _____
- Revision Date: _____

Short-Term Residential Therapeutic Program

Applicant/Licensee Name

New Haven Youth and Family Services, Inc.

Facility Number, if known

374600210, 37600200, 374600204,
374601789, 374600208, 374602811

Plan of Operations

Facility Sketches

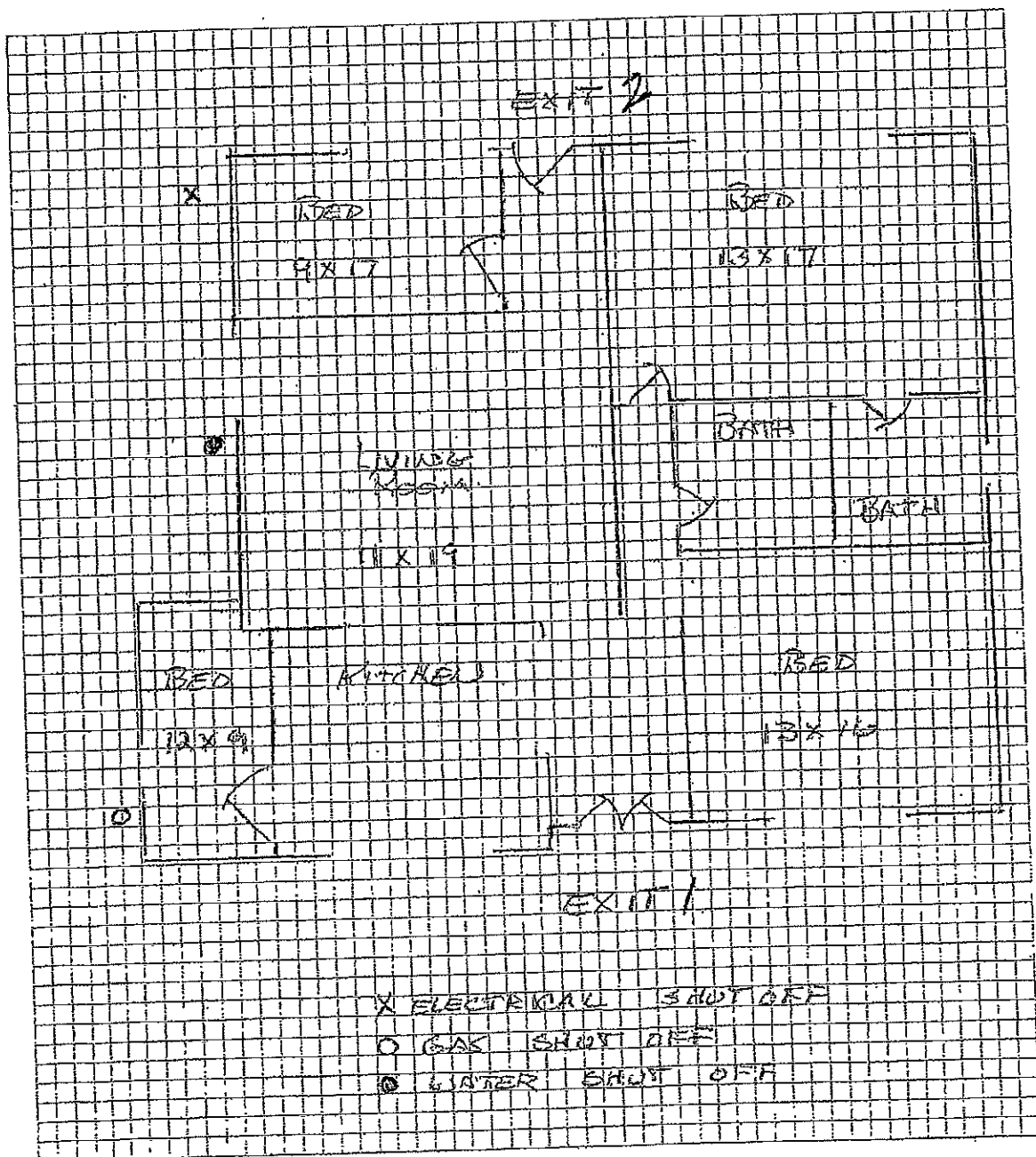
The facility sketches are attached for the six homes. All rooms shall serve ambulatory youth.

Facility Sketches and Fire Clearances

FACILITY SKETCH (Floor Plan)

Applicants are required to provide a sketch of the floor plan of the home or facility and outside yard. The floor sketch must label rooms such as the kitchen, bath, living room, etc. Circle the names of the rooms that will be used by staff/residents/clients/children. Door and window exits from the rooms must be shown in case of an emergency (see Emergency Disaster Plan). Show room sizes (e.g. 8.5 x 12). Keep close to scale. Use the space below. See back for yard sketch.

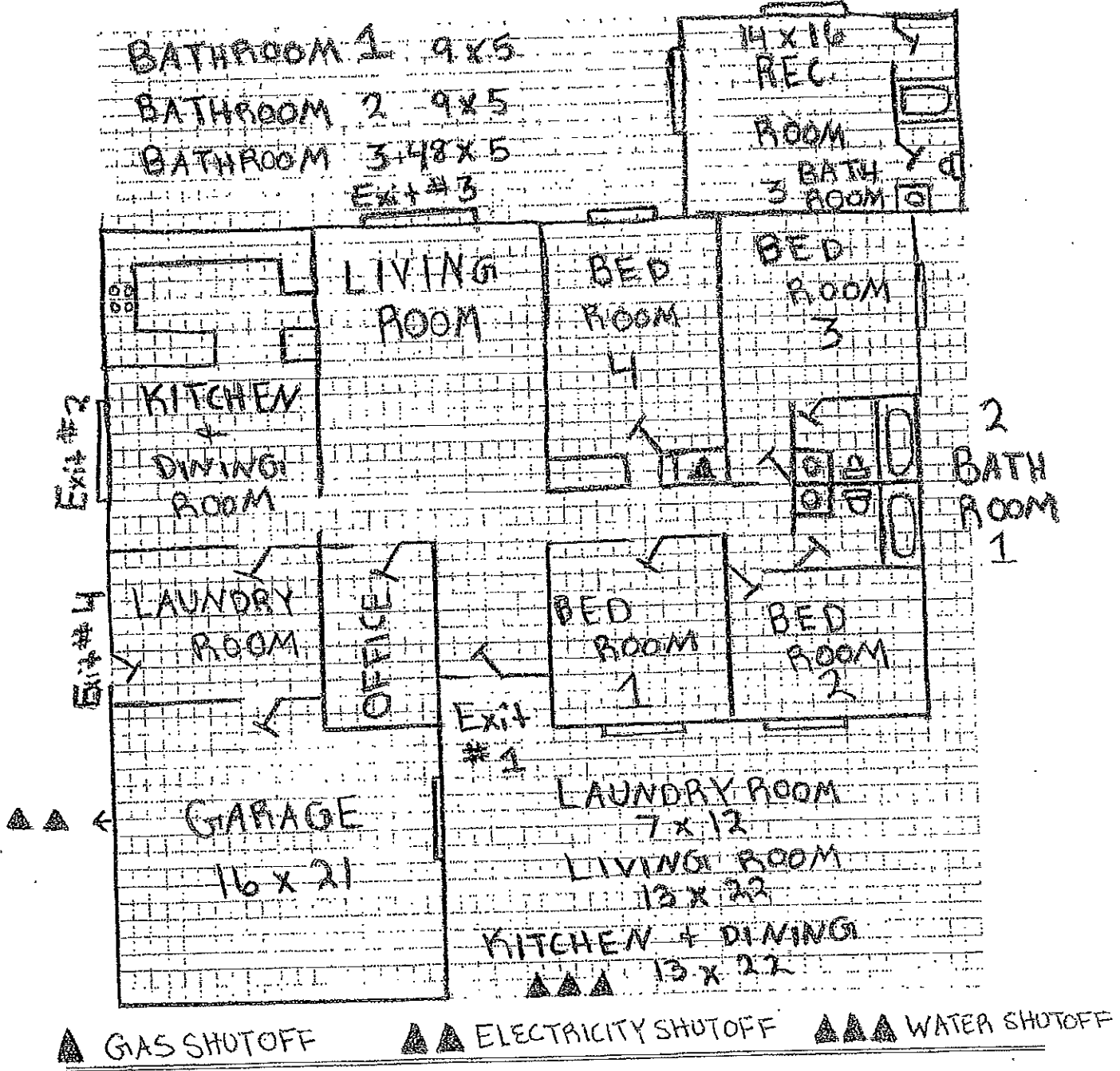
FACILITY NAME: CONNIE - GAYLE ADDRESS: 216 W. LOS ANGELES, VISTA, CA. 92083



FACILITY SKETCH (Floor Plan)

Applicants are required to provide a sketch of the floor plan of the home or facility and outside yard. The floor sketch must label rooms such as the kitchen, bath, living room, etc. Circle the names of the rooms that will be used by staff/residents/clients/children. Door and window exits from the rooms must be shown in case of an emergency (see Emergency Disaster Plan). Show room sizes (e.g. 8.5 x 12). Keep close to scale. Use the space below. See back for yard sketch.

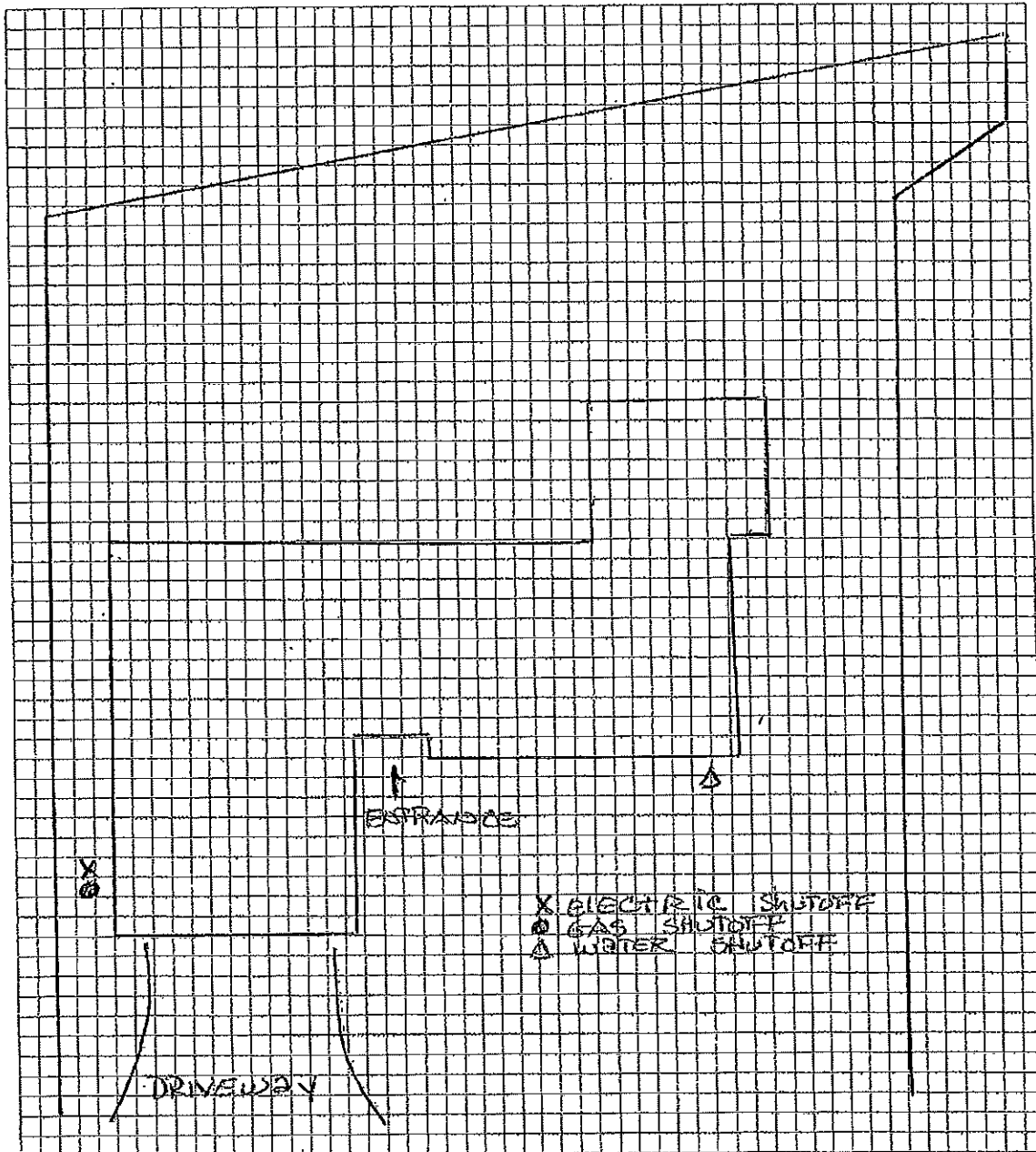
FACILITY NAME: Debra Lane ADDRESS: 1836 Debra Lane Vista, CA 92083



FACILITY SKETCH (Yard)

The yard sketch should show all buildings in the yard including the home (with no detail), garage and storage building. Include walks, driveways, play area, fences, gates. Show any potential hazardous area such as pools, garbage storage, animal pens, etc. Show the overall yard size. Try to keep the sizes close to scale. Use the space below.

FACILITY NAME: DEBRA LADE ADDRESS: 18316 DEBRA LADE, VISTA, Ca. 92083



FACILITY SKETCH (Floor Plan)

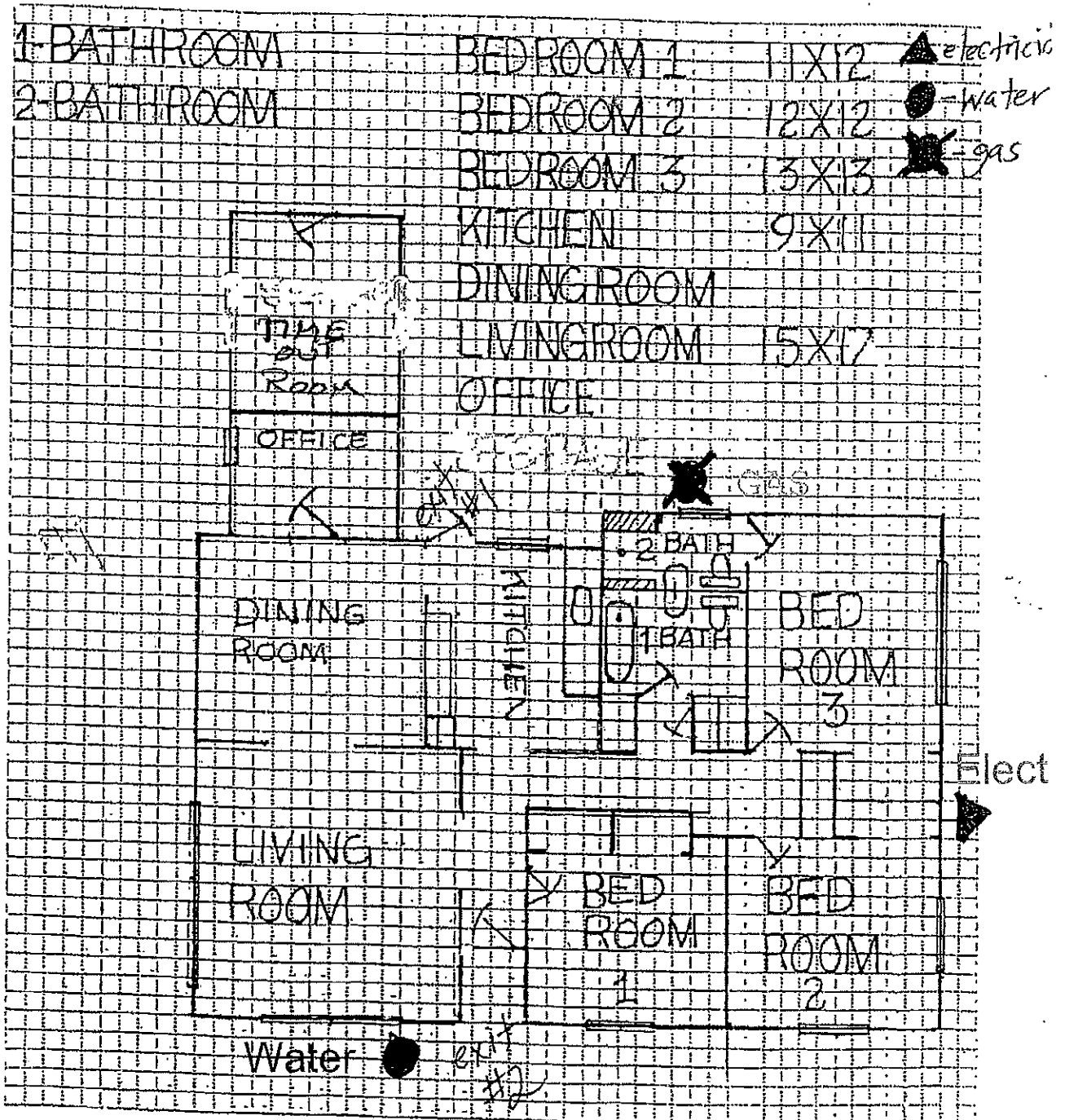
Applicants are required to provide a sketch of the floor plan of the home or facility and outside yard. The Floor Sketch must label rooms such as the kitchen, bath, living room, etc. Circle the names of the rooms that will be used by clients/children. Door and window exits from the rooms must be shown in case of an emergency (see Emergency Disaster Plan). Show room sizes (e.g. 8.5 x 12). Keep close to scale. Use the space below. See back for yard Sketch.

FACILITY NAME

LUPE

ADDRESS

218 WEST LOS ANGELES VISTA, CA



Utility shutoffs as marked

North

FACILITY SKETCH (Floor Plan)

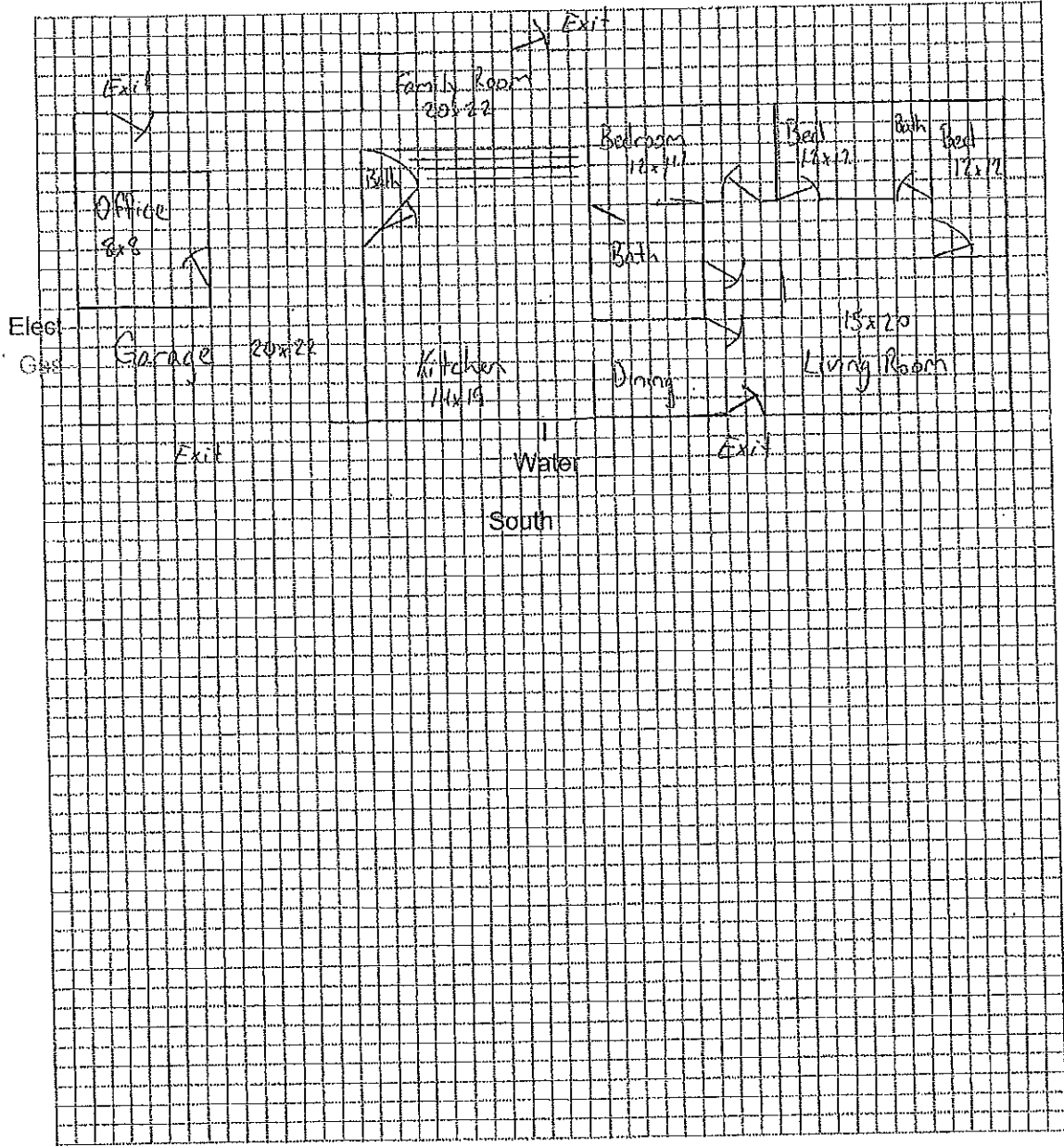
Applicants are required to provide a sketch of the floor plan of the home or facility and outside yard. The floor sketch must label rooms such as the kitchen, bath, living room, etc. Circle the names of the rooms that will be used by staff/residents/clients/children. Door and window exits from the rooms must be shown in case of an emergency (see Emergency Disaster Plan). Show room sizes (e.g. 8.5 x 12). Keep close to scale. Use the space below. See back for yard sketch.

| | |
|------------------------------------|--|
| FACILITY NAME: Meadowlake House | ADDRESS: 1032 Meadowlake, Vista, Ca 92083 |
|------------------------------------|--|

North

West

East



South

FACILITY SKETCH (Yard)

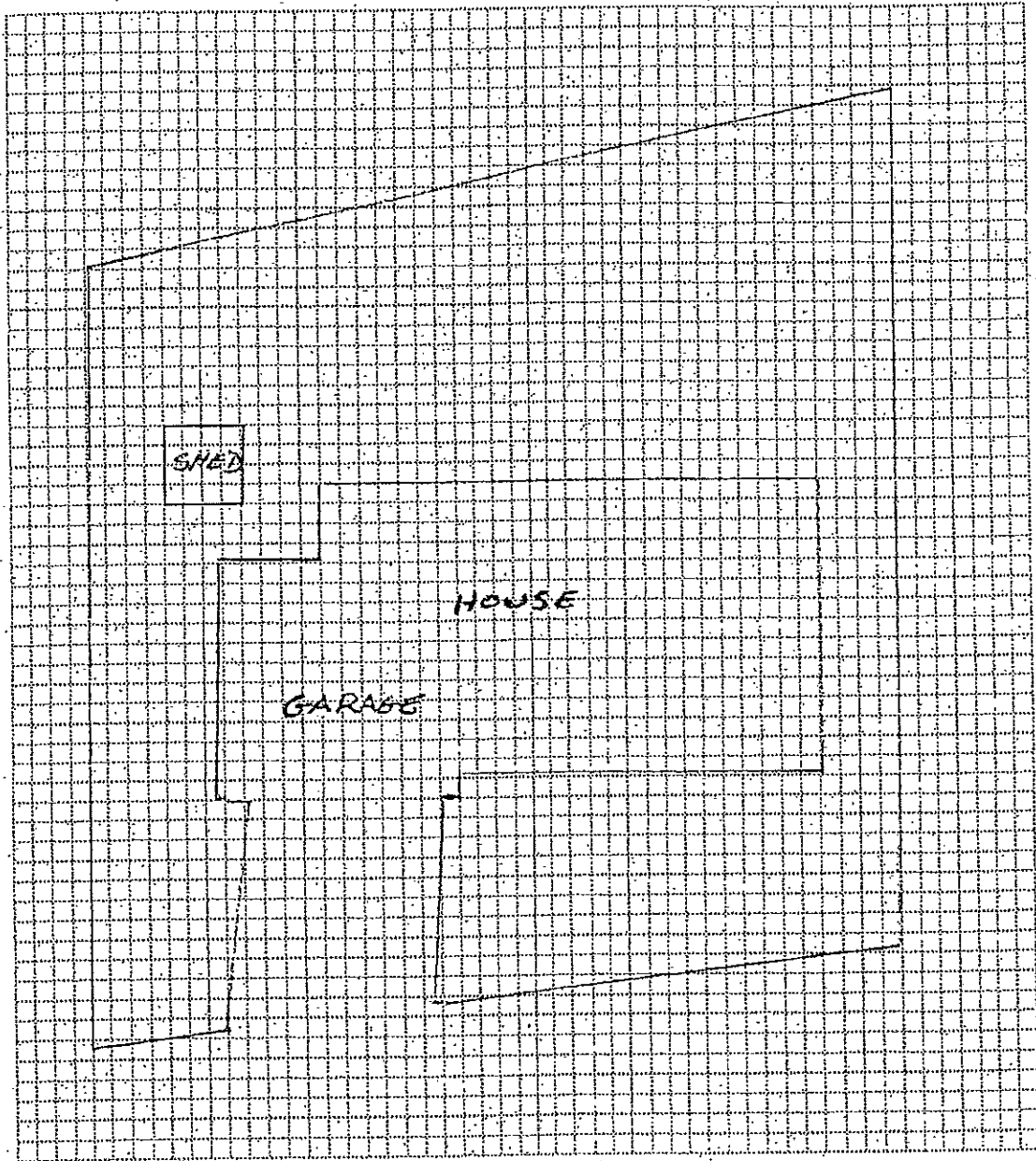
The yard sketch should show all buildings in the yard including the home (with no detail), garage and storage building. Include walks, driveways, play area, fences, gates. Show any potential hazardous area such as pools, garbage storage, animal pens, etc. Show the overall yard size. Try to keep the sizes close to scale. Use the space below.

FACILITY NAME:

MEADOW LAKE

ADDRESS:

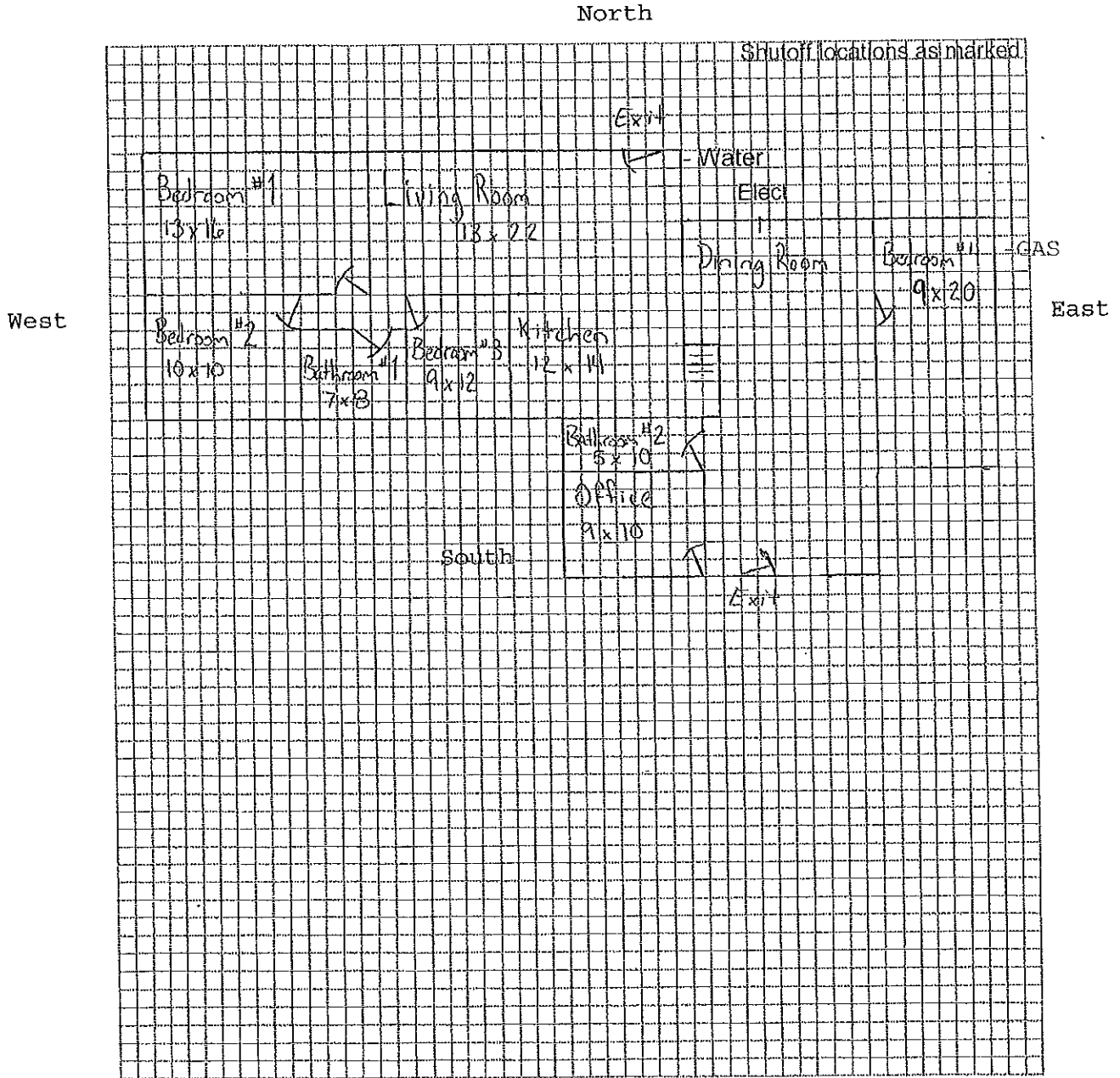
1032 MEADOWLAKE VISTA CA 9208



FACILITY SKETCH (Floor Plan)

Applicants are required to provide a sketch of the floor plan of the home or facility and outside yard. The floor sketch must label rooms such as the kitchen, bath, living room, etc. Circle the names of the rooms that will be used by staff/residents/clients/children. Door and window exits from the rooms must be shown in case of an emergency (see Emergency Disaster Plan). Show room sizes (e.g. 8.5 x 12). Keep close to scale. Use the space below. See back for yard sketch.

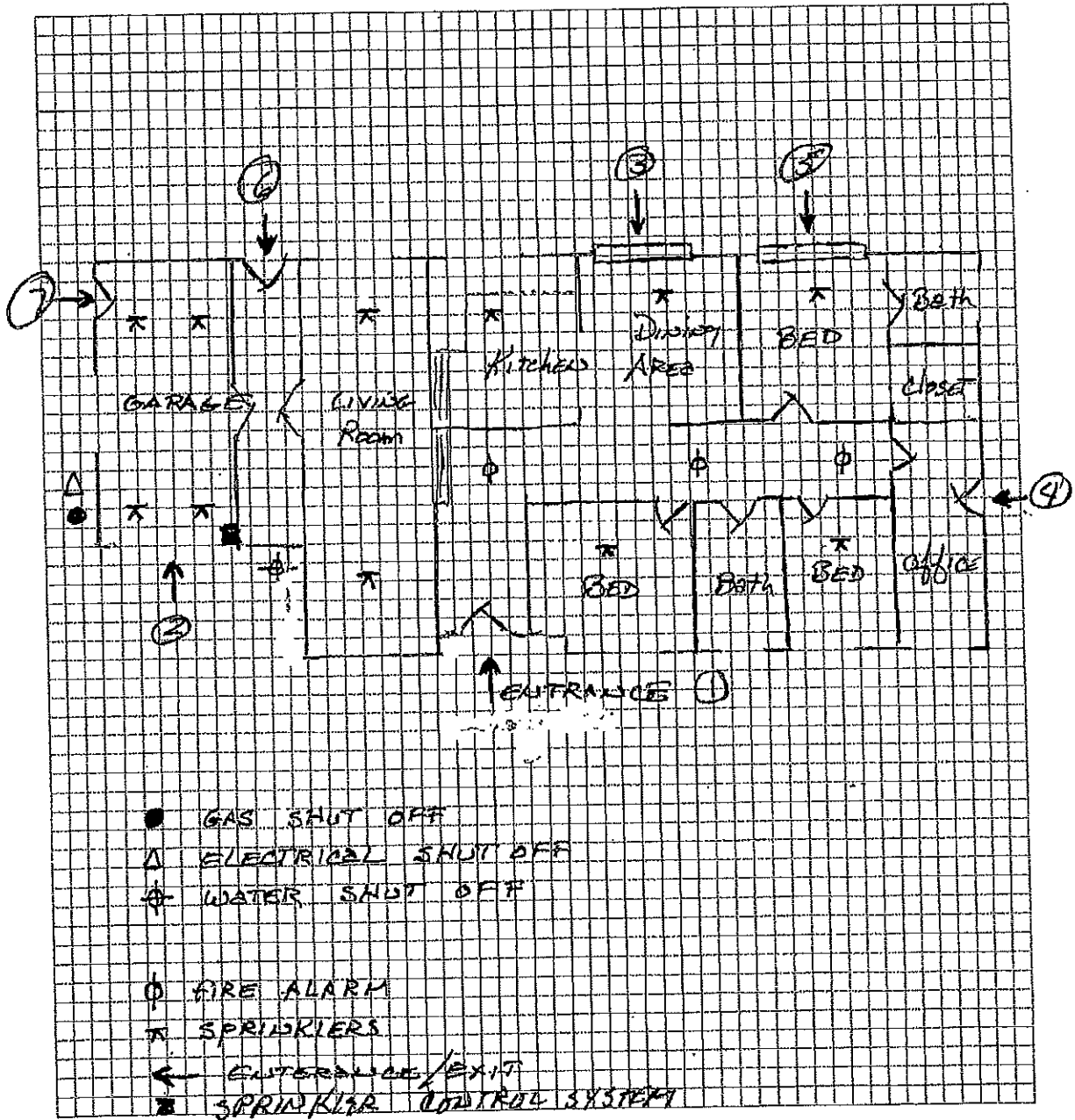
| | |
|------------------------------|---|
| FACILITY NAME: Teen House | ADDRESS: 218 W. Los Angeles Drive, Vista, Ca 92083 |
|------------------------------|---|



FACILITY SKETCH (Floor Plan)

Applicants are required to provide a sketch of the floor plan of the home or facility and outside yard. The floor sketch must label rooms such as the kitchen, bath, living room, etc. Circle the names of the rooms that will be used by staff/residents/clients/children. Door and window exits from the rooms must be shown in case of an emergency (see Emergency Disaster Plan). Show room sizes (e.g. 8.5 x 12). Keep close to scale. Use the space below. See back for yard sketch.

FACILITY NAME: Thomson House ADDRESS: 502 Galaxy Drive, Vista, Ca. 92083



FIRE SAFETY INSPECTION REQUEST

See instructions on reverse.

STD. 050 (REV. 4,2000)

| | | | |
|---|--|------------------------|---------------------------------------|
| AGENCY CONTACT'S NAME Doreen Quinn | TELEPHONE NUMBER 760.630.4035 | REQUEST DATE 3/9/17 | PROGRAM New Haven Youth and Family |
| EVALUATOR'S NAME Carol Anderson 619.767.2301 | REQUESTING AGENCY FACILITY NUMBER 374601789 | | REQUEST CODE Fire Clearance |

LICENSING AGENCY NAME AND ADDRESS

California Community Care Licensing
744 P Street, MS 8-17-17
Sacramento, CA 95814

- CODES**
1. ORIGINAL A. FIRE CLEARANCE
 2. RENEWAL B. LIFE SAFETY
 3. CAPACITY CHANGE
 4. OWNERSHIP CHANGE
 5. ADDRESS CHANGE
 6. NAME CHANGE
 7. OTHER

| AMBULATORY | | NONAMBULATORY | | BEDRIDDEN | | TOTAL CAPACITY |
|---|-------------------|---------------|-------------------|--|-------------------|--------------------------------|
| CAPACITY | PREVIOUS CAPACITY | CAPACITY | PREVIOUS CAPACITY | CAPACITY | PREVIOUS CAPACITY | |
| 6 | 6 | 0 | 0 | 0 | 0 | 6 |
| FACILITY NAME New Haven- Meadowlake | | | | | | LICENSE CATEGORY Group Home |
| STREET ADDRESS (Actual Location) 1032 Meadowlake | | | | | | NUMBER OF BUILDINGS 1 |
| CITY Vista, CA 92084 | | | | | | RESTRAINT No |
| FACILITY CONTACT PERSON'S NAME Doreen Quinn | | | | FACILITY CONTACT PERSON'S TELEPHONE NUMBER 760.630.4035 | | HOURS 24+ |
| SPECIAL CONDITIONS | | | | | | |

TO BE COMPLETED BY INSPECTING AUTHORITY

FIRE AUTHORITY NAME AND ADDRESS

City of Vista
Vista Fire Department
200 Civic Center Drive
Vista CA 92084-5304

| |
|-----------------------------|
| CLEARANCE /DENIAL CODE 1 |
| CODES |
| 1. FIRE CLEARANCE GRANTED |
| 2. FIRE CLEARANCE DENIED |
| A. EXITS |
| B. CONSTRUCTION |
| C. FIRE ALARM |
| D. SPRINKLERS |
| E. HOUSEKEEPING |
| F. SPECIAL HAZARD |
| G. OTHER |

| | | | |
|---|--|-----------------------|--------------------------|
| INSPECTOR'S NAME (Typed or Printed) WILLIAM FIGUEROA | TELEPHONE NUMBER 760-643-5351 | CFIRS NUMBER 37170 | OCCUPANCY CLASS R.B.1 |
| INSPECTION DATE 3/9/17 | INSPECTOR'S SIGNATURE (Typed or Printed) | | |
| EXPLAIN DENIAL OR LIST SPECIAL CONDITIONS | | | |

FIRE SAFETY INSPECTION REQUEST

See instructions on reverse.

STD. 050 (REV. 4/2000)

| | | | |
|--|--|------------------------|---|
| AGENCY CONTACT'S NAME Doreen Quinn | TELEPHONE NUMBER 760.630.4035 | REQUEST DATE 3/9/17 | PROGRAM New Haven Youth and Family |
| EVALUATOR'S NAME Carol Anderson 619.767.2301 | REQUESTING AGENCY FACILITY NUMBER 374600204 | | REQUEST CODE Fire Clearance |
| LICENSING AGENCY NAME AND ADDRESS California Community Care Licensing 744 P Street, MS 8-17-17 Sacramento, CA 95814 | | | CODES 1. ORIGINAL A. FIRE CLEARANCE 2. RENEWAL B. LIFE SAFETY 3. CAPACITY CHANGE 4. OWNERSHIP CHANGE 5. ADDRESS CHANGE 6. NAME CHANGE 7. OTHER |

| AMBULATORY | | NONAMBULATORY | | BEDRIDDEN | | TOTAL CAPACITY |
|--|-------------------|---------------|-------------------|--|-------------------|--------------------------------|
| CAPACITY | PREVIOUS CAPACITY | CAPACITY | PREVIOUS CAPACITY | CAPACITY | PREVIOUS CAPACITY | |
| 6 | 6 | 0 | 0 | 0 | 0 | 6 |
| FACILITY NAME New Haven- Lupe House | | | | | | LICENSE CATEGORY Group Home |
| STREET ADDRESS (Actual Location) 218 West Los Angeles | | | | | | NUMBER OF BUILDINGS 1 |
| CITY Vista, CA 92083 | | | | | | RESTRAINT No |
| FACILITY CONTACT PERSON'S NAME Doreen Quinn | | | | FACILITY CONTACT PERSON'S TELEPHONE NUMBER 760.630.4035 | | HOURS 24+ |
| SPECIAL CONDITIONS | | | | | | |

TO BE COMPLETED BY INSPECTING AUTHORITY

| | | | | |
|--|--|----------------------|-------------------------|---|
| FIRE AUTHORITY NAME AND ADDRESS City of Vista Vista Fire Department 200 Civic Center Drive Vista CA 92084-5304 | | | | CLEARANCE /DENIAL CODE 1 |
| | | | | CODES 1. FIRE CLEARANCE GRANTED 2. FIRE CLEARANCE DENIED A. EXITS B. CONSTRUCTION C. FIRE ALARM D. SPRINKLERS E. HOUSEKEEPING F. SPECIAL HAZARD G. OTHER |
| INSPECTOR'S NAME (Typed or Printed) William Figueroa | TELEPHONE NUMBER 760-648-5351 | CRRS NUMBER 37170 | OCCUPANCY CLASS RS.1 | |
| INSPECTION DATE 3/9/17 | INSPECTOR'S SIGNATURE (Typed or Printed) | | | |
| EXPLAIN DENIAL OR LIST SPECIAL CONDITIONS | | | | |

FIRE SAFETY INSPECTION REQUEST

See instructions on reverse.

STD. 850 (REV. 1/2000)

| | | | |
|---|--|------------------------|---------------------------------------|
| AGENCY CONTACT'S NAME Doreen Quinn | TELEPHONE NUMBER 760.630.4035 | REQUEST DATE 3/9/17 | PROGRAM New Haven Youth and Family |
| EVALUATOR'S NAME Carol Anderson 619.767.2301 | REQUESTING AGENCY FACILITY NUMBER 374600208 | | REQUEST CODE Fire Clearance |

LICENSING AGENCY NAME AND ADDRESS

California Community Care Licensing
744 P Street, MS 8-17-17
Sacramento, CA 95814

- CODES**
1. ORIGINAL A. FIRE CLEARANCE
 2. RENEWAL B. LIFE SAFETY
 3. CAPACITY CHANGE
 4. OWNERSHIP CHANGE
 5. ADDRESS CHANGE
 6. NAME CHANGE
 7. OTHER

| AMBULATORY | | NONAMBULATORY | | BEDRIDDEN | | TOTAL CAPACITY |
|--|-------------------|---------------|-------------------|--|-------------------|--------------------------------|
| CAPACITY | PREVIOUS CAPACITY | CAPACITY | PREVIOUS CAPACITY | CAPACITY | PREVIOUS CAPACITY | |
| 6 | 6 | 0 | 0 | 0 | 0 | 6 |
| FACILITY NAME New Haven- Teen House | | | | | | LICENSE CATEGORY Group Home |
| STREET ADDRESS (Actual Location) 230 West Los Angeles | | | | | | NUMBER OF BUILDINGS 1 |
| CITY Vista, CA 92083 | | | | | | RESTRAINT No |
| FACILITY CONTACT PERSON'S NAME Doreen Quinn | | | | FACILITY CONTACT PERSON'S TELEPHONE NUMBER 760.630.4035 | | HOURS 24+ |
| SPECIAL CONDITIONS | | | | | | |

TO BE COMPLETED BY INSPECTING AUTHORITY

| | | | |
|---|---|--|-------------------------|
| FIRE AUTHORITY NAME AND ADDRESS | City of Vista Vista Fire Department 200 Civic Center Drive Vista CA 92084-5304 | CLEARANCE /DENIAL CODE | |
| | | CODES | |
| | | <ol style="list-style-type: none"> 1. FIRE CLEARANCE GRANTED 2. FIRE CLEARANCE DENIED <ol style="list-style-type: none"> A. EXITS B. CONSTRUCTION C. FIRE ALARM D. SPRINKLERS E. HOUSEKEEPING F. SPECIAL HAZARD G. OTHER | |
| INSPECTOR'S NAME (Typed or Printed) WILLIAM FIGUEROA | TELEPHONE NUMBER 760-643-5351 | CFIRS NUMBER 37170 | OCCUPANCY CLASS R3.1 |
| INSPECTION DATE 3/9/17 | INSPECTOR'S SIGNATURE (Typed or Printed) | | |
| EXPLAIN DENIAL OR LIST SPECIAL CONDITIONS | | | |

FIRE SAFETY INSPECTION REQUEST

See instructions on reverse.

STD. 050 (REV. 4-2000)

| | | | |
|--|--|------------------------|---|
| AGENCY CONTACT (NAME) Doreen Quinn | TELEPHONE NUMBER 760.630.4035 | REQUEST DATE 3/9/17 | PROGRAM New Haven Youth and Family |
| EVALUATOR'S NAME Carol Anderson 619.767.2301 | REQUESTING AGENCY FACILITY NUMBER 374600210 | | REQUEST CODE Fire Clearance |
| LICENSING AGENCY NAME AND ADDRESS California Community Care Licensing 744 P Street, MS 8-17-17 Sacramento, CA 95814 | | | CODES 1. ORIGINAL A. FIRE CLEARANCE 2. RENEWAL B. LIFE SAFETY 3. CAPACITY CHANGE 4. OWNERSHIP CHANGE 5. ADDRESS CHANGE 6. NAME CHANGE 7. OTHER |

| AMBULATORY | | NONAMBULATORY | | BEDRIDDEN | | TOTAL CAPACITY |
|--|-------------------|---------------|-------------------|--|-------------------|--------------------------------|
| CAPACITY | PREVIOUS CAPACITY | CAPACITY | PREVIOUS CAPACITY | CAPACITY | PREVIOUS CAPACITY | |
| 6 | 6 | 0 | 0 | 0 | 0 | 6 |
| FACILITY NAME New Haven- Connie Gayle | | | | | | LICENSE CATEGORY Group Home |
| STREET ADDRESS (Actual Location) 216 West Los Angeles | | | | | | NUMBER OF BUILDINGS 1 |
| CITY Vista, CA 92083 | | | | | | RESTRAINT No |
| FACILITY CONTACT PERSON'S NAME Doreen Quinn | | | | FACILITY CONTACT PERSON'S TELEPHONE NUMBER 760.630.4035 | | HOURS 24+ |
| SPECIAL CONDITIONS | | | | | | |

TO BE COMPLETED BY INSPECTING AUTHORITY

| | | | |
|--|---|-----------------------|-------------------------|
| FIRE AUTHORITY NAME AND ADDRESS City of Vista Vista Fire Department 200 Civic Center Drive Vista CA 92084-5304 | CLEARANCE / DENIAL CODE 1 | | |
| | CODES 1. FIRE CLEARANCE GRANTED 2. FIRE CLEARANCE DENIED A. EXITS B. CONSTRUCTION C. FIRE ALARM D. SPRINKLERS E. HOUSEKEEPING F. SPECIAL HAZARD G. OTHER | | |
| INSPECTOR'S NAME (Typed or Printed) William Figueroa | TELEPHONE NUMBER 760-643-5351 | CFIRS NUMBER 37170 | OCCUPANCY CLASS R3.1 |
| INSPECTION DATE 3/9/17 | INSPECTOR'S SIGNATURE (Typed or Printed) | | |
| EXPLAIN DENIAL OR LIST SPECIAL CONDITIONS | | | |

FIRE SAFETY INSPECTION REQUEST

See instructions on reverse.

STD. 850 (REV. 4-200)

| | | | |
|---|--|------------------------|---------------------------------------|
| AGENCY CONTACT NAME Doreen Quinn | TELEPHONE NUMBER 760.630.4035 | REQUEST DATE 3/9/17 | PROGRAM New Haven Youth and Family |
| EVALUATOR'S NAME Carol Anderson 619.767.2301 | REQUESTING AGENCY FACILITY NUMBER 374602811 | | REQUEST CODE Fire Clearance |

LICENSING AGENCY NAME AND ADDRESS

California Community Care Licensing
744 P Street, MS 8-17-17
Sacramento, CA 95814

- CODES**
- 1. ORIGINAL A. FIRE CLEARANCE
 - 2. RENEWAL B. LIFE SAFETY
 - 3. CAPACITY CHANGE
 - 4. OWNERSHIP CHANGE
 - 5. ADDRESS CHANGE
 - 6. NAME CHANGE
 - 7. OTHER

| AMBULATORY | | NONAMBULATORY | | BEDRIDDEN | | TOTAL CAPACITY |
|------------|-------------------|---------------|-------------------|-----------|-------------------|----------------|
| CAPACITY | PREVIOUS CAPACITY | CAPACITY | PREVIOUS CAPACITY | CAPACITY | PREVIOUS CAPACITY | |
| 6 | 6 | 0 | 0 | 0 | 0 | 6 |

| | | | |
|--|--|--|--|
| FACILITY NAME New Haven- Thomson House | | LICENSE CATEGORY Group Home | |
| STREET ADDRESS (Actual Location) 562 Galaxy Drive | | NUMBER OF BUILDINGS 1 | |
| CITY Vista, CA 92083 | | RESTRAINT No | |
| FACILITY CONTACT PERSON'S NAME Doreen Quinn | | HOURS 24+ | |
| SPECIAL CONDITIONS | | FACILITY CONTACT PERSON'S TELEPHONE NUMBER 760.630.4035 | |

TO BE COMPLETED BY INSPECTING AUTHORITY

FIRE AUTHORITY NAME AND ADDRESS

City of Vista
Vista Fire Department
200 Civic Center Drive
Vista CA 92084-5304

- CLEARANCE/DENIAL CODE
1
- CODES**
- 1. FIRE CLEARANCE GRANTED
 - 2. FIRE CLEARANCE DENIED
 - A. EXITS
 - B. CONSTRUCTION
 - C. FIRE ALARM
 - D. SPRINKLERS
 - E. HOUSEKEEPING
 - F. SPECIAL HAZARD
 - G. OTHER

| | | | |
|---|--|-----------------------|-------------------------|
| INSPECTOR'S NAME (Typed or Printed) WILLIAM FIGUEROA | TELEPHONE NUMBER 760-648-5851 | CFIRS NUMBER 37170 | OCCUPANCY CLASS R3.1 |
| INSPECTION DATE 3/9/17 | INSPECTOR'S SIGNATURE (Typed or Printed) | | |

EXPLAIN DENIAL OR LIST SPECIAL CONDITIONS

STATE OF CALIFORNIA FORESTRY AND FIRE PROTECTION
FIRE SAFETY INSPECTION REQUEST

See instructions on reverse.

STD. 050 (REV. 4-2000)

| | | | |
|--|--|------------------------|---|
| AGENCY CONTACT'S NAME Doreen Quinn | TELEPHONE NUMBER 760.630.4035 | REQUEST DATE 3/9/17 | PROGRAM New Haven Youth and Family |
| EVALUATOR'S NAME Carol Anderson 619.767.2301 | REQUESTING AGENCY FACILITY NUMBER 374600200 | | REQUEST CODE Fire Clearance |
| LICENSING AGENCY NAME AND ADDRESS California Community Care Licensing 744 P Street, MS 8-17-17 Sacramento, CA 95814 | | | CODES 1. ORIGINAL A. FIRE CLEARANCE 2. RENEWAL B. LIFE SAFETY 3. CAPACITY CHANGE 4. OWNERSHIP CHANGE 5. ADDRESS CHANGE 6. NAME CHANGE 7. OTHER |

| AMBULATORY | | NONAMBULATORY | | BEDRIDDEN | | TOTAL CAPACITY |
|---|-------------------|---------------|-------------------|--|-------------------|--------------------------------|
| CAPACITY | PREVIOUS CAPACITY | CAPACITY | PREVIOUS CAPACITY | CAPACITY | PREVIOUS CAPACITY | |
| 6 | 6 | 0 | 0 | 0 | 0 | 6 |
| FACILITY NAME New Haven- Debra Lane | | | | | | LICENSE CATEGORY Group Home |
| STREET ADDRESS (Actual Location) 1836 Debra Lane | | | | | | NUMBER OF BUILDINGS 1 |
| CITY Vista, CA 92083 | | | | | | RESTRAINT No |
| FACILITY CONTACT PERSON'S NAME Doreen Quinn | | | | FACILITY CONTACT PERSON'S TELEPHONE NUMBER 760.630.4035 | | HOURS 24+ |
| SPECIAL CONDITIONS | | | | | | |

TO BE COMPLETED BY INSPECTING AUTHORITY

| | | | | |
|--|--|----------------------------------|-------------------------|---|
| FIRE AUTHORITY NAME AND ADDRESS City of Vista Vista Fire Department 200 Civic Center Drive Vista CA 92084-5304 | | | | CLEARANCE / DENIAL CODE |
| INSPECTOR'S NAME (Typed or Printed) William Figueroa | | | | CODES 1. FIRE CLEARANCE GRANTED 2. FIRE CLEARANCE DENIED A. EXITS B. CONSTRUCTION C. FIRE ALARM D. SPRINKLERS E. HOUSEKEEPING F. SPECIAL HAZARD G. OTHER |
| INSPECTION DATE 3/9/17 | INSPECTOR'S SIGNATURE (Typed or Printed) | TELEPHONE NUMBER 760-643-5351 | OCCUPANCY CLASS R3.1 | |
| EXPLAIN DENIAL OR LIST SPECIAL CONDITIONS | | | | |

Short-Term Residential Therapeutic Program

Applicant/Licensee Name

New Haven Youth and Family Services, Inc.

Facility Number, if known

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374601789, 374600208, 374602811

PLAN OF OPERATIONS

D. STAFF PLAN

Provide a detail plan for the hiring, supervising, evaluating, and training staff, to include, peer partners, volunteers, and other qualified individuals.

The training plan shall meet the needs of all staff and the population(s) served by the facilities and include, at a minimum, the following:

- Describe how staff, peer partners, volunteers, and other qualified individuals will be hired, supervised, evaluated, and trained.
- Ensure all staff receive an employee orientation, initial and ongoing training, and in-service education.
- Identify the types of training that will be provided to staff, to include who will be required to attend the training, the number of training hours required, and who will be providing the training.
- Identify the organizational strategies to enhance the well-being, retention, and resilience of staff.

Please check one of the following:

- Initial Submission Date: _____
- Revision Date: _____

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Plan of Operation**Staff Plan**

New Haven reviews potential applicants, and hires those believed to be the most qualified individuals to fill positions that contribute to the agency's overall strategic success by directly or indirectly supporting agency efforts and/or improving the lives of the youth and communities we serve. New Haven values diversity and aligns with the goals and objectives of our Affirmative Action commitments to hire, encourage and promote minorities, females, disabled and veterans in all of our employment practices.

In hiring the best candidates for positions, the following hiring process is applicable.

PROCEDURE**Initial Notification of Open Position**

Notifications of open positions are communicated and forwarded to Human Resources to begin the process of posting and finding candidates for a position. Open positions, due to resignations and/or involuntary terminations may be approved by the Department Director and the HR Director. Additionally, non-benefited positions (sometimes referred to as On-Call positions) in the Outpatient Mental Health Department and Residential units, supporting short-term contractual needs, may be initiated and approved by the Department Director and the HR Director. (Note: All open positions will be reviewed for ongoing consideration and justification of agency need and/or budgetary and workforce review. Should a current position be identified as not to be filled, further analysis should be completed to evaluate and/or redistribute work flow without disruption to agency initiatives and/or undue employee workload. Any reductions in position allocations and/or unusual hiring requests are then communicated to the CEO.)

All additions to staff require the approval of the CEO and should be clarified through the following requisition process. A Personnel Requisition, or like instrument, notes the position's hours/shifts, status, reason for the opening, essential job functions and qualifications (or a current job description may be attached) and the foreseeable needs of the candidate's location, property requirements, and agency rights. If there are any special recruitment advertising requests, these should be noted under additional comments. See the Personnel Requisition form under Attachments. This form is to be signed by the Department Director, the HR Director and approved by the CEO.

Job Postings/Applications

Job openings are advertised through Human Resources (newspapers, Jobing.com website, Edjoin, agency website, EDD, etc.) with direction to a related link posted electronically in ADP.

Internal Postings

Existing employees may be directed to open positions by viewing postings on the company intranet (Office 365 – HR Section) whenever new opportunities become available. In some cases, employees may also be alerted via agency email. However, it remains the employee's responsibility to view open positions via their link to HR's pages.

While jobs may remain posted until the position is filled, all positions will remain open for at least one week (a minimum of 5 Administrative days) before a candidate is selected unless the position is withdrawn.

Internal Transfers

Employees are eligible to apply for consideration for an internal job opening. However, in most cases, a minimum work history of six months in their current position is expected*. Any employee under a current Performance Improvement Plan

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with a Job Threat will be considered ineligible for consideration until performance is reevaluated as improved and/or a minimum of 60 days from the counseling event has expired.

Once a request is received, the employee's current supervisor will be contacted within 5 days for comments as to the employee's skills, work history and performance to date. When an internal candidate is determined to be the best incumbent for the new position, HR will assist with coordinating internal departmental considerations to ensure a smooth transition without undue disruption of agency business. In most cases, internal transfers should be implemented within a 30 – 60-day time period.

All applicants for the posted vacancy will be considered on the basis of their qualifications and ability to perform the job successfully. Internal candidates who are not selected will be notified by Human Resources.

*Time in assignment restrictions may be waived with the consent of the employee's supervisor and Human Resources only when the organizational need warrants exception.

Once transferred to a new position, an employee's performance evaluation timing and objectives will be reestablished and any merit adjustments reevaluated based on the new job requirements.

Recruitment Advertising

Positions are advertised externally based on need and budget requirements. All recruitment advertising must be approved by Human Resources and, in most cases, is created, contracted, and posted by Human Resources. On an exception basis, some Department Directors may be authorized to source for applicants directly; however, this exception must be approved and coordinated through Human Resources to ensure said need is understood, tracked, within budget constraints, and consistent/compliant with advertising processes and agency procedures (including Affirmative Action guidelines). Each Department Director is responsible for keeping HR informed as to the status of their openings and any requested advertising preferences.

Employment or Search Agency Fees

Department Managers are not to use employment or search agencies without prior consultation with Human Resources and the approval of the CEO. Should temporary staffing help be required to meet unanticipated short term emergencies and/or there has been an inability to find timely qualified staff, the usage of temporary services may be coordinated through Human Resources. Such requests require the approval of the Department Director / the HR Director and the CEO. The duration of this temporary need should also be reflected on the order, and any extensions require continued approval documentation.

Employee Referrals

Employees are encouraged to refer candidates for open positions at New Haven. We believe that employees benefit from working with those they know and enjoy, and New Haven obtains an alternative good pool of applicants. All candidates will be considered based on skills, abilities, and the agency need. Any referring active employee may be eligible to receive a referral award following the hire of any referred candidates, once the referred employee has successfully completed of six months of employment*. Positions eligible for referral awards will be noted on the posted position opening.

*The referring employee must be noted on the employee's application, whether online or on paper to be eligible for the award.

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Applications

All applicants (internal or external) are directed to the ADP site to apply for consideration. Paper applications are available in Human Resources for those unable to complete an online application. (These are then entered by an HR Representative for Applicant Tracking). Any resumes received for open positions and/or unsolicited resumes and/or any applications received for non-open positions are not considered APPLICANTS or eligible for candidate consideration. Selected managers will be able to view all candidates considered applicants online.

All applicants will be reviewed for consideration and the assessment process documented if the applicant is not moving on to the next step in the hiring process. This may be noted in ADP. However, if not entered it may be documented on the Candidate Evaluation Sheet, as follows:

- Scheduled for follow-up / interview
- Declined:
 - Skills insufficient
 - Better qualified candidates
 - Not available for position schedule/needs
 - Applicant withdrew (based on comp, position needs, other opportunity)

Internal Applicants

Those interested in consideration will find a link to complete an internal online application through ADP. Applicants referred by supervisors may be input as candidates manually by an HR Representative for tracking purposes.

Hiring Assessments

Applicants for select positions will complete a Hiring Assessment to further evaluate skills/judgement associated with the position. Any Hiring Assessments (tests) must be preapproved by HR prior to distribution to and/or completion by any applicant. Assessment must be completed on New Haven premises and may not be sent or taken by applicants for completion elsewhere. Any position requiring a Hiring Assessment to evaluate candidate potential fit should be completed by all applicants considered for the position. (Internal candidates may be excluded if performance assessments relative to the position considered).

Interview Process

It is the responsibility of Human Resources to receive and screen resumes prior to forwarding them to the hiring manager in most situations. Some department heads (i.e., School, Outpatient Mental Health) may be authorized to view electronic applications and thereby are authorized (and trained) to prescreen potential applicants in advance of, or in conjunction with, HR's efforts. Should a resume be received via a referral and/or unsolicited, the manager shall direct the candidate to the online application process.

- Any verbal conversations with potential candidates are not considered applicants. If unqualified, unavailable, or they do not complete the application process, no tracking is necessary.
- If a candidate completes an application for an open position, they will be considered an APPLICANT. If they meet the basic criteria, they will be considered for phone screening and/or an interview.
- Individuals may then be invited in for an interview, either through HR and/or through the authorized Department Manager. (No candidate may be interviewed without completion of a paper or online New Haven application and voluntary EEO Pre-Hire Data Sheet).
- The person interviewing will document the interview via a Candidate Evaluation Form (or like instrument) noting the decision reached (this will then be entered into ADP by the Hiring Representative).

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- All applicants considered for hire should be reference checked prior to any discussion of an offer. (While this process is normally completed in HR, department need and/or unusual hiring volume may require that this be completed by the Hiring Manager and/or by a designated, trained personnel representative. This process must be authorized in advance). All applicants must provide at least two recent work/professional references and said references must be completed and/or verified by New Haven. All phone reference checks will be recorded via the Reference Check Form and signed and dated by the representative authorized to complete. Any references obtained by fax will be completed on the Reference Fax Form.
- Any negative information received must be communicated immediately to the HR Director. Also, see HR for problem solving difficulties with needed contacts and/or incomplete receipt of information.
- The hiring manager or supervising department head has ultimate responsibility for making the hiring decision, generally with consult from HR, when the position posting is completed; however, **each hiring decision must be communicated to HR prior to any employment offer.**

Employment Offers

Once Human Resources (or the assigned representative) receives satisfactory results from the reference checks, the hiring manager and/or Human Resources will notify the candidate to extend a verbal offer and forward the applicant to HR for further processing, if the candidate accepts the offer.

All Non-Exempt (Non-Management/Hourly personnel) will be provided with an Employment Understanding Form designating, among other things, the position, the anticipated/projected start date, and the position's hourly rate of pay. Employment Understandings will be executed by the authorizing hiring representatives (HR Director and/or the Department Director). An executed document will be provided to the candidate and a duplicate will be retained in the employee's personnel file. (This document, when forwarded to HR, begins the required pre-employment process.)

An Exempt Employee (Management) will be provided with an Offer Letter, executed by the HR Director and the authorized Department Head. A copy of the Offer Letter will be retained in the HR File (and must be forwarded to HR immediately, if executed by the Department Head).

All offers are then contingent upon completion of all pre-employment processes (see below).

Required Pre-Employment Processes

Hiring Managers will direct any final candidate to HR for processing. *All pre-employment processes must be completed before hire* and are **required** before any contact with youth is possible and/or any job assignment is begun. Every effort to complete these processes is recommended before training begins; however, some allowances may be authorized by HR for TRAINING ONLY when circumstances do not allow for completion of processing before the scheduled training (However, in no cases may any work begin until the file is officially approved for work release).

The Pre-employment process includes the following:

- Completion of Criminal Record Statement and Fingerprinting clearance.
- Schedule and satisfactory completion of Pre-employment physical (including drug testing).
- Driving record review and approval (unless designated and approved as a non-driver).
- Debarment Check with satisfactory results.

On or shortly following the time of hire, candidate must additionally provide:

- Completion of I-9 with related identity documents.

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- E-Verify employment authorization.
- State and Federal Tax Forms.
- Educational Verification (as required by position).
- Documents relative to required Certifications / Licenses required by position.
- Current Driver's License, acceptable to CA.
- Social Security Number.
- Required Licensing Documents signed.
- Signatures on New Haven Policies and Handbook Notifications.

Human Resources assumes responsibility for expediting and following the candidate's pre-employment processes. Should delays or concerns present themselves, the HR Representative will attempt resolution and/or ultimately notify the Department Manager of needed follow-up and/or the employee's readiness to work.

Initial Start Date and Orientation

On the initial start date, employees will complete required paperwork and successfully complete orientation and any related required training before being authorized and scheduled to work*.

Employees must complete the necessary paperwork in Human Resources or at the location of the new position, and HR will assign rights, badges, property, and access to HR systems, office emails, and client based information based on communication from HR and/or the Department Manager. Exceptions require HR Director approval. Employee personal and work based information will be entered into HRB (the agency's HRIS system through ADP) by their 3rd day of work. This data will then transition to Payroll where time tracking and rights are uploaded to the Time and Attendance system.

Supervisors will meet all new employees on or before their first full shift and review the policy and procedures. All documents and signed policy acknowledgements should be returned to Human Resources on or before the employee's first day of employment, and any certifications and licensure information within one week of hire date, if additional time is required.

*Exceptions to completion of orientation and/or training approved with authorization and documentation by HR Director and/or CEO only.

Document Retention

All applications will be reviewed and remain in HR. Work history and reference related information may be copied and forwarded to the Hiring Manager, upon request. (Most of this information is retained electronically via the ADP Application).

The EEO Pre-Hire Data sheet is for data tracking only and will be maintained separately in HR from any employment records. EEO Data Sheets will be retained for input into to related applicant data tracking systems, retained electronically for 3 years, and then destroyed.

Candidate Assessments sheets will be retained with the Application and related information/data will be tracked in HR.

Applications and supporting documentation for all candidates not hired will be maintained for a minimum of two years. For candidates hired, the documentation will be maintained in the employee's pre-employment files of their Personnel Records for period of hire plus four years.

Unsolicited resumes will not be retained.

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Applicants who are interviewed but not hired will be notified by Human Resources and/or the Hiring Department Manager when the position is closed.

Staff Supervision/Evaluation

All staff receive weekly supervision from their direct supervisor (group or individual depending on the position).

Direct Care Staff: Participate in weekly staff meetings with their respective Administrator to review youth needs and staff expectations. Each Administrator shall be in each house 20 hours/week to provide supervision, support, and individualized training to Direct Care Staff. Direct Care Staff are evaluated quarterly using skill assessment tools reviewed by Facility Administrators. Annually, formal staff performance review is conducted based on quarterly skill assessments, observations by the supervisor, and through review of individualized annual goals and objectives.

Program Specialist (Facility Administrator): Participate in weekly group supervisor meetings, supervised by the Director of Operations. Director of Operations is available 24/7 for consultation and support. Program Specialists are formally evaluated annually based on observation by the Director of Operations, and through review of individualized goals and objectives.

Treatment Managers: Participate in weekly group supervision meetings, supervised by the Clinical Director. Clinical Director is available 24/7 for consultation and support. Treatment Managers are formally evaluated annually based on performance expectations and through review of individualized goals and objectives.

Other Staff: Receive weekly group or individual supervision by their direct supervisor and are formally evaluated annually based on performance expectations and through review of individualized goals and objectives.

Staff Training

Training of New Haven staff members and volunteers is coordinated by New Haven's Chief Quality Officer. All trainings are provided by the Chief Quality Officer unless otherwise noted. New Haven provides most trainings at its Melrose Administration and Training Center in Vista.

Direct Care Staff (Includes Social Work Staff)

Newly Hired

At the time of hire, but before entering into supervision ratio or being left unsupervised with youth in the program, newly hired direct care staff members of the STRTP shall successfully complete 40 hours of orientation training:

- 24 hours of classroom instruction by the Chief Quality Officer in the following topics:
 - Overview of the population served by the STRTP
 - Regulations concerning who is qualified to be treated in an STRTP
 - Typical behaviors of youth in a STRTP
 - Needs and services of youth in a STRTP
 - New Haven program and services including program philosophy, activities, and community resources
 - Overview of the array of services offered by New Haven, including STRTP, outpatient behavioral coaching, and educational services
 - Introduction to trauma-informed care
 - Introduction to the safe and effective use of community resources
 - New Haven's focus on healthy healing relationships to serve our clients
 - New Haven's policies and procedures, including reporting requirements as a mandated reporter
 - Introduction to child abuse and elder abuse reporting requirements

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- How to file a report
 - How to document that a report has been filed
- Job description including roles and responsibilities
 - Expectations of New Haven direct care staff
 - Attendance expectations
 - Documentation expectations
 - Behavioral Expectations, including appropriate relationships with clients and their families
- Role of other facility personnel in service delivery, including case staffing and designated staff member(s) applying the reasonable and prudent parent standard
 - Understanding the role of the New Haven Social Work Staff
 - Understanding the role of the New Haven Mental Health Staff
 - Understanding the role of the New Haven Education Staff
 - Understanding the role of the New Haven Therapeutic Behavioral Services Staff
- Discipline policies and procedures, positive discipline and the importance of self-esteem
 - Review of New Haven's Positive Behavioral System
 - Review of Phase and Level System
 - Review of the role of positive reinforcement
 - Review of the interaction of the Positive Behavioral System with trauma-informed care
- Disaster response
 - Review of emergency evacuation procedures
 - Review of emergency shelter in place procedures
 - Review of utility emergency procedures
- Medical emergency response
 - When to access medical emergency response
 - How to access medical emergency response
 - How to document the use of medical emergency response
- Teamwork and interpersonal communication among facility personnel and children, children's family, and family team members
 - Appropriate professional relationships with team members
 - Professional boundaries
 - Youth-centered care
- Teamwork and intra-facility communication
 - New Haven communication systems
 - Email
 - Cloud (New Haven 365)
 - CMS (Electronic Medical Record)
 - Special Incident Reports
 - Clinical Reports
- The role of placement workers
 - Departments of Social Services
 - Their roles
 - New Haven's responsibilities to them
 - Departments of Probation
 - Their roles

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- New Haven's responsibilities to them
 - School-based Placement Workers
 - Their roles
 - New Haven's responsibilities to them
- Medication procedures
 - Central storage of medications
 - Safe handling of medications
 - Appropriate procedures for the preparation, assistance with self-administration, and documentation of medications
 - Appropriate destruction of medications
- STRTP children adjustment to congregate care
 - The impact of trauma
 - Disruptions of behavior in youth in congregate care
 - Disruption of emotions in youth in congregate care
 - The importance of healthy relationships and family contact
- Title 22
 - Introduction to Title 22 as it applies to STRTPs
 - Allowable and non-allowable behaviors of staff of STRTPs
 - Responsibility for care and supervision provided by direct care staff
 - Documentation responsibilities
- Recreation activities and resources
 - Review of New Haven's recreational and social calendar
 - Behavioral expectations of staff members during recreational or social activities
- Youth rights
 - Review of youth rights
 - Helping youth understand their rights
 - Advocating for youth rights
- When to involve law enforcement
 - When to (and not to) engage law enforcement
 - How to (and not to) engage law enforcement
 - Documentation and reporting of law enforcement engagement
- Cultural competency and sensitivity LGBTQ
 - Introduction to cultural competency
 - Understanding "cultural humility"
 - Moving beyond sensitivity to engagement and celebration of diversity
- Effects of Trauma
 - Definition and causes of trauma
 - Impact of trauma based upon frequency, duration, severity, and initial age of exposure
 - Behavioral impacts
 - Emotional impacts
 - Relational impacts
 - Role of direct care staff in working with survivors of trauma
- Child welfare and probation systems
 - Child Welfare
 - History of the child welfare system

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- Purpose of the Reform of Care Initiative
- Understanding the role of the child welfare system and its interactions with the court system
 - Probation
 - History of the probation system
 - Purpose of the Reform of Care Initiative
 - Understanding the role of the probation system and its interactions with the court system
- Awareness and identification of commercial sexual exploitation and best practices
 - Statistics of CSEC – nationally, statewide, and locally
 - Identifying potential survivors of CSEC
 - Appropriate responses, reporting, and services for CSEC survivors
 - The importance of safety and confidentiality
- Federal Indian Child Welfare Act
 - The history of ICWA
 - Identification of youth in ICWA
 - Services offered to youth in ICWA
 - Working effectively with tribal laws and traditions
- False claims and fraud prevention
 - Understanding Federal and California Laws regarding false claims
 - Whistleblower considerations
 - Who and how to report suspected false claims
 - The role of direct care staff in reducing and reporting false claims
- Safe workplace, including OSHA standards for blood borne pathogen training
 - Understanding blood borne pathogens
 - Protecting youth and staff members from blood borne pathogens
 - How to clean up and dispose of a biohazard spill
 - How to access protective devices and information about blood borne pathogens
- Confidentiality, including HIPAA
 - Understanding youth and family rights to confidentiality
 - Understanding how to identify protected health information (PHI)
 - Understanding informed consent
 - How to store and protect PHI
 - Understanding "need to know"
 - How to report potential breaches of confidentiality
 - When confidentiality can be breached without informed consent
- Drivers' safety
 - Safety checking a vehicle before operation
 - How to safely and defensively operate a vehicle
 - Client and staff member behavioral expectations in vehicles
 - How to report a traffic collision
- Within the first 30 days of hire, a direct care staff must provide a current First Aid and CPR card or complete New Haven's First Aid and CPR course that adheres to the American Heart Association Standards.
- Additionally, direct care staff members shall complete an introductory Professional Assault Crisis Training (ProACT) including both the 16-hour de-escalation crisis prevention portion and the 4-hour emergency

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intervention portion, which focuses on the de-escalation and prevention of crises and includes in depth examination of:

- Direct care worker's self-awareness
- Physical and psychosocial needs of children, including behavioral management de-escalation techniques, and trauma informed crisis management planning, including the use of emergency interventions

On-going Training

New Haven's on-going staff training plan for direct care staff includes weekly meetings with one hour of the meeting focusing on one or more staff training topics and one hour of review of the specific needs and services for youth they serve. New Haven uses local experts to help provide on-going training for its staff members from entities outside of the STRTP. This model allows us to provide 20 hours of on-going training provided by an entity outside of the STRTP along with more than an additional 20 hours of in-house training.

The annual training calendar includes the following topics:

- Child and adolescent development, including sexual orientation, gender identity, and gender expression (Outside Trainer) 2 Hour
 - The importance of respecting the individual and not making assumptions
 - Understanding sex, gender identity, gender expression, and sexual orientation using the "Genderperson" diagram
 - The importance of pronouns
 - Client rights concerning sexual orientation, gender identity, gender expression, and sexual orientation
- New Haven's core practice model 1 Hour
 - Review of trauma-informed care
 - Review of the safe and effective use of community resources
 - New Haven's focus on healthy healing relationships to serve our clients
 - Review of New Haven's Positive Behavioral System
- Permanence, well-being, and educational needs of children (Outside Trainer) 1 Hour
 - Definition of "permanence"
 - Effectively linking youth to community services, including educational services
 - Helping youth make healthy decisions about relationships
- Basic instruction on existing laws and procedures regarding the safety of foster youth at school, and ensuring a harassment and violence free school environment (Outside Trainer) 1 Hour
 - Understanding a school's responsibility to maintain a harassment and violence free environment
 - Assisting youth to advocate for their rights at school
 - Serving as an appropriate adult advocate for youth rights at school
- Best practices for providing care and supervision to nonminor dependents 1 Hour
 - Definition of a nonminor dependent
 - Special considerations for nonminor dependents
 - Legal
 - Therapeutic
 - Social
 - Permanence
 - Independent Living
- Cultural diversity (Outside Trainer) 1 Hour

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- Defining and describing “diversity”
- Defining “cultural humility”
- Understanding that diversity is our “common denominator”
- Recognizing and embracing the strength of diversity
- Neglect/ abuse issues 1 Hour
 - Legal definition
 - Reporting requirements
 - Expected behavioral, cognitive, and emotional reactions to neglect and abuse
 - Best practices for providing care and supervision to survivors of neglect and abuse
- Attachment issues (Outside Trainer) 1 Hour
 - Disruptions of relationships
 - Fear / Anger / Avoidance
 - Identifying when attachment issues become severe
 - Self-care when working with youth with attachment issues
- Behavior problems/ psychological disorders (Outside Trainer) 1 Hour
 - Definition of depressive disorders
 - Best practices for service delivery to youth with depressive disorders
 - When and how to request additional services for youth with depressive disorders
 - Definition of anxiety disorders
 - Best practices for service delivery to youth with anxiety disorders
 - When and how to request additional services for youth with anxiety disorders
- Mental health/ behavioral interventions (Outside Trainer) 1 Hour
 - All behaviors have meaning and purpose
 - Understanding Functional Analysis of Behaviors (FAB)
 - Translating a FAB into the youth’s Behavior Intervention Plan (BIP)
 - Implementing, documenting, and assessing a (BIP)
- Developmental disabilities (Outside Trainer) 1 Hour
 - Defining developmental disabilities
 - Expected behaviors of youth with developmental disabilities
 - Best practices for providing services to youth with developmental disabilities
- Substance abuse issues (Outside Trainer) 1 hour
 - Understanding the difference between substance use, substance abuse, and substance dependency
 - What is a relapse prevention plan?
 - How to help a youth after relapse
- Youth empowerment (Outside Trainer) 1 Hour
 - Staff self-awareness
 - Power and control issues
 - Active listening
 - Motivational Interviewing
- Transfer and emancipation 1 Hour
 - Transfer Plans
 - Helping youth implement their transfer plan
 - Helping youth cope with transitioning to independence
 - When and how to advocate for youth needs around transfer and emancipation

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- Importance of sibling and family relationships (Outside Trainer) 1 Hour
 - A broader definition of "family"
 - Understanding family dynamics
 - Helping parentified youth assume their appropriate role
 - Helping youth prepare for Foster Family Care
- Placement agencies and placement process 1 Hour
 - Legal and ethical considerations
 - Differences and similarities of dependency and probation placement
 - What are court orders?
 - When do we need court orders?
 - When don't we need court orders?
- Needs and service plan/treatment planning and review (Outside Trainer) 1 Hour
- Employee handbook and policies and procedures 2 Hours
 - Review of pertinent policies, procedures, and practices
 - How to access the Employee Handbook and Policy and Procedure Manual
 - Feedback on improving either the Employee Handbook or Policy and Procedure Manual
- ProACT refresher training 8 Hours
 - Self-care of workers
 - Identifying your emotional triggers
 - Maintaining a safe environment
 - Effective active supervision of youth
 - Responding to behavioral emergencies
- Blood borne pathogens 1 Hour
 - Understanding blood borne pathogens
 - Protecting youth and staff members from blood borne pathogens
 - How to clean up and dispose of a biohazard spill
 - How to access protective devices and information about blood borne pathogens
- OSHA safe materials storage and handling 1 Hour
 - SDS practices
 - Where to find SDS information sheets
 - How to request new SDS information sheets
 - How to clean up and dispose of a spill
 - Maintaining a safe environment
- Trauma-informed care (Outside Trainer) 4 Hours
- Title XXII 2 Hours
 - Regulations concerning STRTPs
 - Review of medication standards
 - Review of requirements for trauma informed and culturally sensitive services
 - Review of supervision of youth standards
 - Review of reporting requirements
 - Any modifications to regulations
- Medication storage, destruction, and documentation (Outside Trainer) 2 Hour
 - Centrally stored medications
 - Approved destruction procedure

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- Documentation of assisting with self-administration of medication, including
 - Over the Counter
 - Psychotropic
 - Triplicate (narcotics)
 - PRN medications
 - Other medications
- Requesting refills of medications
- Identifying changed medications
- Question and answers
- Assisting with self-administration of medication to youth 2 Hours
 - Approved procedure for assisting with self-administration of medication
 - The 6 Rights of Assisting with Self-Administration
 - Assisting with prescribed triplicate (narcotic medications)
 - Assisting with Over the Counter Medications
 - Assisting with PRN Medications
- Psychotropic side effects (Outside Trainer) 1 Hour
 - Identifying potential side effects of medications
 - Risks of missed medications
 - Risks of mixing medication with other substances such as alcohol or marijuana
 - Risk of overdose of medications
 - Where to turn to for information and help
- Confidentiality, including HIPAA 1 Hour
 - Understanding youth and family rights to confidentiality
 - Understanding how to identify protected health information (PHI)
 - Understanding informed consent
 - How to store and protect PHI
 - Understanding "need to know"
 - How to report potential breaches of confidentiality
 - When confidentiality can be breached without informed consent
- Drivers' safety (Outside Trainer) 1 Hour
 - Safety checking a vehicle before operation
 - How to safely and defensively operate a vehicle
 - Client and staff member behavioral expectations in vehicles
 - How to report a traffic collision
- Position specific job competencies 1 Hour
 - Review of job competencies of Direct Care Staff
 - Supervision
 - Medication
 - Care of youth
 - Reporting requirements
 - Role modeling
 - Safe driving
 - Maintaining a clean and healthy environment
 - Assisting with core service delivery

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- Customer Service 1 Hour
 - Defining our customers
 - Youth
 - Their families
 - Placing workers
 - Licensing workers
 - Other New Haven workforce members
 - Collaborating partners
 - Neighbors
 - School personnel
 - Understanding customer needs and wants
 - Focusing on the customer “experience”
 - How to meet or exceed customer expectations
- Mindfulness and wellness for staff and youth 1 Hour
 - Mindfulness as a path to healing and wellness for staff and youth
 - Mindful breathing
 - Mindful listening
 - Mindful speaking
 - Mindful eating
- Fraud and false claims prevention 1 Hour
 - Understanding Federal and California Laws regarding false claims
 - Whistleblower considerations
 - Who and how to report suspected false claims
 - The role of direct care staff in reducing and reporting false claims

Most instruction is done face-to-face utilizing multimodal instruction, including lecture, PowerPoint, videos, and role playing, and New Haven uses a state-of-the-art online training program to address the need to offer mandatory training to staff who are absent when the classroom instruction occurs.

Supervisor Training (Includes Facility Managers and Facility Administrators)

Supervisors shall receive all the training provided to direct care staff, plus the following:

- Facility Administrators shall be required to successfully acquire and maintain a current STRTP Facility Administrator Certificate issued by the State of California and remain current on all required on-going training
- Facility Managers shall complete
 - 3 hours of additional instruction on Legal and Regulatory Issues, including Title 22 concerning STRTPs
 - Review of legal and regulatory issues concerning the safe and effective operation of an STRTP including Title 22 and other related laws, and including the role of the Facility Administrator and the Facility Manager
 - 2 hours of additional instruction on the implementation of Needs and Services Plans for STRTP youth
 - Review of the development, review and implementation of Needs and Services Plan
 - Review of documentation of service delivery
 - Review of evaluation of services
 - 1 hour of additional instruction on implementing and documenting Independent Living and Transitional Plans

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- Review of best practices for implementing and documenting services associated with Independent Living Plans
- Review of best practices for implementing and documenting services associated with Transition Plans

New Haven is an approved provider by Community Care Licensing of Facility Administrator training for STRTPs.

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PLAN OF OPERATION

E. POLICIES REGARDING CHILD ABUSE/NEGLECT REPORTING

Describe the policies, procedures, and practices the facility will utilize to ensure that the facility and its employees and independent contractors do not violate the terms of "The Child Abuse and Neglect Report" which:

- Ensure a supervisor or administrator does not impede or inhibit the reporting of duties of a mandated reporter.
- Procedures for notifying the child's and/or nonminor dependent's authorized representative regarding the abuse reporting.
- The staff designated as mandated reporters and what type of training they will receive in orientation and in-service.

Please check one of the following:

- Initial Submission Date: _____
- Revision Date: _____

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Plan of Operation

Policies Regarding Child Abuse & Neglect Reporting

New Haven has very clear expectations concerning the relationships between staff members, youth, and their families. All New Haven employees and volunteers are trained and required to sign documents at orientation that clearly identify inappropriate and appropriate relationships with youth and their families. They also receive training at orientation and annually on the definition of and reporting responsibilities for both child abuse and elder abuse. Protection of our Non-minor dependents falls under elder abuse law. It is New Haven's policy and all staff and volunteers are trained to the practice that while staff members or volunteers may elect to discuss the need for reporting, the supervisor may never interfere with a mandated reporter's choice to report and no reprisals are tolerated should a staff member file a report.

The youth, authorized representative and available family are notified of New Haven's Child Abuse Reporting procedures at intake, and sign documentation that they have been informed and understand the procedure.

The New Haven policy concerning Child Abuse Prevention is provided below:

Mistreatment, corporal punishment, verbal abuse, neglect or any other behavior that would be damaging to a youth's health, welfare, or self-respect are strictly prohibited by New Haven. Employees shall only use approved and authorized treatment methods in the supervision of youths in our care. Every employee is responsible for monitoring and immediately reporting any form of abuse to his/her supervisor. If in doubt that abuse has occurred, staff members shall still report it. Failure to report child abuse may result in disciplinary action.

New Haven staff members, volunteers, and agents shall not abuse youths in any form or manner.

1. Staff members shall follow all requirements and expectations as mandated reporters of suspected child abuse.
2. Staff members shall treat each youth with respect and not abuse youths in any way. Some forms of abuse include name calling, swearing, threats, theft of possessions, poor supervision, physical abuse, sexual abuse, slapping, pinching, arm twisting, tripping, pushing, and other behaviors that subject a youth to public or private embarrassment, humiliation, fear or danger.
3. Staff members shall exercise good judgment and practice self-management skills. Due to the nature of the job, it is possible to reach a point where irrational thinking clouds judgment. If a staff member finds her/himself becoming angry while working, s/he shall practice good self-care. Examples of approved actions a staff member should engage in to reduce stress and emotional charge are:
 - a. Implement the staff member's self-control plan developed in orientation
 - b. Contact the supervisor and ask for direction
 - c. If appropriate, take a time-out from the situation or trade places with a co-worker
 - d. If appropriate, get some fresh air if the staffing ratio and house conditions permit this to happen
4. Staff members need to recognize when they are not up to the demands of the job on a particular day and give their supervisor adequate notice so that another employee can replace them.
5. Staff members shall participate in all required training and are encouraged to use available optional training and supervision opportunities to learn how to work more effectively with this population. Staff members may continue

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education outside of work, especially by taking courses related to child development, child psychology, etc. Staff participate in mandated child abuse and elder abuse reporting, including prevention, identification, reporting, and documentation. This includes consequences for failing to report as well as legal protections for mandated reporters. This occurs during orientation, prior to working with youth, and annually thereafter during staff training.

Below, is the New Haven procedure on mandated reporting. This procedure is provided to all staff members and volunteers, the staff member and volunteer are trained at orientation on this topic, and on-going training is provided annually:

1. As Mandated Reporters, timely and thorough reporting of child abuse allegations is required by law. Our highest priority is to keep children safe. To ensure reports are made in a professional and accurate manner, supervisors oversee and direct all reporting.
2. California law defines the following categories of child abuse: physical abuse, sexual abuse, severe and general neglect, willful cruelty and unjustifiable punishment, corporal punishment and injury, and abuse in out-of-home care.
3. New Haven employees are Mandated Reporters. If a New Haven employee has reason to believe child abuse has occurred, s/he has a responsibility to report her/his suspicion. The New Haven process for such reporting offers staff members an opportunity to contact their supervisor for help to determine if the incident is reportable. The staff member with questions concerning the event shall contact her/his supervisor (Program Specialist, Out Patient Supervisor, or School Manager) immediately.
 - a. ***Nothing in this procedure shall be interpreted or construed to relieve the responsibility of each staff member to report a "reasonable suspicion" of abuse and let the authorities perform the investigation.***
4. The supervisor shall assist the staff member(s) to determine if a Suspected Child Abuse Report should be generated. The supervisor, in consultation with the Clinical Director, shall determine the most effective method of filing the report.
5. If it is determined that the available information warrants a report, the supervisor's designee will make a verbal report no later than 24 hours from the time they became aware of the allegation.
 - a. *(Note for San Diego County, if the report is being made between 8:00am and 5:00pm Monday through Friday, they prefer to have form SS8572 (available on the Internet at http://ag.ca.gov/childabuse/pdf/ss_8572.pdf) faxed to them at (858) 694-5240. If the report is being phoned in to the San Diego CS Hotline after hours or on weekends or holidays, the Child Abuse Hotline phone number is (800) 344-6000 or (858) 560-2191 and then the written report should be completed on form SS8572 and mailed in to 6950 Levant Street, San Diego, CA 92111).*
 - b. The following information will be needed for the report:
 - c. The agency address – use P.O. Box 1199 Vista CA 92085 (mailing) 216 W. Los Angeles Dr. Vista CA 92083 (physical).
 - d. The youth's name, date of birth, phone number, address (use the youth's New Haven house address) parents' name, address and phone number (home and business), and the names and ages of all of the child's siblings.

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- e. Information about the incident including date, time, where it occurred, was it observed, by whom, type of abuse, and a detailed account of the incident.
6. Reports must be made by telephone or fax to Child Protective Services within 24 hours. The designated reporter will complete and send a written report within 36 hours of the reported allegation.
 7. During the CPS investigation phase, the facts are unknown and, therefore, there is an allegation but not a finding. To ensure the alleged victim's and alleged perpetrator's protection, the event shall be referred to as an "allegation of child abuse" in all professional written or verbal communication.
 8. The Supervisor is responsible for ensuring that the privacy of the youth and staff members is protected and assist the external investigating agencies in their investigation. New Haven staff members shall not conduct their own internal investigation after it is determined that a report is to be filed as it may interfere with the official investigations of outside agencies. Supervisors will also remind all front line staff to refrain from discussing the case.
 9. If the allegation was made against a staff member, her/his supervisor shall immediately coordinate with the New Haven Human Resources Director to determine if the staff member shall be relieved of shift responsibilities during the investigation and placed on leave.
 - a. If it is determined to place the staff member on leave, the Supervisor shall inform the staff member to:
 - i. Leave the workplace immediately
 - ii. Have no further communication of any kind with any New Haven youth
 - iii. Conduct all further communication with the agency through the Human Resources Director
 - iv. Return to agency grounds or property only when directed to do so
 - v. That s/he will be returned to work without loss of pay or status if the allegation is found to be unsubstantiated
 10. If the allegation was made against another youth, the Supervisor shall immediately take the necessary steps to ensure the on-going safety of the suspected victim, including separating the two youths. Further, the Supervisor shall assess the safety of the suspected perpetrator and, working with their Department Head, take steps necessary to protect the suspected youth perpetrator as well.
 11. If the alleged abuse occurred while the youth was on a home pass, the report shall be filed in the County that the child's home pass occurred.
 12. The supervisor shall forward the agency copy of the report to the New Haven Records Department so that it may be placed in the youth's file.
 13. The supervisor shall follow New Haven procedures and complete a Special Incident Report.
 14. The Clinical Director or other Department Head shall determine if there is a need to debrief the allegation with staff members and/ or youth and arrange for any needed debriefs.
 15. The Clinical Director shall consult with the Training Manager to determine if any training issues exist to reduce the risk of future events, and the Training Manager shall implement any identified opportunities.

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F. STATEMENT OF ADMISSION POLICIES AND PROCEDURES

Describe in detail the following:

- Policies and procedures for acceptance/admission.
- Criteria for evaluating and assessing children/NMD upon admission
- Process for assessing children to determine commonality of needs
- Process for coordination with placing agency and mental health plans
- Process for engaging and collaborating with interagency placement committee and child and family team

Please check one of the following:

- Initial Submission Date: _____
- Revision Date: _____

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Plan of Operation**Statement of Admission Policies and Procedures**

New Haven's STRTP will only accept for placement a youth that requires inpatient care in a licensed health facility and who has been assessed pursuant to Section 11462.01 of the Welfare and Institutions Code as meeting the applicable criteria for placement in a short-term residential therapeutic program as specified in Health and Safety Code section 1502.4.

Nonemergency Placement of Youth**Prior to Placement of Youth**

When a youth is being considered for nonemergency placement, the following information (Required Assessment Information and Forms) will be obtained from the placement agency or authorized representative, prior to placement:

- Name of client
- Birthdate
- Sex
- Gender
- Date of Admission
- Names, addresses, and telephone numbers of the parent/legal guardian or authorized representative
- Name, address, and telephone number of current physician, dentist, and other medical and mental health providers, if any
- Medical assessment, including ambulatory status
- Record of current medications, including the name of the prescribing physician, and instructions, if any, regarding control and custody of medications.
- The name, address, email, and telephone number of all adults with whom the youth was living immediately prior
- The name, address, email, and telephone number of the placement worker and placement agency
- Educational records, if available, describing the youth's present academic level, including his grade or performance level, and any previous school-related problems or strengths and current IEPs, if applicable and available
- Dental and medical history, if available, including immunization records, and physician's orders for any medically necessary diet.
- The youth's court status, if applicable, including a copy of any custody orders and agreements with parent(s) or person(s) having legal custody
- Court orders for youth placed by departments of probation
- A list of persons who should or should not be allowed to visit (generated by the placing agency for dependency or delinquency placed youth) or (generated by parent or legal guardian for school based or private placements)
- Medical and dental insurance coverage information and information regarding the agency or person responsible for medical and dental costs.
- Fully executed consent to treat forms for the services delivered by New Haven.
- Fully executed form permitting New Haven to authorize medical care.
- A copy of any court order or parental authorization form if the youth is taking psychotropic medication

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The New Haven Admissions Coordinator will make telephone calls and/or written/email requests for the information to the child's placement agency and/or authorized representative; and will document in writing and retain all efforts to gain the information listed above.

If information is not received within 15 days of the request, the New Haven Admissions Coordinator will obtain the information necessary to complete a standard appraisal form from other sources.

The New Haven Admissions Coordinator will make an initial determination utilizing available applicant information and current New Haven client composition to determine if the youth may be eligible for participation in the New Haven STRTP.

If the youth being considered is determined to be ineligible for further consideration, the New Haven Admissions Coordinator will immediately inform the placement representative in writing/email, documenting the reason(s) why the youth is considered ineligible, and offer to discuss with the placement representative the reasons the decision not to move forward was made. The New Haven Admissions Coordinator will maintain a database of all youth referred to the New Haven STRTP, including name, age, referring agency, date of referral, disposition (accepted or not accepted), and reason for any youth that were not accepted into the program.

If the New Haven Admissions Coordinator makes an initial determination utilizing available applicant information and current New Haven client composition that the youth may be eligible for further consideration of admission, then the following processes will be undertaken.

When the available information is received, the New Haven Admissions Coordinator will complete a standard appraisal for the youth on a form approved and/or furnished by Community Care Licensing.

Prior to admission into the program, the New Haven Admissions Coordinator will complete a provisional Needs and Services Plan, utilizing all available information, including the feedback of the youth, placement representative, and parent / guardian (if applicable) that will be trauma informed, culturally relevant, and developmentally appropriate and identify the youth's needs in the following areas:

- Reason for placement
- Education
- Training
- Personal care and grooming
- Ability to manage his money
- Visitation
- Other specific services, including necessary services to the youth's parent(s) or guardian(s)

The provisional Needs and Services Plan will include the following about each service area listed above:

- Types of services necessary
- New Haven's ability or use of community resources to provide the necessary services
- Anticipated duration of treatment and placement, including a transfer plan.

The New Haven Admissions Coordinator will ensure and document that the youth and his authorized representative(s), and the Child and Family Team (if applicable) were offered the opportunity to participate in the development of the initial Needs and Services Plan.

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The information collected, along with the standard appraisal of the youth, and the provisional Needs and Services Plan will be reviewed by the Admissions Coordinator and other social work staff to determine whether New Haven can provide the services necessary to meet the youth's needs.

If the youth being considered is determined to be ineligible for further consideration, the New Haven Admissions Coordinator will immediately inform the placement representative in writing/ email, documenting the reason(s) why the youth is considered ineligible, and offer to discuss with the placement representative the reasons the decision not to move forward was made. The New Haven Admissions Coordinator will maintain a database of all youth referred to the New Haven STRTP, including name, age, referring agency, date of referral, disposition (accepted or not accepted), and reason for any youth that were not accepted into the program.

At the Time of Admission

If the youth, placement agency, parent/ legal guardian (if applicable), and New Haven agrees to placement at New Haven, the following requirements will be met:

- An admission agreement will be completed and signed (see New Haven Plan of Operation Section G), a copy will be offered to the youth, placement representative, and parent/ guardian (if applicable) and the original fully executed admission agreement will be stored and protected by New Haven.
- The New Haven Admissions Coordinator or designee will ensure the following forms are signed by the youth, placement representative, and parent/ guardian, copies are offered to each signatory, and the original forms are stored and protected by New Haven:
 - Removal and/or Transfer Policies and Procedures
 - Discipline Policies and Procedures
 - Complaint Procedures
- All the materials listed in Required Assessment Information and Forms above will be entered into the individual client record.
 - A youth may not enter New Haven without the following:
 - Court orders for youth placed by departments of probation
 - A list of persons who should or should not be allowed to visit (generated by the placing agency for dependency or delinquency placed youth) or (generated by parent or legal guardian for school based or private placements)
 - Medical and dental insurance coverage information and information regarding the agency or person responsible for medical and dental costs.
 - Fully executed consent to treat forms for the services delivered by New Haven.
 - Fully executed form permitting New Haven to authorize medical care.
 - A copy of any court order or parental authorization form if the youth is taking psychotropic medication.
 - The provisional Needs and Services Plan may not be implemented until agreed to and signed by the youth, placing agency representative, and parent/ legal guardian (if applicable).

Prior to placement in or immediately after admission (up to 7 days post placement) to New Haven's STRTP, each youth will receive an Initial Crisis Management Assessment completed by the Admissions Coordinator or designee in collaboration with the youth, or someone the youth requests to be present such as a family member or social worker.

The initial Crisis Management Assessment will include the following:

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- A youth's advanced directive regarding de-escalation or the use of behavioral restraints.
- Identification of early warning signs, triggers, and precipitants that cause the youth to escalate, and identification of the earliest precipitant of aggression for a youth with a known or suspected history of aggressiveness, or youth who are currently aggressive.
- Techniques, methods, or tools that would help the youth control their behavior.
- Pre-existing medical conditions or any physical disabilities or limitations that would place the youth at greater risk during restraint or seclusion.
- Any trauma history, including any history of sexual or physical abuse that the youth feels is relevant.

The Initial Crisis Management Assessment will be used to inform individualized emergency interventions for the youth.

Emergency Placements

If a youth is placed at New Haven under emergency circumstances, New Haven will ensure that the following requirements are met:

- Placement of the youth will not result in exceeding licensed capacity
- The following forms will be present at the time of admission:
 - Admission agreement,
 - Medical and dental insurance coverage information and information regarding the agency or person responsible for medical and dental costs,
 - Fully executed consent to treat forms for the services delivered by New Haven,
 - Fully executed form permitting New Haven to authorize medical care, and
 - A copy of any court order or parental authorization form if the youth is taking psychotropic medication
- All other forms listed above in the nonemergency placement section will be completed no later than seven days following the emergency placement.
- If it is determined, following emergency placement of a youth into New Haven's STRTP that it cannot continue to adequately provide necessary services, applicable transfer procedures (See New Haven Plan of Operations Section H) will be followed.
- If a youth, who has been placed under emergency circumstances continues placement at New Haven, the following requirements will be met no later than 30 days following the placement:
 - Any required forms or data listed above will be obtained
 - The Needs and Services Plan will be reviewed by social work staff to determine whether New Haven can continue to provide services necessary to meet the youth's needs
 - The admission agreement will be modified as needed.

Intake Procedures for Nonminor Dependents

Prior to or within 30 calendar days following the acceptance of a Nonminor Dependent, New Haven will obtain a written medical assessment by a licensed physician or designee for the youth which will enable the Admissions Coordinator to determine if New Haven's STRTP has the ability to provide necessary health related services. If a preexisting assessment is used for this purpose, it will not be more than one year old. The assessment will be used in developing the Needs and Services Plan.

The medical assessment will include:

- Results of an examination for communicable tuberculosis and other contagious infectious diseases
- Identification of the youth's special problems and needs

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- Identification of any prescribed medications being taken by the youth
- A determination of the youth's ambulatory status
- Identification of physical restrictions, including any medically necessary diet restrictions, to determine the youth' capacity to participate in the New Haven program

Community Care Licensing will have the authority to require New Haven to obtain a current written medical assessment, if such assessment is necessary to verify the appropriateness of a nonminor dependent's placement.

New Haven will only accept a youth for placement who does not require inpatient care in a licensed health facility and who has been assessed as meeting the applicable criteria for placement in a short-term residential therapeutic program.

If the nonminor dependent being considered is determined to be ineligible for further consideration, the New Haven Admissions Coordinator will immediately inform the placement representative in writing/email, documenting the reason(s) why the nonminor dependent is considered ineligible, and offer to discuss with the placement representative the reasons the decision not to move forward was made. The New Haven Admissions Coordinator will maintain a database of all nonminor dependents referred to the New Haven STRTP, including Name, age, referring agency, date of referral, disposition (accepted or not accepted), and reason for any nonminor dependent that were not accepted into the program.

Prior to Placement

Prior to the new placement of a nonminor dependent at New Haven, the Admissions Coordinator will jointly with the placement agency prepare a Pre-Placement Appraisal for the youth. The appraisal will include:

- Confirmation that the nonminor dependent does not pose a threat to other youth in the program
- The ability of New Haven to meet the needs of the nonminor dependent
- Optionally,
 - Overall health and health history, including any dietary limitations, currently prescribed medications, and major illnesses, accidents, hospitalizations, or surgeries
 - Physical and developmental disabilities
 - Mental health and mental conditions
 - Social factors, including likes, dislikes, interests, and activities
- If the nonminor dependent being considered is determined to be ineligible for further consideration, the New Haven Admissions Coordinator will immediately inform the placement representative in writing/ email, documenting the reason(s) why the nonminor dependent is considered ineligible, and offer to discuss with the placement representative the reasons the decision not to move forward was made. The New Haven Admissions Coordinator will maintain a database of all nonminor dependents referred to the New Haven STRTP, including name, age, referring agency, date of referral, disposition (accepted or not accepted), and reason for any nonminor dependent that was not accepted into the program.

If a nonminor dependent is accepted for nonemergency placement in New Haven's STRTP, the Admissions Coordinator will obtain, request, and complete additional intake information and related documents about the youth. The following intake information will be obtained from the placing agency:

- Name, address, email address, and telephone number of the nonminor dependent's:
 - Placing worker and placement agency
 - Authorized representative and persons to be contacted in an emergency when the nonminor dependent's authorized representative cannot be reached
 - Physician, dentist, and other medical and mental health providers, if any

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- Current employer, if applicable, with address of employment
- Medical and dental insurance coverage information, including the agency or person(s) responsible for medical and dental costs
- Names of all persons who are prohibited by court order from contacting or visiting the nonminor dependent
- When available, the youth's Health and Education Passport
- Education History
- Any available Needs and Services Plan
- Any available Transitional Independent Living Case Plan or Case Plan
- Any available Transitional Independent Living Plan

A Needs and Services Plan for a nonminor dependent will be completed within 30 days of placement. The Needs and Services Plan will be consistent with any current Transitional Independent Living Plan of the youth. The nonminor dependent will be permitted and encouraged to participate in the development of the Needs and Services Plan. The nonminor dependent's Needs and Services plan will include:

- Reason for placement
- Education
- Training
- Personal care and grooming
- Ability to manage his money
- Visitation

The provisional Needs and Services Plan will include the following about each service area listed above:

- Types of services necessary
- New Haven's ability or use of community resources to provide the necessary services
- Anticipated duration of treatment and placement, including a transfer plan

Additionally, the Needs and Services Plan for a nonminor dependent will include:

- The Transfer plan for the nonminor dependent
- How New Haven meets the special needs or well-being of the youth
- How New Haven will assist the youth in his transition to independent living; including meeting the goals of the 90-day Transition Plan, when applicable
- The treatment strategies that will be used to prepare the youth for transfer to a less restrictive and more family-like setting, including a target date for transfer from New Haven's STRTP
- For a nonminor dependent under the age of 19, whether he must remain in New Haven's STRTP to complete high school
- For a nonminor dependent who either completes high school or has reached the age of 19, whichever is earlier, a documented medical condition that prevents participation in educational or employment activities

The Needs and Services Plan will be signed by the nonminor dependent, the placement agency, and New Haven's social work or administrative staff within 30 calendar days of placement at New Haven. Copies of all Needs and Services Plans will be offered to the youth and placing agency representative; the original copy of the Needs and Services Plan will be stored and protected by New Haven.

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Upon acceptance of a nonminor dependent for nonemergency placement, the Admissions Coordinator and placing agency representative will complete an admission agreement for the youth.

No later than at the time of admission of a nonminor dependent, the Admissions Coordinator will secure a fully executed copy of the group home agreement, which will include the signature of the nonminor dependent along with the placement representative and the New Haven Admissions Coordinator or designee.

New Haven's policies and procedures for removal or transfer from the facility will be completed at the time of admission as described in New Haven's Plan of Operations Section H.

The Admissions Coordinator or designee will provide copies of the following documents to nonminor dependents:

- Admission agreement and any modifications
- Personal rights
- Expectations and consequences for living in the facility
- The Needs and Services Plan and any modifications
- The Transitional Independent Living Plan and any modifications
- Removal or transfer policies and procedures

Emergency Placement of a Nonminor Dependent

If a nonminor dependent is placed in New Haven under emergency circumstances, New Haven will ensure the following requirements are met:

- Placement of the nonminor dependent will not result in the facility exceeding licensed capacity
- No later than 30 days following the emergency placement, the Admissions Coordinator will:
 - Obtain any intake information not available at admission
 - Request any intake information about the nonminor dependent not currently available
 - Complete the Needs and Services Plan as described above

The Admissions Coordinator along with other social work staff of New Haven will review all available intake information to determine whether New Haven can continue to provide the services necessary to meet the needs of the nonminor dependent.

No later than at the time of an emergency placement of a nonminor dependent, the Admissions Coordinator will secure a fully executed copy of the group home agreement, which will include the signature of the nonminor dependent along with the placement representative and the New Haven Admissions Coordinator or designee.

New Haven's policies and procedures for removal or transfer from the facility will be completed at the time of admission as described in New Haven's Plan of Operations Section H.

The Admissions Coordinator or designee will provide copies of the following documents to nonminor dependents:

- Admission agreement and any modifications
- Personal rights
- Expectations and consequences for living in the facility
- The Needs and Services Plan and any modifications
- The Transitional Independent Living Plan and any modifications

Removal or transfer policies and procedures

LIC 9106A [OPTIONAL USE – PUBLIC] (10/27/16) Recreated by New Haven YFS, Inc.

Short-Term Residential Therapeutic Program

Applicant/Licensee Name

New Haven Youth and Family Services, Inc.

Facility Number, if known

374600210, 37600200, 374600204,
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PLAN OF OPERATION

G. ADMISSION AGREEMENT [ILS §97022]

Provide:

-
- A copy of the admission agreement

For private placements, the admission agreement must specify the following:

-
- Basic Services
-
-
- Payment Provisions
-
-
- Basic Rate
-
-
- Payment Due Date
-
-
- Frequency of Payment
-
-
- Refund Policies

Please check one of the following:

-
- Initial Submission Date: _____
-
-
- Revision Date: _____

Short-Term Residential Therapeutic Program

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| Applicant/Licensee Name New Haven Youth and Family Services, Inc. | Facility Number, if known 374600210, 37600200, 374600204, 374601789,374600208, 374602811 |
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Plan of Operation**Admission Agreement**

New Haven shall use the State approved STRTP Agreement for all youth placed by Departments of Social Services or Departments of Probation. For other placements, including school-based placements, the school district prepares a Master Service Agreement (which establishes the Districts' ability to contract with New Haven for the Services of an STRTP) and then for each youth, the District prepares an Individual Services Agreement. The combination of the Master Service Agreement and Individual Services Agreement shall meet all conditions of ILS §97022. A copy of a sample Individual Services Agreement which is used both for our residential STRTP services as well as our nonpublic school services is provided below:

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Individual Services Agreement for Nonpublic, Nonsectarian School Services

(Education Code Sections 56365 et seq)

This agreement is effective on _____ or the date student begins attending a nonpublic school or receiving services from a nonpublic agency, if after the date identified, and terminates at 5:00 PM on June 30, 20____, unless sooner terminated as provided in the Master Contract and by applicable law.

Local Education Agency _____ Nonpublic School _____

LEA Case Manager: Name _____ Phone Number _____

Pupil Name _____ Sex: M F Grade: _____

Address _____ City _____ State/ Zip _____

DOB _____ Residential Setting: Home Foster LCI # _____ Other _____

Parent/Guardian _____ Phone () _____ () _____
(Residence) (Business)

Address _____ City _____ State/Zip _____
(if different from student)

AGREEMENT TERMS:

1. Nonpublic School: The average number of minutes in the instructional day will be: _____ during the regular school year
_____ during the extended school year
2. Nonpublic School: The number of school days in the calendar of the school year are: _____ during the regular school year
_____ during the extended school year
3. Educational services as specified in the IEP shall be provided by the CONTRACTOR and paid at the rates specified below:

A. INCLUSIVE EDUCATION PROGRAM: (Applies to nonpublic schools only): Daily rate: _____
Estimated Number of Days _____ X Daily Rate _____ = PROJECTED BASIC EDUCATION COSTS (A) _____

B. RELATED SERVICES

| Service | Provider | | | # of Times per wk/mo/yr., Duration; or per IEP; or as needed | Cost per session | Maximum Number of Sessions | Estimated Maximum Total Cost for Contracted Period |
|--|----------|-----|---------------|--|------------------|----------------------------|--|
| | LEA | NPS | OTHER Specify | | | | |
| Intensive Individual Services (340) | | | | | | | |
| Adapted Physical Ed. (425) | | | | | | | |
| Adapted Physical Ed – Assessment (425) | | | | | | | |
| Health and Nursing: Specialized Physical Health Care – LVN (435) | | | | | | | |
| Health and Nursing: Specialized Physical Health Care – RN (435) | | | | | | | |
| Health and Nursing: Specialized Physical Health Care – CRN (435) | | | | | | | |
| Health and Nursing Services: Other - LVN (436) | | | | | | | |
| Health and Nursing Services: Other – RN (436) | | | | | | | |

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|---|--|

| Service | Provider | | | # of Times per wk/mo/yr., Duration; or per IEP; or as needed | Cost per session | Maximum Number of Sessions | Estimated Maximum Total Cost for Contracted Period |
|--|----------|-----|---------------|--|------------------|----------------------------|--|
| | LEA | NPS | OTHER Specify | | | | |
| Health and Nursing Services: Other – CRN (436) | | | | | | | |
| Health and Nursing Services: Other – Health Aide/CAN (436) | | | | | | | |
| Assistive Technology Services (445) | | | | | | | |
| Physical Therapy (460) | | | | | | | |
| Physical Therapy – PT Assistant (460) | | | | | | | |
| Physical Therapy – Assessment (460) | | | | | | | |
| Individual Counseling (510) | | | | | | | |
| Counseling and Guidance (515) | | | | | | | |
| Parent Counseling (520) | | | | | | | |
| Social Work Services (525) | | | | | | | |
| Psychological Services (530) | | | | | | | |
| Specialized Services for Low Incidence Disabilities (610) | | | | | | | |
| Specialized Deaf and Hard of Hearing Services – Assessment (710) | | | | | | | |
| Interpreter Services (715) | | | | | | | |
| Interpreter Services – Shift Differential (715) | | | | | | | |
| Audiological Services (720) | | | | | | | |
| Audiological Services Assessment (720) | | | | | | | |
| Specialized Vision Services (725) | | | | | | | |
| Specialized Vision Services Assessment (725) | | | | | | | |
| Orientation and Mobility Assessment (730) | | | | | | | |
| Braille Transcription (735) | | | | | | | |
| Specialized Orthopedic Service Assessment (740) | | | | | | | |
| Reader Service (745) | | | | | | | |
| Transcription Service (755) | | | | | | | |
| Recreation Services, Including Therapeutic (760) | | | | | | | |
| College Awareness (840) | | | | | | | |
| Work Experience Education (850) | | | | | | | |
| Job Coaching (855) | | | | | | | |
| Mentoring (860) | | | | | | | |
| Travel Training (870) | | | | | | | |
| Other Transition Services (890) | | | | | | | |
| Other (900) Music Therapy | | | | | | | |
| Other (900) Vision Therapy | | | | | | | |
| Transportation – Emergency b. | | | | | | | |
| Transportation -Parent | | | | | | | |
| Bus Passes | | | | | | | |

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ESTIMATED MAXIMUM RELATED SERVICES COST (C) \$ _____

D. SPECIALIZED EQUIPMENT/SUPPLIES _____ \$ _____

TOTAL ESTIMATED MAXIMUM BASIC EDUCATION/RELATED SERVICES COSTS/EDUCATION RELATED MENTAL HEALTH SERVICES/SPECIALIZED EQUIPMENT/SUPPLIES (A, C, & D) OR (B, C, & D) \$ _____

4. Other Provisions/Attachments: _____

MASTER CONTRACT APPROVED BY THE GOVERNING BOARD ON _____

INDIVIDUAL SERVICES AGREEMENT APPROVED BY CASE MANAGER:

(Signature) (Date)

The parties hereto have executed this Individual Services Agreement by and through their duly authorized agents or representatives as set forth below.

-CONTRACTOR-

-DISTRICT-

(Name of Nonpublic School)

(Name of School District)

(Signature) (Date)

(Signature) (Date)

(Name and Title)

(Name of Superintendent or Authorized Designee)

Short-Term Residential Therapeutic Program

Applicant/Licensee Name

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PLAN OF OPERATION

H. TRANSITION OR TRANSFER POLICIES AND PROCEDURES [ILS § 87068.4]

Describe the facility's policies and procedures for transition or transfer of children and nonminor dependents that include a minimum the following:

- Upon entry, the development of an individualized transition plan for each child/NMD, with well-defined permanency goals and continuity of care.
- Ensuring each child and his or her authorized representative(s) or nonminor dependent are offered the opportunity to participate in the development of a transition or transfer plan.
- Coordinating with interagency placement committee and child and family team.
- Ensuring social work staff develop and maintain a written removal or transfer record information as specified in the ILS.

Please check one of the following:

- Initial Submission Date: _____
- Revision Date: _____

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Plan of Operation

Transition or Transfer Policies and Procedures

At the time of admission to New Haven's STRTP, the youth, their parent/legal guardian (if applicable), and the placing agency representative will sign in understanding and agreement and be offered copies of the New Haven policies and procedures concerning transition or transfer. The original signed copies will be stored and protected by New Haven in the youth's central file.

The New Haven Social Worker, or designee will ensure that the youth, their parent/legal guardian (if applicable), and the placing agency representative are offered the opportunity to participate in the development of a transfer plan for the youth.

- New Haven will not transfer a youth out of the New Haven STRTP without the prior written approval (email acceptable) of the transfer by the youth's authorized representative(s).
- If New Haven determines that the STRTP cannot meet the needs of the youth, the New Haven Social Worker or designee will notify the placing agency representative and, if appropriate, the parent/legal guardian of the determination in writing (email acceptable) and request that the youth be placed elsewhere.
- Nothing in this policy and procedure will prevent New Haven from having the youth removed from the STRTP under emergency circumstances for the safety or well-being of the youth, other clients, members of New Haven workforce, or the community at large, by an authorized person or agency.
 - Examples of emergency circumstances include, but are not limited to, removal by law enforcement officers when a youth is arrested or when removal is necessary because the health and safety of the youth or others is endangered by the youth's continued presence in the STRTP, removal for emergency medical or psychiatric care, or relocation by the youth's authorized representative.
- New Haven's Social Worker, or designee, will develop and maintain a written removal or transfer record (Discharge Report). If the removal or transfer was not planned, the discharge report will also contain the following:
 - Date the youth's authorized representative(s) was notified of the necessity for the youth's removal
 - The name, address, and relationship to the youth of the person or agency to whom the youth was transferred
 - Reason for the youth's removal or transfer
- When a youth transfers from New Haven's STRTP, the New Haven Social Worker or designee will distribute the youth's records as follows:
 - The youth's placing agency representative;
 - With written informed consent or by court order, to the youth's authorized representative, if applicable.
- Along with the above procedural steps, the following additional procedures will apply if the youth is a nonminor dependent and if the nonminor dependent transfers from a facility for other reasons. New Haven will:
 - Provide 7-day written notice to the nonminor dependent that he will be transferred from the STRTP. The notice to the nonminor dependent will:
 - State the reasons for the transfer of the nonminor dependent, including specific facts about any circumstance or event that resulted in the pending transfer of the youth.
 - Request that the nonminor dependent will be placed elsewhere.
 - Provide a copy of the written notices via email, fax, or overnight mail to the placement agency representative on the same day the 7-day notice is provided to the youth.

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- When a nonminor dependent transfers from New Haven, the New Haven Social Worker, or designee will provide copies of the youth's record to:
 - The nonminor dependent
 - The nonminor dependent's placing agency representative;
 - With the informed consent of the nonminor dependent or by court order, to the youth's authorized representative, if applicable.

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PLAN OF OPERATION

I. RATE SETTING AND REFUNDS

- Describe in detail the facilities' policies and procedures for rate setting and refunds for children placed by their parents or legal guardians.

Please check one of the following:

- Initial Submission Date: _____
- Revision Date: _____

Short-Term Residential Therapeutic Program

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PLAN OF OPERATION**Rate Setting and Refunds****School-based Placements**

New Haven negotiates general terms and conditions of an agreement between school districts that place youth in New Haven's STRTP; the general terms are documented in a Master Services Agreement (MSA) document. Typically, the MSA documents the monthly rate for STRTP services based upon the state-approved rate. Additionally, the MSA shall specify the agreed upon refund process as well as other general operational agreements. The MSA is executed by the school district official empowered by the publicly elected school board to enter into contractual agreements. New Haven's CEO executes the agreement on behalf of New Haven. Each youth placed by the contracted school shall have an additional agreement called the Individual Service Agreement, ISA, that specifies the individualized plan, including needs for additional or specialized services for the specific youth along with arrangements for payments. These two documents, the MSA and the ISA along with the youth's Individualized Education Plan (IEP) contain all operational and service agreements, including rate and refund policies.

Private Placements

New Haven accepts private placements into the STRTP by parents or legal guardians. The rate for care is based on the state-approved rate. All other terms and conditions of the private placement, including the financially responsible party, insurance requirements, refund procedures, and payment options are documented in a placement contract to be executed by the financially responsible party, the legal guardian or parent (if different), and by the CEO for New Haven.

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PLAN OF OPERATION

J. HANDLING MONEY, PERSONAL PROPERTY, & VALUABLES

Describe in detail, the policies and procedures for:

- How the facility will safeguard and handle the children's money, personal property, and/or other valuables.
- Issuing allowances, including amount.
- Ensure that a child's cash resources are not taken in the form of fines or punishment.

Please check one of the following:

- Initial Submission Date: _____
- Revision Date: _____

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|---|--|

Plan of Operations**Handling Money, Personal Property & Valuables****Personal Funds**

While youth are encouraged not to bring valuables with them during their stay in residential treatment, they have the right to be provided with a secure place and/or means to safeguard their cash and valuables. Staff are available to help youth with making bank deposits, or deposits may be made at the house to safeguard their cash.

1. Staff members shall accept into safekeeping youth property, cash, or valuables at the youth's request. The staff member shall complete LIC 405 for cash deposits and LIC 621 for personal property and valuables.
2. Items safeguarded will be kept locked in the designated secure area for each facility.
3. The youth's cash resources shall not be taken in the form of fines unless the following requirements are met:
 - a. All fines shall be recorded and explained in the child's file, including the amount of the fine and reason for the fine.
 - b. Such fines shall be maintained in an account separate from the personal or business accounts of New Haven.
 - i. Records shall be maintained accounting for any interest earned and expenditures from the account.
 - ii. All fines collected shall be used for the benefit of the individual youth or all youth in placement.
 - iii. The circumstances under which fines are imposed shall be specified in writing.
4. If a youth has reason to believe that a safeguarded item has been lost, destroyed, or stolen, he should provide a list of said items to his Program Specialist. The Program Specialist shall review LIC 621 and LIC 405 and determine if said item is missing. The Program Specialist shall make arrangements for restitution for any lost, destroyed, or stolen item.

Allowances

It is the policy of New Haven that youth allowances are given out weekly and are based upon their phase and level.

1. All youth shall receive a minimum allowance of \$1.00. The specific amounts of allowances given are described in Section 17 of the Program Statement.
2. The Program Specialist or designee shall approve all allowances and assure that the youths receive their allowances each week. The day of distribution may vary between houses, but the day must remain constant within each house.
3. A record of all allowances distributed should be maintained in writing and signed by the staff member distributing and the youth receiving funds. Any funds being safeguarded for the youth by New Haven shall be entered into LIC 405.
4. Anytime a youth has accumulated an allowance balance greater than \$50.00, the youth shall be encouraged to make a bank deposit to a savings account at a local bank in the youth's name. All cash that has been entrusted to New Haven (less than \$50.00) shall be maintained in the staff office under lock and key, and made available to youth upon request. LIC 405 shall be used to record transactions.

Salaries

When youth who are receiving wages, such as school-based student work experiences, request that New Haven safeguard their funds, these wages shall be handled in the same manner as personal funds. Youth are assisted to set up

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savings and checking accounts. They are encouraged, but not required to save at least 2/3 of their income to help them have a fund reserve upon discharge.

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PLAN OF OPERATION

K. CONSULTANTS AND COMMUNITY RESOURCES TO BE UTILIZED

- Provide a list of consultants and community resource utilized by the facility as part of its program.
- Describe how the facility will engage and coordinate with community resources and partners, which include tribal partners, county placing agencies, and mental health providers.

Community engagement may include:

- Providing services, including core services and supports.
- Establishing culturally relevant and trauma-informed programs, practices, and supports.
- Training, coaching, and other supports for staff.

Please check one of the following:

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Consultants and Community Resources to be Utilized

With over 30 years of operation in North San Diego County, New Haven has many established partnerships to benefit our youth. New Haven works through the treatment planning process to determine the needs of the youth, and then engage community partners to provide services in order to meet those needs. New Haven ensures that partners provide culturally competent, trauma informed, and youth centered services. New Haven works closely with the following partners to enhance the growth and development of our youth.

- Service Providers:
 - Group Homes and STRTPs
 - Foster Family Agencies
 - Dr. Patricia Lin, Psychiatrist
 - Vista Community Clinic
 - New Haven Therapeutic Behavioral Services
 - New Haven Community Based Services
 - County Behavioral Health, Social Services and Probation Departments, including the Counties of:
 - San Diego
 - Riverside
 - Orange
 - San Bernardino
 - Oakland
 - Ventura
- Establishing culturally relevant and trauma -informed programs, practices, services, and supports
 - North County LGBTQ Resource Center
 - Alliant University
- Education:
 - School Districts across the State of California
 - Special Education Local Planning Area (SELPA)s
 - North County Trade Tech High School
 - New Haven Non-Public School
- Training, coaching, and other supports for staff
 - North County LGBTQ Resource Center
 - Michelle Zambrana, Milestonehouse (ICWA)
 - Ron's Pharmacy
 - San Diego County Department of Social Services ILS Program
 - Kiwanis Club of Sunrise Vista

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PLAN OF OPERATION

L. PLAN FOR USE OF DELAYED EGRESS DEVICES [Reference: Health and Safety code 1531.1(d), (g) & (h)]

If the licensee plans to use delayed egress devices, describe how the facility will meet the requirements of HSC 1531.1:

- Be equipped to use egress control devices
- Provide training for staff on the usage of devices
- Ensure the protection of the children and nonminor dependents in their facility
- Provide emergency evacuation procedures

Please check one of the following:

- Initial Submission Date: _____
- Revision Date: _____

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PLAN FOR USE OF DELAYED EGRESS DEVICES [Reference: Health and Safety code 1531.1(d),(g)&(h)]

Not applicable

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PLAN OF OPERATION

M. CONFLICT OF INTEREST MITIGATION PLANS

- For a county licensed to operate a Short-Term Residential Therapeutic Program, provide a description of its conflict-of-interest mitigation plan, as set forth in WIC 11462.02(g).

Please check one of the following:

- Initial Submission Date: _____
 Revision Date: _____

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CONFLICT OF INTEREST MITIGATION PLANS

Not Applicable

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PLAN OF OPERATION

N. CONTINUOUS QUALITY IMPROVEMENT

Describe the following in detail:

- The facility's written policies and procedures, and practices concerning the continuous quality improvement.
- How the facility shall develop the overall mission, vision, and values of the facility.
- The active inclusion and participation of the staff, children, nonminor dependents, families and community resources.
- The specific outcomes, indicators, and practice standards, including outcomes associated with trauma informed and culturally relevant services
- The qualitative and quantitative data and information related to identified outcomes, indicators, and practice standards
- How the facility will review, analyze and interpret the data
- How the facility will take the data and inform and improve policies and procedures
- Describe in detail how the facility will evaluate service delivery and assess outcomes associated with trauma informed services

Describe how the facility will evaluate the program's outcomes and results to include:

- Evaluate the programs outcomes and results
- Providing the outcomes and results to the Department for review
- Policies and procedures that will be put in place to make positive changes to any program.

Please check one of the following:

- Initial Submission Date: _____
- Revision Date: _____

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Continuous Quality Improvement

Overview of New Haven's Continuous Quality Improvement Program

New Haven's Quality Improvement Plan (QIP) is designed to establish and maintain key listening posts with our internal and external customers and systematically gather and act upon their feedback in order to continuously develop the overall mission, vision, and values of the facility.

Examples of who we define as our customers and ensure their active inclusion and participation; and how we gather information and analyze it, include, but are not limited to:

- The youth we serve. We conduct annual youth questionnaires to listen to our youth about topics such as their satisfaction with services, their sense of safety and belonging, their perceptions concerning the usefulness of the services being offered, their experience concerning receiving the services they need when they need them.
- Families we serve. We collect family satisfaction data as well on an eight item questionnaire asking about safety and cleanliness, if services are beneficial, being treated with respect, service planning, communication, customer service, accessibility of help, and the quality of services.
- Placement agency representatives and representatives of regulatory agencies.
- Business leaders.
- Members of our workforce. We conduct annual employee engagement surveys. We also set aside time in our residential staff meetings and trainings to listen to our staff members concerning their perceptions of what is efficient and effective or what are opportunities for improvement.
- The community at large. New Haven staff members actively participate in community groups such as communities of faith, service clubs, and local and regional advisory bodies. We even turn to our neighbors and other community members to listen to their concerns and desires for safety, stability, and prosperity in our area.
- Additionally, New Haven turns to key leaders in the community concerning specific areas of expertise, such as best practices in Trauma-Informed Care, LGBTQ awareness and service delivery, and Indian Welfare.

Additionally, we gather and analyze both outcome and key process data to inform the quality improvement of our STRTP.

Key process data includes a quarterly analysis of our Behavior Assessment Form (BAF) data.

New Haven utilizes a Plan, Do, Check, Act as the primary business method for the review and continual improvement of our processes and outcomes.

Plan. During the planning process, we draw on a variety of sources to develop new processes. Our planning process is informed by research in the field, our long history of serving youth and their families, client feedback, community data, and regulatory and legal directives.

Do. During the do process, we develop understandable and useful policies and procedures, tools, and training materials for implementation. When we implement, we work to ensure that all constituents impacted are aware of any changes and how they can provide feedback to the process.

Check. During the check phase, we gather data from our data sources that are measures of effectiveness. Examples being: Analysis of Special Incident Report Data (see below), Behavioral Assessment Form Data (see below), discharge data (see below). We also conduct discussions with involved individuals, such as youth, their parents, placing agency representatives, staff members, etc. to gather qualitative data concerning our processes to analyze their overall effectiveness.

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Act. Using a rapid response process improvement model, we modify processes as needed to correct for issues identified in the "Check" phase. We document the changes in updated policies and procedures and training materials, we implement the changes (improved processes), and begin the check phase again to ensure that the changed processes are, in fact, contributing to the desired result with minimal undesirable consequences.

We are very careful not to use CQI information to "blame" any youth or any staff member for undesirable results. Rather we work with youth, their families, staff members, and our collaborators to see this information as containing opportunities for improvement and to increase the efficacy of our systems and supports.

We plan to publish our CQI results annually for the use of our youth, their families, and our other customers. We plan to make this information available through our website which allows translation into multiple languages.

The Continuous Quality Improvement Plan is a responsibility of New Haven's Chief Quality Officer (CQO). The CQO serves on the leadership team of New Haven and provides data, information, and recommendations for improvement to New Haven's Department Head Team. The Chief Executive Officer of New Haven provides reports of the CQI to the New Haven Board of Directors for review and policy direction.

Standard Outcome and Key Processes Data Reviewed by New Haven.

Behavioral Assessment Form Data

In the STRTP, New Haven collects Behavioral Assessment Form (BAF) data. BAF measures were developed by New Haven over six years ago in consultation with placing agencies, parents, youth, and staff members. The question asked of these groups was, "What behaviors of a youth most impact the decision to place a youth in congregate care versus a more home-like environment, such as a foster home or even a family of origin with additional supports?" The results of this inquiry led to the development of our BAF with 8 items rated 1 through 4. The BAF is completed by a New Haven staff member at the end of each shift (9:00 AM, 3:00 PM, and 10:30 PM) on school days and we added an additional BAF on non-school days. The data is entered into New Haven's Electronic Medical Record (CMS) for each youth.

The eight items responded to for each BAF period are assigned a value from 1 through 4, utilizing the following guide:

- BAF score of 4 signifies the youth was able to demonstrate the behavior with no prompting or only one prompt.
- BAF score of 3 signifies the youth is able to demonstrate the behavior with limited help or prompting (2 or 3 prompts).
- BAF score of 2 signifies the youth is able to demonstrate the behavior with 4 or more prompts.
- And, a BAF score of 1 signifies the youth was unable to complete the behavior.

These values are used with each of the BAF items:

- Remains in assigned areas
- Completes tasks / responsibilities
- Controls impulses
- Cooperates with adults
- Avoids verbal conflicts
- Avoids physical conflicts
- Cooperates with peers
- Positively engaged in program.

These BAF values are used in looking at individual youth progress in the New Haven program and their readiness for a lower level of care. At a CQI level, we compile the BAF scores for all the youth in each house. We compare quarterly LIC 9106A [OPTIONAL USE – PUBLIC] (10/27/16) Recreated by New Haven YFS, Inc.

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BAF data for each house, comparing it to BAF data for the year previous. At the CQI level we are looking for any trends in BAF score averages year against year. The CQO prepares a quarterly report for both the Leadership Team and the staff in the houses to look at the data, review if we achieved our goals, suggest reasons for any significant change in either a positive or negative direction, and make any recommendations for improvements.

Special Incident Report Data

New Haven also reviews Special Incident Report (SIR) data as part of our CQI plan. We breakout Special Incident Reports by house and then within each house, and we analyze the type of SIRs. The breakout for SIRs utilized by New Haven is:

- Alleged Child Abuse
- AWOL
- Hospitalization
- Injury/ Illness
- Juvenile Hall
- Missed Medication
- Physical Intervention
- Police Involvement
- Property Damage
- School Incident
- Sexually Related Incident
- Substance Abuse
- Suicide Attempt
- Theft

We compare quarterly frequencies against the frequency during the same quarter of the previous year. We are looking for both patterns of improvement (decreasing frequencies) and non-desirable increases in frequency. This data is provided to direct care staff as well as Leadership Team members for review, comment and recommendations for changes in processes.

As New Haven has adopted more trauma-informed practices, we are particularly reviewing data in the following dimensions:

- Alleged child abuse (this includes both any alleged abuse that may have occurred within the program or outside of the program such as during home passes or historical incidents that were not previously reported)
- Physical interventions (includes any time staff members place their hands on a youth to prevent harm) - we look at these interventions very carefully to ensure we are minimizing the use of physical interventions while maintaining a safe environment for all youth.
- Police involvement can be very traumatic to a youth so we closely review the frequency, reasons, and type of involvement of law enforcement. We examine police involvement to ensure that we are only engaging police when required and we advocate for the youth to minimize trauma.
- Suicide attempts are infrequent, but we do look at their frequency and pay particular attention to how the situation was processed with other youth who may have witnessed the event.

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Discharge data

A third data source we use in our CQI plan is discharge data. Discharges are categorized as "positive" or "not positive." Positive discharges are planned discharges of youth to an equal or lower level of care; not positive discharges are all others. We gather data monthly and present a report of percent of positive versus non positive discharges. We use discharge data to identify overall functioning of the program and opportunities for improvements.

Surveys or Questionnaires

New Haven collects customer satisfaction data from a variety of sources, including youth satisfaction surveys, family satisfaction surveys, and staff member engagement surveys. We use these data to help guide program design, process and procedural improvements, and overall program development.

Youth Satisfaction Surveys

New Haven collects youth satisfaction in the form of annual youth questionnaires. We ask youth about their perception of the following areas:

1. Safety: we are looking at youths' perception that New Haven creates and maintains a safe environment as a measure of appropriate trauma informed care
2. Caring: we examine youths' perception of caring by staff members, including direct care providers, mental health providers, and school staff
3. Culturally Relevant Involvement: we query youth regarding their perceptions of whether staff members are actively joining with the youth in a culturally relevant manner, and being invested in the youth's success and well-being both while in the program and post placement.
4. Services: we ask youth about both the value of the services being offered and the amount of services.
5. Quality Improvements: we invite youth to let us know how we can improve their experience at New Haven and help them be successful in life.

Family Satisfaction Surveys

New Haven conducts an annual Family Satisfaction survey. We mail out surveys with a self-addressed stamped envelope for return. Nine items are on the survey. The first eight items ask family members (or placement workers if family members are not appropriate to survey) to respond with one of the following: Yes, Neither Yes nor No, No, or No comment. The eight items are:

1. Do we provide a clean and safe environment?
2. Do or did you receive the services you need from New Haven staff members?
3. Were you or are you treated with respect by New Haven staff members?
4. Do you or did you take part in planning your services?
5. Were you or are you told what you need to know about your services?
6. Were or are your questions answered in a way you understand?
7. Do you know where to go or who to contact with questions or concerns?
8. Were you or are you satisfied with the quality of services provided by New Haven staff members?

The ninth item is an open-ended question allowing for additional feedback to us.

Staff Engagement Surveys

New Haven administers an annual staff engagement survey. We use a survey based on the research of the Gallup organization to measure the level to which staff are engaged in their job. We use staff engagement rather than staff

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satisfaction due to the fact that research has shown that staff engagement has a higher correlation with quality of work and customer satisfaction. Data are collected and analyzed and used to make improvements to processes, procedures, and policies.

New Haven shall actively and completely participate in quality improvement initiatives conducted or funded by the State of California or local governments to improve quality of care and services to the extent legally allowable.

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PROGRAM STATEMENT

An applicant/licensee shall have and maintain on file a current, written, definitive program statement that is culturally relevant, trauma informed, and age and developmentally appropriate. (See § 87022.1.)

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| 21. Food and Nutritional Plan/Sample Menus / Clothing & Incidentals | <input checked="" type="checkbox"/> Initial / <input type="checkbox"/> Revised | Date: |
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| 23. Neighborhood Complaint Procedures | <input checked="" type="checkbox"/> Initial / <input type="checkbox"/> Revised | Date: |

The following pages contain cover sheets for each section of the plan of operation that includes a detailed description of the content for each of the sections. Please indicate in the check box(es) whether each section is an initial submission or if the section is a revision.

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PROGRAM STATEMENT

1. POPULATION TO BE SERVED

Describe in detail the following:

- The age range, sex, gender, and population of persons to be served by the facility, including, but not limited to, children, nonminor dependents; persons with physical or developmental disabilities; or mental disorders.
- How your facility will engage the community, community-based organizations, or providers that work with the specific population.
- The practice models or interventions that will be utilized and/or tailored to serve specific populations, including how the agency will serve commercially sexually exploited children; lesbian, gay, bisexual, transgender, and queer/questioning children; nonminor dependent; and families.
- How your facility's programs will support the differing needs of children, nonminor dependents, and families, including commercially sexually exploited children or youth; lesbian, gay, bisexual, transgender, queer/questioning; gender expansive; and their families.
- Describe how will you measure the success of these supports to verify the effectiveness of your ability to serve the differing needs of children, nonminors, and families.

Licensees that intend to admit / or specialize in care for children and/or nonminor dependents who have a propensity for behaviors that result in harm to self or others shall:

- Describe how the facility shall take precautions to protect that child or nonminor dependent and all others.

Please check one of the following:

- Initial Submission Date: _____
- Revision Date: _____

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Program Statement

Population to Be Served

New Haven shall focus its service to youth upon male youth and Non-Minor Dependents (NMDs) who require short-term residential treatment and are generally characterized as follows:

Age:

- Between 13 and 21 years old

Sex/Gender:

- Males or
- Females with a gender identity of male

Referral Sources and Placement Status:

- Dependents (WIC 300)
- Non-Minor Dependents
- Status Offenders (WIC 601)
- Wards/Dependents (WIC 602)
- Special Education Students With and IEP for Residential Care
- Private Placements

New Haven specializes in the treatment of youth and NMDs with a history of abuse, neglect, trauma and a mental health disorder which requires short term intensive residential services and who require specialized educational services to meet their individual needs. Additionally, New Haven works well with youth and NMDs who are on the autistic spectrum.

New Haven has an on-grounds non-public school available for youth with the appropriate Individualized Education Plan documenting the need for this level of service (Special Education). Additionally, New Haven has a subsidiary school, North County Trade Tech High School that serves special education and non-special education students throughout northern San Diego County and is available for youth or NMDs requiring credit recovery and/ or with an interest in developing skills in construction, building design, robotics, manufacturing, heating and air conditioning, and/ or electrical trades.

New Haven will exclude from placement youth and NMDs who it is determined will not or cannot benefit from the services offered. Examples of exclusionary conditions include:

- Fire setting
- Aggressive predator, including sexual predator
- Active and pervasive gang member
- Youth/NMDs with an IQ of 60 or less

NMD Specific Population: When working with NMDs, the New Haven service team will consult with and partner with agencies specializing in the services needed by NMDs. While working with the NMD, the New Haven Treatment Manager will help the youth identify individual goals that address their unique needs. While NMDs have needs similar to other youth in STRTPs, the age and developmental stage of the NMD along with the transition to a new adult service system

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helps to frame some of the special needs of NMDs. Samples of some special needs for NMDs may include, but are not limited to:

- Visitation or passes with their children or partner
- Child care for the NMDs own children
- Educational or workforce training needs
- Employment preparation, acquisition, and retention
- Transportation to education, workforce training, or jobs
- Identification of housing post-STRTP
- Understanding their own medical, dental, insurance, and medication needs and how to access appropriate medical care post-STRTP
- Special workforce clothing, supply, and equipment needs
- Identification of a community of supportive and caring peers and adults that will support the NMD as he transitions to adulthood.

Once the service plan is approved by the NMD and the treatment team, New Haven will commit to “doing whatever it takes” for the NMD to succeed. Of primary importance is the safety and well-being of all NMDs and other youth in the program. New Haven’s Treatment Manager and direct care staff will make sure that NMDs understand the legal implications of their behaviors as an adult and help the NMD understand their new responsibilities and liabilities. The NMD will take a more active role in their own treatment planning and assessment, while being reminded of their responsibilities to keep New Haven safe and therapeutic for all NMDs and youth.

How will New Haven assist with transportation for NMD. New Haven will provide transportation to planned activities and services as needed while teaching the NMD how to access other transportation support services to build independence. New Haven’s Program Specialists and direct care staff will work side by side with the NMD to help support success. New Haven will strike a balance between allowing the youth to experience the consequences of poor choices while being there to help the NMD move forward with the added knowledge of “failures.”

Community Partners: New Haven has a long and productive history of collaborating with community partners to meet the individual needs of youth and NMDs (See section K of the Plan of Operations). New Haven involves community partners in treatment planning, service delivery, and assessment of services through the treatment team process to improve the integration of services both while the youth or NMD is served in the STRTP and after discharge to improve permanency. New Haven will develop, in collaboration, with our service partners, a Service Provider Agreement, similar to the sample provided below to help ensure that there is a common vision and clear role definitions for service partners.

New Haven’s STRTP staff members participate in the North County LGBTQ training to better understand the strengths and needs of youth and NMDs in the LGBTQ community. New Haven’s commitment to serving all youth and NMDs, including those in the LGBTQ community or who are survivors of commercial sexual exploitation, includes ensuring the rights of all to live in a safe and trauma-informed setting, and to be free from harassment, or exclusion from services due to their individual needs. New Haven currently uses the resources of the North County LGBT Resource Center (The Center) for staff training and development, and has coordinated services with The Center for youth/NMDs and families who can benefit from its services and events. When youth or NMDs are open to exploring the services or events of The Center, New Haven’s STRTP staff will connect them to The Center and ensure a positive and supportive experience. If the NMD or youth chooses and all releases are signed, a member of The Center staff will be invited to treatment team meetings both to provide information about services, and to work with the Treatment Team to understand how best to meet the specific cultural needs of the youth/NMD. New Haven’s STRTP shall also continue to work with The Center to

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ensure that services and the client experience of New Haven and other service partners are culturally sensitive and appropriate. New Haven keeps the addresses and phone numbers of our facilities confidential whenever possible to maximize the security and confidentiality of youth/NMDs.

New Haven will engage community based organizations and providers that work with New Haven youth and NMDs by identifying key organizations, identifying contact people, and making personal calls to discuss New Haven youth/NMDs and services and to invite participation and collaboration. For example, New Haven will continue to reach out to organizations such as North County Lifeline for partnership serving CSEC youth/NMDs; and the LGBT Resource Center for partnership serving LGBTQI youth/NMDs. Additionally, New Haven will establish an Advisory Committee for Ensuring Culturally Sensitive and Trauma Informed Services consisting of CBO partners, youth, NMDs, and families. The Advisory Committee will meet twice per year to review New Haven services and partnerships and make recommendations for improvements.

New Haven shall ensure other service partners providing care to New Haven youth and NMDs are culturally sensitive, and that their services are trauma informed and youth centered, and will support them in continuous improvement in these areas through participation in the Advisory Committee, and ongoing training support. In particular, New Haven will refer partners to web-based resources such as the TF-CBT Web: A web-based learning course for Trauma-Focused Cognitive Behavioral Therapy, and will invite partners to sit in on New Haven In-Service Training when appropriate.

In order to measure effectiveness in these areas, New Haven conducts annual formal surveys to measure youth/NMD perception of safety, respect, and appropriate needed services. In addition, New Haven will develop and implement a 360 survey in connection with all partner activities, including field trips, presentations, and trainings. Participants will be prompted to answer questions such as:

- Did you learn anything new about community supports available to you?

Community partners will be prompted to answer questions such as:

- Was New Haven staff prepared for your visit?
- Do you have a contact person at New Haven that you would feel comfortable connecting with if you had a question or collaborative opportunity?

Finally, New Haven measures the success of internal and external supports provided to youth and NMDs using daily Behavior Assessment Forms; CAFIS, which looks at functioning – the fewer symptoms, the lower the score; and the Casey Life Assessment, which identifies the Life Skills learned while in residence at New Haven.

Sample New Haven Service Provider Agreement

New Haven Youth and Family Services, Inc. heretofore referenced as New Haven, is entering this agreement with _____ (Service Provider) _____ to create a shared vision and clear understanding roles, responsibilities, and expectations of our work to support the growth and development of youth and Non Minor Dependents served jointly by our agencies.

Vision: It is the vision of the Short Term Residential Treatment Program of New Haven to provide care and services to youth and Non Minor Dependents (youth) that are:

- Driven by the individual needs and desires of the youth rather than being driven by funding or by an assumption that “service providers know more about the youth than the youth”.

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- Culturally appropriate to the youth with an emphasis on understanding the unique strengths, desires, and needs of each individual
- Provided by staff members or volunteers that are well trained and supervised concerning the needs of each individual youth. Service providers shall be affirming of the youth, provide youth-centered services, and support the youth in finding their unique place in the world.
- Delivered at times and places that meet the needs of youth and present a youth-friendly environment.
- Respect the rights of each youth, including the right to confidentiality and privacy expect as limited by law; youth shall be served so that they feel safe and respected by service providers and the agencies supporting them.
- Trauma informed and minimize the likelihood of retraumatization of youth due to the use of power and control techniques or insensitivity to the needs of the youth.

Specific expectations for service partners:

1. Individuals providing care will receive training and supervision in the following areas:
 - a. Trauma Informed Care
 - b. Cultural diversity including LGBTQ
 - c. Youth rights
 - d. Child abuse prevention and reporting requirements
 - e. Confidentiality
2. Service partner agencies shall have clear and explicit expectations for the individuals providing services that services will be driven by the needs and desires of the youth as documented in the youth's Needs and Services Plan.
3. Whenever possible and with the youth's approval, service providers will participate in treatment planning and evaluation activities in collaboration with New Haven.
4. Service partner agencies shall report all formal grievances and/or complaints filed by STRTP youth and the outcome of said complaints to New Haven and the youth's funding agency.
5. Service partner agencies shall agree to sign a Business Associates Agreement with New Haven to protect the right of confidentiality of youth.
6. Service partner agencies shall provide information and data as required for quality improvement activities.

Specific expectations for New Haven:

1. New Haven shall work collaboratively with the service providing agency to ensure a continuity of care between all service providers.
2. New Haven shall create a coordinated treatment plan in the form of a Needs and Services Plan that will be shared with the partner agency with the approval of the youth and upon completion of a Business Associates Agreement identified above.
3. New Haven shall make referrals for services to partner agencies based upon the youth's needs and only with youth approval.
4. New Haven shall work with service providing agencies to find appropriate funding for services that are unfunded. New Haven shall not participate in supplanting of funds. When necessary and approved by the funding agency, New Haven may fund certain necessary services directly with the service providing agency.

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This agreement may be terminated immediately, with or without cause, by either New Haven or the Service Partner Agency by providing a written statement to terminate the agreement with the other party.

This agreement is effective: _____ DATE _____ until such time it is terminated in writing.

For the Service Providing Agency:

| | | |
|---------------|----------------|---------------|
| _____ Name | _____ Title | _____ Date |
|---------------|----------------|---------------|

For New Haven Youth and Family Services, Inc.

| | | |
|---------------|----------------|---------------|
| _____ Name | _____ Title | _____ Date |
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Practice Models: New Haven's program structure utilizes a model of care that incorporates principles of Trauma Informed Care and Positive Behavior Intervention and Supports (PBIS). PBIS is a strengths-based approach that applies evidence-based program practices and strategies to establish a positive milieu, decrease problem behavior, increase academic achievement, and improve safety. PBIS and Trauma Informed Care are predicated on Risk and Resiliency research that focuses on developing resiliency factors in youth, NMDs, their families, their learning environments, and the community in general. The basic tenet of New Haven's program is that youth and NMDs need to know that they are in a safe, clean, and therapeutic environment so that they may actively participate in the difficult work of behavioral change.

Through PBIS, New Haven creates and maintains a trauma informed environment necessary to treat youth and NMDs who are trauma survivors. A trauma informed environment reduces the risk of traumatization or re-traumatization and promotes physical and psychological safety for youth, non-minor dependents, and their families. New Haven recognizes that physical and psychological safety for both the youth/NMD and his family/caregivers are extraordinarily important for long-term recovery as well as social and emotional well-being.

New Haven creates and maintains a trauma informed environment that promotes physical and psychological safety for youth, non-minor dependents, and their families through:

- **Environmental Safety:** New Haven creates and maintains a safe environment so that residents and their family/caregivers feel physically and psychologically safe. New Haven works diligently to create a safe, predictable, and therapeutic environment for youth/NMDs and their families. New Haven pays attention to environmental issues such as reducing clutter, harsh noises, and lighting. The living environment in New Haven residential homes is warm, inviting, and comfortably appointed. There is routine maintenance and immediate repair of damaged items, which ensures that the environment does not contain unnecessary triggers. Additionally, arrangements in the physical environment of the residence and the school are implemented to accommodate a wider range of feelings, interactions, and behaviors that ensure psychological and physical safety. In the residences, New Haven maintains a quiet place for youth/NMDs either in the house or the opportunity to go outside to well-manicured lawns/gardens to take "space" for a few minutes. In the school, a "Sensory Room" is available to youth/NMDs to help create a safe space; facilitate the therapeutic alliance; promote self-care/self-

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nurturance, resiliency and recovery; provide opportunities for engagement in prevention and de-escalation strategies; and to provide a host of other skill building through a variety of therapeutic activities.

- Identification of Trauma Related Needs: New Haven staff are educated on trauma and how it affects an individual at any stage of development. Within the first month of treatment, an assessment is conducted to identify: 1) If there is trauma; and 2) Youth/NMD specific trauma related needs. Knowledge of the youth's or NMD's traumatic history and their traumatic stress response will assist New Haven clinicians and staff to understand behaviors, identify potential triggers, and complete treatment planning. Knowledge of trauma history and types of trauma experienced will inform the Needs and Services Plan (NSP) and will assist in transition planning that incorporates unique circumstances, strengths, and challenges.
- Empowerment: Each youth/NMD is supported with shared decision-making, choice and voice in both treatment and in the development of goals. Residents are supported in cultivating self-advocacy skills and increasing their ability to play an influential role in the decisions that affect them. In addition to youth/NMDs, family/caregivers are considered part of the treatment team and thus co-participate in treatment and decision-making.
- Relationships: The foundational principle of New Haven's treatment program and Trauma Informed Care is that healing happens in healthy relationships. Developing a trusting relationship with the youth/NMD and his family is an important aspect of treatment. New Haven staff adopt a language of collaboration, and efforts are made daily to accommodate immediate circumstances without compromising fundamental routines and program structure. Staff are trained not be reactionary to misbehaviors and to instead view those behaviors as unmet needs. Staff assists in the development of healthy relationships by helping youth/NMDs communicate effectively to peers and adults; acknowledge feelings; and to help discover strengths and utilize skills.
- Program Structure: Youth/NMDs and families are oriented to the physical surroundings and structure of New Haven's program as part of the admission process. They are introduced to New Haven's phase and level system, which is designed to help make positive changes and promote self-monitoring. The "Phase and Level System" [Described in Section 17 of this document] builds on existing strengths and is the foundation of New Haven's milieu treatment. The therapeutic milieu sets clear expectations and provides a safe and predictable environment to assist in the promotion of not only physical but also psychological safety for youth/NMDs and their families.
- Staff and Mutuality: New Haven staff and childcare workers play a central role in creating and maintaining a safe, secure, and trusting environment. They are key therapeutic change agents and therefore are part of treatment collaboration for residents. Childcare Workers are supported, trained and empowered in that role. This parallel process allows staff to have a shared purpose in treatment and feel to safe alongside the residents they support. In addition to Childcare Workers, all New Haven personnel are trained in practices that support a culture of safety within the organization.
- Organizational Transparency: New Haven's operations and decisions are conducted with transparency and with the goal of building and maintaining trust among clients, family members, staff, and others involved with the organization. Additionally, there is emphasis on strong administrative leadership to build effective systems and practices to ensure that the organization maintains fidelity to Trauma Informed Care practices.
- Safety Plan Development: Due to a history of trauma, when a youth/NMD is triggered, the situation can quickly escalate into a crisis. This can happen at any point during the resident's treatment and can potentially be ongoing

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until the resident feels ready, safe, and supported. The therapist, with the input of the youth/NMD, will develop a safety plan that is tailored to fit the youth or NMD's strengths and needs.

- Participatory Culture: New Haven fosters a participatory culture in which residents participate in developing their goals for treatment, individual service plan, and treatment. The youth/NMD and/or their family can convene a treatment meeting at any time to address a concern or critical incident so that they may feel empowered to respond to a problem before it becomes a bigger problem. New Haven residents also have opportunities to participate in program design through consistent client satisfaction surveys and client advisory boards.

A. Sexually Exploited Children and Adolescents

After a youth/NMD is identified as a victim of commercial sexual exploitation through Biopsychosocial Assessment, referral history, and/or collaboration with existing social worker(s), New Haven will address the following needs as appropriate:

- Develop a safety plan. In addition to developing a safety plan that is tailored to fit youth/NMD strengths and needs, the safety plan of youth/NMDs who have been exploited will also include ways to remain safe while in and after leaving an exploitative relationship.
- Ensure that emergency health needs are met. Obtain emergency medical coverage, such as Medi-Cal, if appropriate. Emergency health needs may include:
 - Acute medical needs: immediate medical care to address physical health issues resulting from violence, trauma, abuse, and/or neglect. These include injuries, pain, sexually transmitted infections and HIV, post-exposure prophylaxis, pelvic inflammatory disease, malnourishment, drug and alcohol dependency, and pregnancy.
 - Acute mental health needs: immediate care for Post-Traumatic Stress Disorder (PTSD), psychosis, depression, anxiety, acute mania, delusions, agitation, violent outbursts, suicidal ideation, or other behaviors presenting risk of harm to self or others that may require hospitalization.
 - Acute dental needs: immediate care for dental issues such as pain, broken or extruded teeth, and broken braces or wires poking the cheek, tongue, or gums.
- Conduct substance abuse assessment and screening to initiate intervention/treatment for alcohol or drug dependency, if needed.
- Contact North County Life Line's Project Life (Living in Freedom from Exploitation) program at (760) 842-6526 to obtain a CSEC-trained advocate, case manager, and therapist who is trained to assist exploited children or other vulnerable populations, such as victims of sexual assault.
- Conduct discharge planning that documents a solid transition plan that incorporates: identifying a safe home/environment for the youth/NMD, community services, and ongoing mental health support. It is important that steps are taken to prepare the youth/NMD to go to a new placement and to transition back from a placement. Poor transition planning undermines the progress a youth/NMD may have made while at New Haven. In the absence of adequate support, the youth/NMD may return to his exploiter.

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With regard to training staff on commercially and sexually exploited children and adolescents (CSEC), New Haven shall conduct in-service staff trainings on topics such as the dynamics of exploitation, manipulation, common behavioral issues, and Stockholm syndrome to best meet the needs of the CSEC youth and provide more meaningful engagement with them.

B. Lesbian, Gay, Bisexual, Transgender, and Queer/Questioning Children

The experience of identifying and "coming out" as LGBTQ can be a traumatic event that leads to feelings of rejection as well as exposure to bullying, rejection, harassment and violence. LGBTQ youth/NMDs often experience trauma due to the real or perceived impression of their sexual orientation and/or gender identity. As a result, many aspects of trauma-informed programming are directly relevant to LGBTQ youth and NMDs. New Haven will incorporate these Trauma Informed Care practice principles in the continuum of care of LGBTQ youth/NMDs:

1. Understand trauma, sexual orientation, gender identity and their impact on cognition, emotion, behavior and perception.
 - A. Provide working definitions of trauma and its impact on the brain, body, mental health and substance use behaviors.
 - B. Explain childhood trauma and its impact on development including its relationship to re-victimization.
 - C. Highlight any linkages between sexual orientation, gender identity issues.
 - D. Ensure an accurate understanding of the continuum of sexual orientation and gender identity, providing culturally appropriate language.
 - E. Discuss oppression and raise awareness of its impact to prevent recreating it within the program or services.
 - F. Highlight the impact of cultural differences on trauma, sexual orientation, and gender identity.
 - G. Provide self-care strategies for staff.
2. Provide physical and emotional safety to ensure that youth/NMD needs are being met, safety procedures are clearly established and communicated, the environment is predictable and respectful relationships are fostered.
 - A. Ensure that all activities can be well monitored.
 - B. Client rights and responsibilities are clearly visible along with grievance procedures in appropriate languages.
 - C. Any violation of rights and responsibilities is addressed immediately.
 - D. Create individual crisis management plans.
 - E. Rules should explicitly state that the program has no tolerance for harassment, bullying, or violence.
 - F. Motivational interviewing should be used to engage clients in behavioral change based on their readiness and capacity to do so.
 - G. Posters, literature and other materials that affirm the identity of each client should be visible.

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3. New Haven program policies, procedures, forms and regulation maximize the inclusion of LGBTQ residents and minimize re-traumatization.

- A. Sexual orientation and gender identity are included in anti-discrimination policies, discussed during hiring and reflected in client services policies.
- B. New Haven tracks the number of LGBTQ individuals being served.
- C. New Haven creates employee and client forms that allow LGBTQ individuals to answer honestly and thoroughly.
- D. New Haven ensures access to gender reassignment procedures when needed.
- E. New Haven conducts continual examination and update on agency/program policies and procedures regarding sexual discussion in the program.

C. Non-Minor Dependents

It is developmentally appropriate for emerging and young adults to face decisions about new social situations and responsibilities; future career and educational goals; self-management of behavior and substance use; and development and maintenance of supportive and intimate relationships. This is the period of "discovery" for many individuals. Non-Minor Dependents with Emotional Behavioral Disturbances (EBD) are particularly challenged during this transition period due to fragmented services, limited access across different programs, and funding mechanisms. While many programs provide essential services, navigating through different programs and services often make it impossible for Non-Minor Dependents and their families to negotiate due to the complexities and fragmentation within and between various programs available to them in the community.

New Haven prepares Non-Minor Dependents for their movement into adult roles through an individualized process, engaging them in their own futures planning process, as well as providing developmentally-appropriate and appealing supports and services. Services for Non-Minor Dependents involves family members and other key players that is relevant in meeting in the youth's needs such as parents, foster parents, older siblings, or roommate. New Haven encourages the Non-Minor dependent to explore their interests and futures as it relates to each transition domain: Employment and Career, Education, Living Situation, Personal Effectiveness and Wellbeing, and Community-Life Functioning. This transition process facilitates the Non-Minor Dependent's movement towards great self-sufficiency and successful achievement of their goals.

Adopted from Transition to Independence Process (TIP) Model, New Haven will incorporate these Trauma Informed Care practices with Non-Minor Dependents and their families:

1. Engage the Non-Minor Dependent through relationship development, person-centered planning, and a focus on their futures.
 - A. Use a strength-based approach with young people, their families, and other informal and formal key players.
 - B. Facilitate futures planning and goal setting through a Needs Assessment and Casey Life Skills Assessment.
 - C. Include prevention planning for high-risk behaviors and situations, as necessary.

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- D. Engage the Non-Minor Dependent in positive activities that is based on their interests.
- E. Respect cultural and familial values and the Non-Minor Dependent's perspectives.
2. Tailor Services and supports to be accessible, coordinated, appealing, non-stigmatizing, developmentally appropriate, and built on strengths to enable the Non-Minor Dependent to pursue their goals across all transition domains.
- A. Facilitate the Non-Minor Dependent's goal achievement across relevant transition domains.
- B. Tailor services and supports to be developmentally appropriate, addressing the needs and building on the strengths of young people, their families, and other informal key players.
- C. Treatment Manager's will coordinate services and supports in the community that are accessible, appealing, and non-stigmatizing.
- D. Balance the Treatment Manager's role with that of the youth, their parents and other informal and formal key players to increase empowerment and independence.
3. Acknowledge and develop personal choice and social responsibility with the Non-Minor Dependent.
- A. Encourage problem-solving methods, decision making, and evaluation of impact on self and others.
- B. Balancing between maximizing the likelihood of the success of the youth as well as allow the youth to contact natural consequences through life experience.
4. Ensure a safety-net of support by involving the Non-Minor Dependent's parents, family members, and other informal and formal key players.
- A. Involve parents, family members, and other informal and formal key players.
- B. Parents, family members, or other informal key players may need assistance in understanding this transition period or may need services/supports for themselves.
- C. Assist in mediating differences in the perspective of young people, parents, and other informal and formal key players.
- D. Facilitate an unconditional commitment to the Non-Minor Dependent and his key players.
- C. Treatment Managers and staff will create an atmosphere of hopefulness, fun, and a future focus for the Non-Minor Dependent.
5. Enhance the Non-Minor Dependents competencies to assist them in achieving greater self-sufficiency and confidence.
- A. Utilize information and data from functional assessment methods such as the Casey Life Skills Assessment that is conducted at the time of intake into New Haven's Residential Program and at every six months to assess improvements as well as identifying areas of continued need for the Non-Minor Dependent.
- B. Teach Meaningful skills relevant to the young people across transition domains.

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- C. Use in-vivo teaching strategies in relevant community settings.
 - D. Develop skills related to self-management, problem-solving, self-advocacy, and self-evaluation of the impact of one's choices and actions on self and others.
6. Maintain an outcome focus for the Non-Minor Dependent
- A. Focus on the Non-Minor dependent's goals and tracking his progress.
 - B. Use process and outcome measures such as the New Haven's Youth, Parent, and Staff satisfaction surveys for continuous improvement.
7. Involve young people, parents, and community partners
- A. Maximize the involvement of the Non-Minor Dependent, family members, and other informal and formal players, and relevant community representatives.
 - B. Tap the talents of the peers and mentors through peer mentors and peer counselors; as well as assisting young people in creating peer support groups, and youth leadership opportunities.

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PROGRAM STATEMENT

2. EMERGENCY RESPONSE SERVICES

Describe in detail the following:

- Emergency response services to be provided to children, nonminor dependents, and staff in the facility including evenings, weekends, and holidays.
- How the facility plans to respond to disasters (e.g., earthquakes, fires, floods, etc.)
 - The protocol for notifying children or nonminor dependent's authorized representative(s) of their whereabouts and condition, including AWOL situations.
 - The communication protocol among facility staff and local fire, law enforcement, child or nonminor dependent's attorney, and other disaster authorities.
 - The training for facility staff, their duties, and responsibilities under the disaster plan.

Please check one of the following:

- Initial Submission Date: _____
- Revision Date: _____

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Emergency Response Services

New Haven has developed and has implemented a comprehensive safety plan to address emergency response. New Haven provides orientation and annual staff training concerning our safety protocols, and youth/NMDs are involved in safety discussions and drills monthly.

Our safety plan has four primary goals:

1. New Haven emphasizes safety planning and crisis prevention while being prepared to respond effectively to crisis situations.
2. New Haven youth/NMDs, family members, staff members, volunteers, and visitors benefit from a safe, clean, and therapeutic environment while on or in New Haven facilities or participating in New Haven sponsored activities.
3. New Haven youth/NMDs, alumni, and staff members are recognized as community assets that help to increase the safety and prosperity of the communities that we serve.
4. New Haven, as an organization, is recognized as a leader in promoting safety and stability by our neighbors and the community at large.

Portions of the New Haven Comprehensive Safety Plan are provided below:

All New Haven staff in each facility are to be routinely instructed in and practice natural disaster emergency procedures as part of Orientation and annual training. The Director of Operations shall maintain a record of all drills.

New Haven's Comprehensive Safety Plan addresses the following emergency situations:

- a. Behavioral Emergencies with current clients
- b. Life Threatening Injury or Illness
- c. Non-Life Threatening Injury or Illness
- d. Suspicious Objects/ Dangerous or Suspicious Animals/ Dangerous or Suspicious People
- e. Contamination
- f. Bomb Threats
- g. Fire
- h. Earthquake
- i. Pandemic Flu
- j. Physical Plant Maintenance Emergencies

Minor Incident Response. In the event of a minor incident (non-life threatening injury, illness, or potential for illness or injury), staff members shall provide any necessary first aid and contact the Program Specialist for their house for direction and support. The staff member shall document and communicate the conditions of the situation according to New Haven policies and procedures, which may include documenting the situation through a Clinical Report (internal document), a Special Incident Report, and/ or additional communication with parents/ guardians, placement agency representatives, community care licensing, accrediting agencies, etc. All Clinical Reports and Special Incident Reports are reviewed no less frequently than annually to help identify opportunities for improvements.

Major Incident Response. Staff members, clients, their families, and placing agencies are protected through our Major Incident Response (MIR) in the event of major incident. The Chief Executive Officer or on-call administrator may initiate our MIR plan. The MIR plan establishes an Incident Command Center with Incident Commanders and Command Level Officers.

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The primary Incident Command Center shall be the Administrative Offices on the New Haven campus with a backup center at our administrative center on Melrose Drive.

The Incident Commander shall be supported by the following Command Level Officers with the following roles:

- 1) **Medical and Triage Officer: Primary tasks of the Medical and Triage Officer:**
 - a) Record, safely store, and allocate as needed all patient medications, patient Medi-Cal numbers, patient medication schedules, first aid kits, and other medical supplies in the Incident Command Center and at open remote New Haven facilities.
 - b) Identify, organize, and allocate staff members with first aid and CPR certification to the tasks with highest medical acuity.
 - c) Assess the physical and mental health needs of youth/NMDs and staff members and allocate resources as needed to address the needs.
 - d) Maintain a written record of activities, including a record of hours worked by staff members.
 - e) Serve in all open MIR roles assigned by the Incident Commander until relieved or the MIR is closed.
- 2) **Logistics and Transportation Officer: Primary tasks of the Logistics and Transportation Officer:**
 - a) Record, safely store, and allocate as needed all non-medical supplies, equipment, and other assets including, but not limited to, vehicles, keys, water, food, clothing, sheets, blankets, pillows, fuel, particulate masks, fire extinguishers, corporate monies and credit cards in the Incident Command Center and at open remote New Haven facilities.
 - b) Identify, organize, and allocate staff members with logistics skills and responsibilities and allocate staff assets to the areas with the highest acuity.
 - c) Maintain a written record of activities, including a record of hours worked by staff members.
 - d) Serve in all open MIR roles assigned by the Incident Commander until relieved or the MIR is closed.
- 3) **Communications and Information Officer: Primary tasks of the Communications and Information Officer:**
 - a) Record, safely store, and allocate as needed all patient records and patient, patient family, and staff member contact information.
 - b) Ensure that the main phone line of New Haven is forwarded to a phone line in the Incident Command Center or change the voice mail answering script to redirect callers to the Incident Command Center.
 - c) Answer the Administrative Disaster Phone and the Incident Command Center Phone.
 - d) Establish a message center for all incoming and outgoing calls to the Incident Command Center.
 - e) Serve as the primary point of contact for employees, Community Care Licensing, Social Workers, emergency workers, media, the family and kin of employees, and the parents, guardians, and kin of youth/NMDs.
 - f) Maintain a written record of activities, including a record of hours worked by staff members.
 - g) Identify, organize, and allocate staff members with communication and information skills and responsibilities, and

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allocate staff assets to the areas with the highest acuity.

h) Serve in all open MIR roles assigned by the Incident Commander until relieved or the MIR is closed.

4) Staffing Officer: Primary tasks of the Staffing Officer:

- a) Establish a labor pool of available staff members.
- b) Manage and respond to all requests for staff members by other MIR Command Level Officers and the Incident Commander.
- c) Allocate available staff members to the areas with the highest acuity.
- d) Maintain a written record of activities, including a record of hours worked by staff members.
- e) Identify, organize, and allocate staff members with staffing skills and responsibilities and allocate staff assets to the areas with the highest acuity.

The Incident Commander shall close the situation and center after:

- a. The incident has been resolved;
- b. A debrief of the situation has been completed to determine that the risk of an immediate reoccurrence of the situation is low or nonexistent;
- c. The incident has been documented in writing and a plan to complete all necessary external reports, including Special Incident Reports, has been developed;
- d. A communication plan has been developed to inform all impacted individuals, including clients, their families, placing agency representatives, Community Care Licensing, other regulatory and accrediting agencies has been developed.
- e. A plan to address any physical plant repairs or improvements has been developed.

All Clinical Reports and Special Incident Reports are reviewed no less frequently than annually to help identify opportunities for improvements.

Evacuation Sites. If evacuation of one or more of New Haven's residential houses needs to occur immediately due to safety concerns, New Haven maintains two evacuation sites. The primary site is at our Administrative Offices in Vista; our secondary site, if evacuation requires that we must leave the immediate area, due to wide ranging brush fires for example, is our administrative office in Temecula, CA. If evacuation must occur, the parents/guardians, placing workers, and community care licensing shall be immediately informed as soon as youthNMDs and staff members can safely communicate.

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PROGRAM STATEMENT

3. TRANSPORTATION ARRANGEMENTS [Reference 87074]

Describe in detail the following:

- How the facility will arrange for transporting children to and from school, activities provided outside the facility (including attendance at religious services and lesbian, gay, bisexual, transgender, and queer / questioning affirming activities), and medical / dental appointments.
- How the facility will ensure that vehicles used to transport children are maintained in safe operating condition.
- How the facility will ensure that vehicle registration and insurance will be maintained.
- How the facility will ensure that only appropriately licensed program staff and volunteers will transport children.
- How the facility will ensure that the facility shall not allow a child to be transported by a person who does not have a valid driver's license.
- How the facility will ensure that staff shall not smoke or permit any individual to smoke tobacco or any other product in a motor vehicle that is regularly used for providing transportation to a child or nonminor dependent.
- Any other arrangements specified in the needs and services plan or Transitional Independent Living Plan for a child or nonminor dependent shall be included in the written placement agreement between the facility and the placement agency.

Please check one of the following:

- Initial Submission Date: _____
- Revision Date: _____

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Program Statement

Transportation Arrangements

Transportation and vehicle safety are important elements of the services provided by New Haven. Each six-bed house has its own eight passenger van for use in transporting clients to and from school, offsite activities, weekend family passes, temporary hospitalization, doctor and dental visits, attendance at religious services, picking up supplies and all other transportation needs of the clients and facility. If for any reason a facility should be without a van, e.g., the van is being repaired, the Residential Director is responsible for arranging alternate transportation such as utilizing a New Haven vehicle or reserve van. Staff are responsible for the returning the vans in the condition they found them.

New Haven shall be responsible for safely transporting all youth to meetings, appointments, home passes/visits, court appearances, and other off-site activities as specified in each youth/NMD's Needs and Services Plan. Any other arrangements specified in the needs and services plan or Transitional Independent Living Plan for a child or nonminor dependent shall be included in the written placement agreement between the facility and the placement agency. New Haven reserves the right not to transport a youth/NMD if it jeopardizes the safety and/or well-being of other youth/NMDs, staff members, or community members. Any decisions concerning not to transport a youth/NMD due to safety shall be approved by the Director of Operations and reported to the placing agency representative and parent/legal guardian as required.

VEHICLE DRIVER REQUIREMENTS

At hire, each employee is required to provide a copy of his or her driver's license, driving record and proof of automobile insurance. This information is checked for validity and then communicated to the agency's vehicle insurance carrier. Employees who cannot provide this information or who have unsafe driving records are not placed on the approved drivers list and may not operate a New Haven vehicle. Staff are required to maintain a valid driver's license and vehicle liability coverage during their employment. Staff may only use New Haven vehicles to transport youth/NMDs.

SAFE VEHICLE OPERATION

Staff members that operate New Haven vehicles adhere to the following procedures:

1. Only New Haven employees or their agents authorized to drive by the New Haven Human Resources Department may operate a New Haven vehicle.
2. New Haven vehicles may only be used for authorized official business. New Haven vehicles may not be used for personal use.
3. Vehicle keys must be kept in a locked cabinet until used, and then only New Haven staff may carry or possess the keys. The operator of the vehicle is responsible for always protecting the keys from unauthorized use.
4. Staff and youth/NMDs are prohibited from smoking tobacco or any other product in New Haven vehicles at any time.
5. No one shall operate a New Haven vehicle if it is unsafe to do so.
6. Monthly routine vehicle checks shall include:
 - a. Check the oil dipstick to ensure that the appropriate level of oil is in the engine; if there is not a sufficient amount, the appropriate amount of oil shall be added for safe operation

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- b. Inspect all four tires and spare tire to ensure that the tires are adequately inflated and that there is sufficient tread on each tire
 - c. Ensure that there is an operational jack and other safety equipment
 - d. All headlights and exterior indicator lights are operational
 - e. The horn is operational
 - f. First aid kit is present and stocked with supplies
 - g. The front and back license plates are visible and firmly secured
 - h. Mirrors are all functioning and appropriately positioned
 - i. The windshield and other windows are free of cracks and/or obstructions to clear viewing
 - j. Inspect the interior of the van to ensure that it is clean and free of trash (Maintenance personnel are not responsible for cleaning the van but shall make note of condition)
 - k. Ensure that hazard or "idiot" lights are not illuminated
 - l. Make note of any new damage to interior or exterior from the last inspection
 - m. Confirm that there are no other safety hazards preventing the safe operation of the vehicle; if the vehicle cannot be operated safely, it shall be removed from service until repairs are made
 - n. Update the vehicle inspection log and provide a copy to the Residential Director
7. Vehicle operators are responsible for the following:
- a. Record your destination and expected return time in the staff log
 - b. Ensure that there is adequate gas for the intended trip
 - c. Ensure that you are allowing adequate time to complete your trip and have the vehicle available for other scheduled activities requiring the vehicle
 - d. Make sure there are sufficient safe seating and seat belts for each intended vehicle occupant
 - e. Upon starting the vehicle, but prior to driving, ensure that hazard or "idiot" lights are not illuminated
 - f. Confirm that there are no other safety hazards preventing the safe operation of the vehicle
 - g. If any of the inspection and maintenance items cannot be resolved prior to operation, the operator shall contact the on-call Maintenance worker through the vehicle emergency pager 760-966-5448
 - h. If a vehicle is cosmetically damaged but the damage does not create a safety issue, i.e. small dent, ding, broken window side, etc., the operator shall immediately contact her/his supervisor; the supervisor shall determine the next course of action, which may include contacting New Haven Maintenance Department
 - i. Know your destination(s) and have directions or maps if needed
 - j. Update the van log with starting mileage and van condition prior to departure

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- k. Ensure all occupants are fully seated and are appropriately using their seat belt
- l. Follow all laws, rules, and safe operation habits
- m. If the vehicle radio is used, keep volume at a safe level
- n. While operating the vehicle, the driver must never text or operate any electronic devices, including but not limited to cell phones, MP3 players, or GPS devices
- o. Report traffic tickets or accidents to your supervisor as soon as possible, but no later than end of shift of the day of the occurrence
- p. If there is a disturbance in the van, pull the vehicle off the road at the nearest safe location, turn off the engine and ensure that the disturbance is resolved prior to continuing the trip; if the disturbance cannot be resolved to a safe level, follow emergency procedures
- q. Never leave youth/NMDs unsupervised
- r. Always close all windows and lock the vehicle when it is unoccupied
- s. Record trip mileage in van/auto log
- t. Gas cards are available from 8:00 a.m. to 5:00 p.m. Monday through Friday in the Administration Office
- u. A Weekend Gas Log with a gas card for use is available from 5:00 p.m. Friday to 8:00 a.m. Monday at Lupe House
- v. Return the gas card and receipts for gas to the Weekend Gas Log; receipts for gas must be returned with date, operator's name, van or car filled up, and odometer mileage written clearly on back

VEHICLE INSPECTION/MAINTENANCE

There are three levels of vehicle inspection and maintenance. The first is handled by the driver, as described above. The second level is a weekly routine: Each week the following processes shall occur to ensure the safe operation of New Haven vehicles:

- a. Overnight staff member shall gas up the van as scheduled after transporting youth/NMDs to school
- b. Contact the New Haven Maintenance Department via email or Maintenance Request with any safety/maintenance issues
- c. The house Direct Care Staff and youth/NMDs shall clean the interior and exterior of the vehicle each weekend

The third level of vehicle inspection and maintenance is a monthly routine: The Residential Director and New Haven Maintenance Department shall ensure that monthly safety checks are conducted by an independent certified auto maintenance contractor and that the monthly maintenance is completed on time.

VEHICLE REGISTRATION AND INSURANCE

A copy of the current vehicle registration card is kept with the vehicle at all times. The Maintenance Supervisor also keeps a copy of the registration. The Maintenance Supervisor is responsible for tracking vehicle registrations and keeping them current by submitting a check request to renew the registration. New Haven's Chief Financial Officer (CFO) is the

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agency's contact person for the vehicle insurance company. The CFO ensures that insurance payments are made on a timely basis and that the amount of vehicle coverage keeps up with state and agency requirements.

ACCIDENT INVESTIGATION

In case of a vehicular accident, the agency provides full cooperation to any law enforcement agencies in the community who may be involved in accident investigation. In case of a single vehicle accident or other situations where law enforcement may not be involved, the agency conducts its own investigation. Drivers who are determined to have engaged in unsafe driving practices receive applicable disciplinary action, up to and including termination. Management takes an active role in overseeing investigations and in monitoring losses. Specifically, the employee's supervisor, the Director of Operations, and the Chief Financial officer will be involved in responding to the loss.

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PROGRAM STATEMENT

4. CORE SERVICES AND SUPPORTS [Reference 87078.1]

A STRTP shall provide a plan to include core services and supports to children, nonminor dependents, and their families as appropriate or as necessary, that are trauma informed, culturally relevant, age and developmentally appropriate, and include the following (see attached Core Service Matrix for a more detailed operational definition of these services.)

- Medi-Cal specialty mental health services
- Transition support services for children, nonminor dependents, and families upon initial entry, during placement changes, and for families who assume permanency through reunification, adoption, or guardianship.
- Educational, physical, behavioral, and mental health supports, including extracurricular activities and social supports.
- Activities designed to support children and nonminor dependents in achieving a successful adulthood.
- Services to achieve permanency, including supporting efforts to reunify, achieve adoption or guardianship, and efforts to maintain or establish relationships with parents, siblings, extended family members, tribes, or others important to the child or youth, as appropriate.

Core services and supports shall be provided directly, secured through agreements with other agencies, or both.

- Describe the direct resources and programs to be used to provide for the specific core services and supports above.
- Attach agreement(s) with detailed reasoning for the contracting of specific core services and support, the relationship between the program and contracting agency, and information on how the program will ensure core services and supports are being met.

Note: A STRTP shall ensure that Indian children receive core services and support in accordance with the Federal Indian Child Welfare Act. These services shall be in the best interests of Indian children, including culturally appropriate, child-centered practices that respect Native American history, culture, retention of tribal membership, and connection to the tribal community and traditions.

Please check one of the following:

- Initial Submission Date: _____
- Revision Date: _____

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Core Services and Supports

New Haven shall provide services identified in each youth/NMD's Needs and Services Plan and Transitional Independent Living Plan as necessary to meet the youth/NMD's needs. New Haven shall ensure each youth/NMD is enrolled in an appropriate educational program consistent with the needs of the youth/NMD and California law. The program shall assist each youth/NMD with attendance at school and if the youth/NMD refuses or otherwise avoids school attendance, the placing agency representative and youth/NMD's parent/legal guardian, if appropriate, shall be notified. A treatment team may be called in order to develop a strategy to be incorporated into the Needs and Services Plan for school attendance.

New Haven will ensure that its services are trauma informed and culturally sensitive by utilizing the following strategies:

1. Use of an instrument, such as the "Attitudes Related to Trauma-Informed Care (ARTIC) Scale, a tool that was developed to provide a tool to measure the attitudes of care providers concerning trauma informed care and patients served (Development and Psychometric Evaluation of the attitudes Related To Trauma-Informed Care (ARTIC) Scale. Baker, Brown, Wilcox, Overstreet, Arora. School of Mental Health. Springer Science+Business Media. New York. 2015) (DeVellis, R. F. (2012). *Scale Development: Theory and applications* (3rd ed.). Thousand Oaks, CA: Sage Publications. Hausman, A. J., Baker, C. N., Komaroff, E., Thomas, N., Guerra, T., Hohl, B. C., & Leff, S. S. (2013). Developing measures of community-relevant outcomes for violence prevention programs: A community-based participatory research approach to measurement. *American Journal of Community Psychology*, 52(3-4), 249-262.) As new tools are developed and tested New Haven will update our use of such instruments.
2. Use of an instrument, such as System of Care Trauma Informed Agency Assessment for Youth & Families (Thrive 2011, <http://thriveinitiative.org/wp-content/uploads/2015/07/Copy-of-TIAA-Manual-7-9-12-FINAL.pdf>), developed to obtain the input of youth/NMDs and families about their experience with an organization relative to trauma informed care.
3. Enlisting the assistance of a youth and community advisory board that will be comprised of youth/NMDs that are currently in the system of care, youth/NMDs who have "graduated from the system", and content area experts in Trauma Informed Care, Cultural Diversity, and LGBTQ issues. The Advisory Board will be asked to review the program and practices of New Haven and conduct an environmental scan of services, service partners, staff training, evaluation measures, and program design to ensure the highest quality of care is being provided that is both culturally sensitive and trauma informed. The Advisory Board shall meet at least once a year with the Chief Executive Officer of New Haven to complete a formal assessment. The Advisory Board will also be asked to meet more frequently with program staff to assist with analysis of services and service outcomes.

New Haven shall develop with a youth, including a nonminor dependent, a culturally and developmentally appropriate individualized plan for developing the skills necessary for self-sufficiency. Culturally relevant services refer to program practices, services, and supports provided to children or nonminor dependents and families which incorporate or embrace their unique cultural characteristics and diverse backgrounds. Examples of culturally relevant self-sufficiency interventions include, availability of culturally relevant food choices, identification of a suitable home in culturally relevant surroundings, consideration of culture in educational and career development choices, and consideration of culture in the development and achievement of personal goals. Self-sufficiency skills include, but are not limited to:

- Financial literacy
- Nutrition and healthy food choices, grocery shopping, and meal preparation
- Identifying a suitable home and home maintenance
- Child care

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- Automotive maintenance
- Educational and career development
- Obtaining medical, dental, vision, and mental health care
- Access to community resources
- Developing and reaching goals
- Self-care, including laundry
- Drug and alcohol abuse awareness and prevention
- Safe sex and reproductive health information

Unless restricted by the Needs and Services Plan, Transitional Living Plan, or court order, New Haven shall encourage a youth, including a nonminor dependent youth to seek, select, and maintain permanent connections between the youth/NMD and their relatives, nonrelative family members, and other caring and committed adults.

New Haven shall provide trauma-informed, culturally relevant, and age and developmentally appropriate core services and supports to each youth, including nonminor dependents. Culturally relevant services refer to program practices, services, and supports provided to children or nonminor dependents and families which incorporate or embrace their unique cultural characteristics and diverse backgrounds. Examples of culturally relevant core services include assessment tools and procedures that routinely include discussions of culture and cultural interest; service planning tools and procedures that routinely include discussions of culture and cultural interest, and that integrate this information into service planning goals and objectives; Individual, group and family therapy tools and procedures that routinely include discussions of culture and cultural interest and that integrate this information into treatment planning goals and objectives. Core services include the following:

1. Medi-Cal specialty mental health services for youth/NMDs who meet medical necessity criteria for specialty mental health services, and are currently covered by Medi-Cal.

New Haven employs clinicians to provide the following Medi-Cal specialty mental health services. The three primary service delivery providers are:

- Treatment Manager – which may be a PhD or PsyD licensed/waivered or registered, LCSW, MFT licensed/registered/waivered, Licensed Professional Clinical Counselor, Professional Counselor Intern, or Masters Level Program Intern.
- Medical Services Nurse (MSU) Nurse – which may be a Nurse Practitioner or Registered Nurse
- Psychiatrist – MD

Assessment - The Treatment Manager with assistance from the Nurse shall gather and review documentation and conduct the initial screening and assessment within the required timeline. Results of the assessment shall be entered into the appropriate county's electronic database and stored in New Haven's electronic medical record. A High Risk Assessment shall be completed by the Treatment Manager as part of the initial assessment process upon discharge from acute care and thereafter immediately anytime a client presents with risk factors.

Evaluation - The Treatment Manager is responsible for requesting evaluations from previous provider for youth/NMDs 16 years or older within 30 days of opening the youth/NMD's assignment. Further, the Treatment Manager shall ensure that the evaluation form is updated at age 17, 17 ½, 18, and yearly thereafter until the youth/NMD is discharged from Children's Mental Health System of Care. The Treatment Manager shall coordinate all other required evaluation measurements.

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Plan Development – The Treatment Manager is responsible for calling a Treatment Team or Child Family Team Meeting to develop the initial plan at the end of the assessment period. The initial plan shall be informed by available historical clinical data, current assessment information, the needs and desires of the youth/NMD and family, and the opinion and voice of other treatment team members. If services are prescribed outside of the experience, scope of practice, or geographic service area of the Treatment Manager, the Treatment Manager, in collaboration with the Head of Services shall arrange for those services to be delivered by a highly qualified service provider consistent with Medi-Cal standards and in a culturally-appropriate manner that will contribute to the development of permanency and stability in the youth and his living situation. The plan requires the signature of the youth/NMD, authorized youth/NMD representative (parent/ legal guardian [if applicable]), placement agency representative, and New Haven Treatment Manager (may require signature of the New Haven Head of Clinical Services depending on the qualifications of the Treatment Manager. Optional signatures may be obtained from other members of the treatment team. The youth/NMD, authorized youth/NMD representative, and placing agency representative shall be offered a copy of the plan and New Haven shall retain and protect the original copy of the plan in the permanent client record.

The plan shall be updated every 90 days thereafter, or if there is a significant change required in the plan beforehand.

Collateral – The Treatment Manager shall coordinate collateral services as prescribed in the service plan. These services shall be offered to a significant support person in the youth/NMD's life for the purpose of meeting the needs of the youth/NMD in achieving the youth/NMD's goals in the service plan.

Individual/ Group/ Family Therapy – The Treatment Manager shall be responsible for delivering and/or coordinating all individual/ group and family therapy at the frequency and duration prescribed and approved in the case plan. Therapy services shall focus on the specific needs and goals stated in the plan. As with all services, therapeutic services shall be need-driven, strengths-based and family focused. The Treatment Manager is responsible for ensuring all therapy sessions are accurately documented consistent with Medi-Cal and Behavioral Health standards.

Rehabilitation – Services intended to address a recovery or resiliency focused service activity to address a mental health need in the youth/NMD's service plan shall be delivered or coordinated by the Treatment Manager or MSU nurse. These services may include those to assist the youth/NMD in restoring, improving, and/or preserving functional, social, communication, or daily living skills to enhance self-sufficiency or self-regulation relevant to the developmental age and needs of the youth/NMD as prescribed in the youth/NMD's service plan. The Treatment Manager shall be responsible for ensuring all rehabilitation services are accurately recorded and documented.

Intensive Care Coordination – The Treatment Manager serves as the Intensive Care Coordinator ensuring that medically necessary services are accessed, coordinated, and delivered in a strength-based, individualized, family/youth/NMD driven and culturally and linguistically relevant manner and that services and supports are guided by the needs of the youth/NMD. The Treatment Manager shall be responsible to ensure that New Haven's core practice model is applied to the youth/NMD by all service systems and service providers. The Treatment Manager shall facilitate a collaborative relationship among the youth/NMD, his family (unless prohibited by court order), and involved youth/NMD service providing systems. The Treatment Manager shall support the parent/caregiver in meeting the youth/NMD's needs. The Treatment Manager shall coordinate the Child and Family Team/ Treatment Team and provide ongoing support and whenever possible, the Treatment Manager shall organize and match care across providers and youth/NMD serving systems to allow the youth/NMD to be served in his home community.

Intensive Home-Based Services – The Treatment Manager shall provide intensive, individualized and strength-based, need-driven intervention activities that support the engagement and participation of the youth/NMD and his significant

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others, including the STRTP staff members, to help the youth/NMD develop the skills and achieve the goals and objectives of the plan.

Crisis Intervention – In the event that a youth/NMD becomes actively suicidal or homicidal, or there is a perceived risk that the youth/NMD is actively suicidal or homicidal, the Treatment Manager shall be responsible for providing and coordinating crisis intervention services. The Treatment Manager, MSU Nurse, or the Head of Services, serving as designee, shall be available 24 hours a day and 7 days a week for crisis intervention services. The Treatment Manager shall be responsible for ensuring complete and accurate documentation of services.

Case Management - The Treatment Manager provides case management services that are prescribed in the youth/NMD's service plan. The Treatment Manger's work shall be highly coordinated with New Haven's STRTP Social Work staff who shall provide case management services according to the New Haven STRTP Needs and Services Plan. The Head of Services shall work closely with both the Behavioral Health Team and the STRTP Social Work and Direct Care Team to ensure clear and consistent roles and responsibilities while still maintaining an integrated model of care that meets the New Haven Core Practice Model.

Medication Support- New Haven employs a registered nurse and contracts with a board-certified child and adolescent psychiatrist for medication support. The nurse provides direct services and supports the psychiatrist to ensure that the youth/NMD's physical and medication needs are delivered, integrated with other services, and consistent with New Haven's core practice model. The psychiatrist meets with each youth/NMD monthly to monitor medication impact and address any questions or issues of the youth/NMD and his authorized representative.

2. New Haven shall provide trauma-informed, culturally relevant, and age and developmentally appropriate Transition Support Services to each youth, including nonminor dependents. Culturally relevant services refer to program practices, services, and supports provided to children or nonminor dependents and families which incorporate or embrace their unique cultural characteristics and diverse backgrounds. Examples of culturally relevant Transition Support Services include, transition tools and procedures that routinely include discussions of culture and cultural interest, and that integrate this information into transition support goals and objectives. Transition Support Services for youth, including nonminor dependent youth, and families; examples of such services include, but are not limited to:
 - a. Participation in Child and Family Team Meetings
 - b. Providing legally appropriate information to new placements
 - c. Assisting youth/NMD to participate in visits to new placements
 - d. Assisting youth/NMD to participate in family finding, as needed
 - e. Support placement stability, including temporary care to stabilize, support, and maintain a placement in order to prevent a placement change
3. New Haven shall provide trauma-informed, culturally relevant, and age and developmentally appropriate educational and physical, behavioral, and mental health supports, including extracurricular activities and social supports. Culturally relevant services refer to program practices, services, and supports provided to children or nonminor dependents and families which incorporate or embrace their unique cultural characteristics and diverse backgrounds.; Examples of culturally relevant educational and physical, behavioral, and mental health supports include educational planning and support tools and procedures that routinely include discussions of culture and cultural interest and integration of this information into educational planning and supports; support and encouragement for participation in diverse social and recreational activities (i.e., LGBTQ Pride, cultural fairs, chosen religious/spiritual activities, movies) examples of such services include, but are not limited to:

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- a. Assistance to ensure, when it is determined in the best interest of the youth/NMD, ability to attend their school of origin or previous school, and if out of the district to arrange for transportation
- b. Assistance to ensure the youth/NMD is immediately enrolled in a school despite the lack of immediately available transfer records and immunization records
- c. Assistance to ensure youth/NMD issued partial credits by the prior school and not reenrolled in previously completed courses in the prior school
- d. Assistance to ensure youth/NMD has access to the same academic resources as all students including: appropriate school supplies and services and transportation to extracurricular and enrichment activities such as clubs, sports, religious activities of their choice, club and league sports, culturally relevant activities, school dances, school pictures, yearbooks, etc.
- e. Assistance to ensure youth/NMD (in age appropriate terms and ability), together with the holder of educational rights and other pertinent parties, is included in the decision making regarding their education.
- f. Assistance to ensure that the youth/NMD that is struggling academically and/or emotionally at school has a Student Study Team (SST) meeting and/or an Individualized Education Plan (IEP) depending on the school district policy. The IEP assessment will determine whether a disability interferes with the youth/NMD's educational progress in order to obtain services necessary to meet his or her special education needs. In the event that the IEP assessment does not determine that the youth/NMD does qualify for special education services, a request shall be made for services under Section 504 to determine appropriate accommodations necessary to meet the youth/NMD's educational needs.
- g. Assistance to ensure that the youth/NMD's right to a school liaison is upheld, if available, through the Foster Youth Services Coordinating (FYSC) Programs or other services.
- h. Support for the youth/NMD to complete required homework, and, if appropriate, arrange for tutoring to assist in meeting academic requirements through FYSC and/or other services.
- i. Assistance to the youth/NMD to ensure completion with vocational and/or college preparatory tasks including completing admissions and financial aid applications through FYSC, ILP, and/or other services.
- j. Assistance to ensure youth/NMD have support and advocacy with respect to prompt and culturally-sensitive intervention when bullied for any reason such as physical characteristics, foster care status, sexual orientation gender identity expression (SOGIE), race/ethnicity, or age.
- k. Assistance to ensure youth/NMD access to appropriate Regional Center if the youth/NMD has a qualifying developmental disability
- l. Supporting youth or nonminor dependent in identifying themselves as a foster youth to their attending or college of choice; assistance in obtaining college fee waivers and grants or other financial assistance; and employment assistance.
- m. Assistance to ensure that, within 30 days of entering the foster care system, the youth/NMD has obtained a health screening and their health records.
- n. Assistance to ensure youth/NMD has routine well check-ups and immunizations consistent with the public health recommended timelines.
- o. Assistance to ensure youth/NMD has appropriate medical care for illnesses, including long-term or chronic conditions, and administration of prescribed and over-the-counter medication.
- p. Assistance to ensure youth/NMD has access to a nutritious diet which may include accommodations for religious/ cultural and/ or dietary needs and/ or restrictions.
- q. Assistance to ensure youth/NMD receive interactive life skills (in age appropriate terms and ability) training that includes, but is not limited to: mentoring; pregnancy and parenting support; information/ instruction on sexual exploitation, domestic violence, substance abuse, and intimate relationships; cooking; financial

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management; safety planning; time management; driving competency training; usage of public transportation; credit reporting; information on THP+FC providers; and essential documents such as Identification Cards in the form of a California Driver's License and/ or Identification card, Social Security Card, or medical card.

4. New Haven shall provide trauma-informed, culturally relevant, and age and developmentally appropriate activities designed to support youth, including nonminor dependents, in achieving a successful adulthood. Culturally relevant services refer to program practices, services, and supports provided to children or nonminor dependents and families which incorporate or embrace their unique cultural characteristics and diverse backgrounds.; Examples of culturally relevant activities designed to achieve a successful adulthood include, planning and support tools and procedures that routinely include discussions of culture and cultural interest and integration of this information into support for activities designed to achieve a successful adulthood; inclusion of cultural interest in life skills training (i.e., cooking); inclusion of cultural considerations in the establishment of lifelong connections (i.e., LGBTQ acceptance). ; Examples of these services include, but are not limited to:
 - a. Interactive life skills training, if not received prior to emancipating, that includes, but is not limited to: mentoring; pregnancy and parenting support; information/instruction on sexual exploitation, domestic violence, substance abuse, and intimate relationships (both same-sex and heterosexual); cooking; financial management; safety planning; time management; driving competency training; usage of public transportation; credit reporting; information on Transitional Housing Placement-Plus Foster Care (THP+); and essential documents such as identification cards in the form of a California Driver's License and/or Identification Card, Social Security Card, or medical card.
 - b. Lifelong connections support to search and connect with biological or nonrelated family members; assistance in managing relationships such as dealing with intimate relationships and sexuality (both same-sex and heterosexual); and mentoring and coaching to support the transition to adulthood.
 - c. Educational support to access educational services; basic computer literacy and computer equipment; support in application, selection, and visits to potential vocational colleges and/ or private/ public universities; and access to internships for skill building opportunities.
 - d. Employment support and opportunities for increasing self-esteem through participation in extracurricular activities that promote team work and a sense of self-efficacy; support in completing job applications, job searching, and interviewing processes; and developing negotiating skills.
 - e. Case management and support through scheduled transition meetings with new providers and/or case managers during planning conferences, Transitional Independent Living Plan (TILP), Supportive Transitional Emancipation Program (STEP), and transition to adult services or essential services such as California Children's Services (CCS).
 - f. Housing assistance to secure housing including information about THP and information about available housing funding options.
 - g. Access to public services and information about extended foster care including information about public benefits that the youth/NMD will be eligible for as an adult, information regarding how to navigate the health care system, and how to advocate for their health care needs.
5. New Haven shall provide trauma-informed, culturally relevant, and age and developmentally appropriate services to achieve permanency, including supporting efforts to reunify or achieve adoption or guardianship (as needed) and efforts to maintain or establish relationships with parents, siblings, extended family members, tribes, or others important to the youth/NMD, including nonminor dependent as appropriate. Culturally relevant services refer to program practices, services, and supports provided to children or nonminor dependents and families which incorporate or embrace their unique cultural characteristics and diverse backgrounds. Examples of culturally relevant activities designed to achieve permanency include, planning and support tools and procedures that

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routinely include discussions of culture and cultural interest and integration of this information into support for achieving permanency; and consideration of kin culture in setting and achieving goals and objectives. Examples of services, include, but are not limited to:

- a. Assistance in reunification under concurrent planning, including frequent family visitation with parents and siblings as authorized by the court. Assistance may include, but not be limited to: transportation, supervising visits, scheduling visits, etc.
- b. Ongoing support efforts including family finding and engagement with the youth/NMD as age appropriate to achieve legal permanency options that may include reunification, guardianship, and adoption as well as efforts to maintain or establish lifelong relationship with parents, siblings, extended family members, tribes, or others who are important to the youth/NMD as appropriate whether or not legal permanency is an option. This may include interviewing the youth/NMD and/or parents to identify relatives and nonrelatives who may be willing to maintain lifelong connections.
- c. Services to stabilize and achieve permanency such as mental health services and/or other supportive services to support the family in reunification, guardianship, or adoption. Examples of services may include: traditional therapy; evidence informed treatments (i.e. Functional Family Therapy [FFT], Parent Child Interactive Therapy [PCIT], Positive Parenting Program [Triple P], etc.); family coaching; support groups; and crisis intervention.
- d. Appropriate assessment and matching for the youth/NMD and the parents that includes relatives or non-relatives, licensed providers, guardianship, and adoption to support permanency.
- e. The youth/NMD and licensed providers shall be provided with appropriate support, including mental health services and medical services, to address grief and loss, trauma, and stigma and rejection, to ameliorate impairments in significant areas of life functioning that can reduce the youth/NMD's ability to achieve permanency.
- f. Post Permanency support services for youth/NMD and licensed provider following reunification, guardianship, or adoption to sustain permanency.

New Haven intends to provide all core services directly, but should New Haven not be able to provide a core service directly or completely meet the core service needs of a youth/NMD, it shall secure additional core services through agreements with other agencies. For example, New Haven has agreements with North County Lifeline for work with CSEC; with Vista Community Clinic for Reproductive Health Education, and HIV prevention education; with North County LGBT Resource Center for support with LGBTQI youth/NMD; with North County Trade Tech High School for educational support; and with ILS to support the development of Independent Living Skills. Please see attached agreements.

New Haven shall ensure all core services delivered directly or secured through agreements with other agencies are trauma informed and culturally relevant. Documentation of agreements with other agencies shall be maintained by New Haven and be available upon request by Community Care Licensing.

New Haven shall further ensure that Indian youth/NMD receive core services and supports in accordance with the Federal Indian Child Welfare Act that are culturally appropriate, youth/NMD-centered, and which respect Native American history, culture, retention of tribal membership, and connection to tribal community and traditions.

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374601789, 374600208, 374602811**PROGRAM STATEMENT****5. TRAUMA INFORMED INTERVENTIONS AND TREATMENT PRACTICES**

“Trauma informed interventions” means program interventions, practices, services, and supports that recognize and respond to the varying impact of traumatic stress on children, nonminor dependents, and their families, certified parents, resource families, and those who have contact with the child welfare system.”

Describe how the facility will provide trauma informed intervention, practices, services, and supports, including the following:

- Promote physical and psychological safety for children, nonminor dependents, and families.
- Enhance the well-being and resilience of children, nonminor dependents, and families.
- Specify in detail how STRTP staff will be trained to deliver effective trauma informed care, include the approximate length of training, position/person that will provide the training and their qualifications.
- Detail the trauma informed interventions that will be used (indicate which are evidence-based, promising practices, innovative practices, and culturally specific healing practices).
- Identify the observable behaviors that will be evaluated pertaining to the effects of trauma informed services.

Please check one of the following:

- Initial Submission Date: _____
- Revision Date: _____

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Trauma Informed Interventions and Treatment Practices

New Haven's program structure utilizes a model of care that incorporates the principles Trauma Informed Care and Positive Behavior Intervention and Supports (PBIS). PBIS is a strengths-based approach that applies evidence-based program practices and strategies to establish a positive milieu, decrease problem behavior, increase academic achievement, and improve safety. PBIS and Trauma Informed Care are predicated on Risk and Resiliency research that focuses on developing resiliency factors in youth/NMD, their families, their learning environments, and the community in general. The basic tenet of New Haven's program is that youth/NMD need to know that they are in a safe, clean, and therapeutic environment so that they may actively participate in the difficult work of behavioral change.

Through PBIS, New Haven creates and maintains a trauma informed environment necessary to treat any of our youth/NMDs who are trauma survivors. A trauma informed environment reduces the risk of traumatization or retraumatization and promotes physical and psychological safety for youth/NMDs, non-minor dependents, and their families. New Haven recognizes that physical and psychological safety of both the youth/NMD and his family/caregivers is extraordinarily important in their long-term recovery as well as their social and emotional well-being. Psychological safety can be defined as a sense of safety, or the ability to feel safe within one's self, and safe from external harm. This type of safety has direct implications for physical safety and permanence, and is critical for functioning as well as physical and emotional growth. A lack of psychological safety can impact a youth/NMD's interactions with other individuals, including those trying to help them, and can lead to a variety of maladaptive strategies for coping with the anxiety associated with feeling unsafe.

New Haven understands that the youth/NMD and their family/caregivers may still feel unsafe when they are no longer in a dangerous situation. Even after the youth/NMD gains some degree of security, a trigger such as a person, place, or event may unexpectedly remind him of the trauma and draw his attention back to intense and disturbing memories that overwhelm his ability to cope again. Other times, a seemingly innocent event or maybe a smell, sound, touch, taste, or particular scene may act as a trigger and be a subconscious reminder of the trauma that produces a physical response due to the body's biochemical system reacting as if the trauma was happening again. Accordingly, New Haven staff understand the complexity of trauma and thereby engage residents in a manner that minimizes traumatizing or retraumatizing the youth/NMD while addressing the behaviors that require them to receive care in a STRTP. Thus, small changes that may be seemingly insignificant in a daily routine can change behavior from negative to positive.

New Haven creates and maintains a trauma informed environment that promotes physical and psychological safety for youth/NMD, non-minor dependents, and their families through:

- **Environmental Safety** – New Haven creates and maintains a safe environment so that residents and their family/caregivers feel physically and psychologically safe. New Haven chooses to work diligently to create a safe, predictable, and therapeutic environment for our youth/NMD and their families. New Haven pays attention to environmental issues such as reducing clutter and harsh noises or lighting. The living environment in the residential homes is warm, inviting, and comfortably appointed. There is routine maintenance and immediate repair of damaged items, which ensures that the environment does not contain unnecessary triggers. Additionally, arrangements in the physical environment of the residence and the school are implemented to accommodate a wider range of feelings, interactions, and behaviors that ensure psychological and physical safety. In the residence, there is a quiet place for youth/NMD in the house or the opportunity for the youth/NMD to go outside in well-manicured lawns/gardens to take "space" for a few minutes. In the school, a "Sensory Room" is available to youth/NMD to help create a safe space; facilitate the therapeutic alliance; promote self-care/self-nurturance, resiliency and recovery; provide opportunities for engagement in prevention and de-escalation strategies; as well as provide a host of other skill building through a variety of therapeutic activities.

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- Identification of Trauma Related Needs – New Haven staff are educated on trauma and how it affects an individual at any stage of development. Within the first month of treatment, an assessment will be conducted to identify: 1) If there is trauma; and 2) Identify the youth/NMD's trauma related needs. Knowledge of the youth/NMD's traumatic history and their traumatic stress response will assist New Haven clinicians and staff to understand the youth/NMD's behaviors, identify potential triggers, and conduct treatment planning. Knowledge of trauma history and types of trauma the youth/NMD has experienced will inform their Needs and Services Plan (NSP) and assist in transition planning that incorporates their unique circumstances, strengths, and challenges.
- Empowerment – The youth/NMD is supported in shared decision-making, choice and voice in their treatment and development of their goals. Residents are supported to cultivate self-advocacy skills and increase their ability to play an influential role in the decisions that affect them. In addition to the youth/NMD, family/caregivers are considered part of the treatment team and thus co-participate in treatment and the decision-making processes.
- Relationships – The foundational principle of New Haven's treatment program and Trauma Informed Care is that healing happens in healthy relationships. Developing a trusting relationship with the youth/NMD and his family is an important aspect of treatment. New Haven staff adopt a language of collaboration and efforts are made daily to accommodate immediate circumstances without compromising fundamental routines and structure of the program. The staff are trained not be reactive to the youth/NMD's misbehaviors and instead view those behaviors as an unmet need. The staff assists in the development of healthy relationships by helping youth/NMD communicate effectively to their peers and adults; by acknowledge their feelings; and by helping youth/NMD discover their strengths and utilize their skills.
- Program Structure- The youth/NMD and their family are oriented to their surroundings and structure of New Haven's program as part of the admission process. They will also be introduced to New Haven's phase and level system, which is designed to help the youth/NMD make positive changes and promote self-monitoring. The "Phase and Level System" (Described in Section 17 of this document) builds on the youth/NMD's existing strengths and is the foundation of New Haven's milieu treatment. The therapeutic milieu sets clear expectations and provides a safe and predictable environment to assist in the promotion of physical and psychological safety for youth/NMD and their families.
- Staff and Mutuality – New Haven staff and childcare workers play a central role in creating and maintaining a safe, secure, and trusting environment. They are key therapeutic change agents and therefore are part of treatment collaboration for residents. The Childcare Workers are supported, trained and empowered in that role. This parallel process allows the staff to have a shared purpose in treatment and feel safe as much as the residents they support. In addition to Childcare Workers, all New Haven personnel are trained in practices that support a culture of safety within the organization.
- Organizational Transparency- New Haven's operations and decisions are conducted with transparency and with the goal of building and maintaining trust among clients, family members, staff, and others involved with our organization. Additionally, there is emphasis on strong administrative leadership to build effective systems and practices to ensure that the organization maintains fidelity to Trauma Informed Care practices.

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As previously discussed, New Haven's program focuses on developing resiliency in youth/NMD and their families. The therapeutic program structure accomplishes this through family support, peer support, increasing sense of competence, promoting self-efficacy, school connectedness and recognizing spiritual/cultural beliefs.

New Haven recognizes that many children are naturally resilient and therefore our program builds on the youth/NMD's existing strengths. New Haven's phase system is designed to build on the youth/NMD's existing strengths and focuses on relationships with peers and adults as well as skills development. The youth/NMD move through phases by attaining behavioral benchmarks and completion of a therapeutic packet. Once the benchmarks of the phase are achieved, the youth/NMD can move up to the next phase of treatment. New Haven recognizes the complexity of behavior, especially for a youth/NMD with trauma history. Accordingly, the youth/NMD will never move back to a lower phase once they have moved to the next phase of treatment. As the youth/NMD attains their benchmarks and moves through the phases of the program, their sense of competence and self-efficacy increases, thus, increasing their self-esteem.

Being separated from an attachment figure can be very stressful for a child. New Haven's treatment program is designed to support the continuity of the youth/NMD's relationships with their family/caregivers and their community. Family/caregivers will participate in family therapy while the youth/NMD is in treatment and attend monthly treatment team meetings. Family therapy will not only focus on teaching parenting skills but also educating parents/caregivers on trauma histories of the youth/NMD as well as increasing the parents/caregiver's understanding of their own trauma histories. Providing trauma-informed education to parents/caregivers enhances protective capacities and enhances their natural resilience and well-being.

In addition to family involvement in treatment, the youth/NMD is encouraged to go on home passes as part of their phase to prepare them to return to their home and community. Home passes also serve to ensure that the youth/NMD maintains connections to their natural and cultural supports. Maintaining positive connections not only enhances the youth/NMD's psychological safety but also their resilience.

Transition planning is another component of treatment that enhances the well-being and resilience of youth, non-minor dependents and their families. As stated earlier, the youth/NMD and family/caregivers have an active voice and choice in decision making in their treatment at New Haven, and this includes transition planning. Accordingly, transition planning incorporates choices and the active voice in decision making of the youth/NMD and their family/caregiver. New Haven partners will facilitate an expanded network of partnerships with community agencies and services to ensure a successful transition from our program. Cross-system collaboration by New Haven's treatment manager facilitates the collective vision of all professionals working with the youth/NMD to see the youth/NMD as a whole person, thereby preventing potentially competing priorities and messages. In sum, collaboration between systems promotes cohesive care and better outcomes for the youth/NMD and their family/caregivers.

While staff play an important role in supporting youth/NMD and their families, working with people who have experienced abuse, neglect, violence, and other trauma can cause staff to develop vicarious trauma or secondary traumatic stress reactions (STS). STS is the stress of helping or wanting to help a person who has been traumatized. Unlike other forms of job "burnout," STS is precipitated not by workload and institutional stress but by exposure to clients' trauma. This can be acute or cumulative exposure to clients' trauma(s). STS can disrupt staff's lives, feelings, personal relationships, and overall view of the world. Accordingly, New Haven conducts trainings about trauma at orientation as well as throughout the year that include learning to recognize the signs of trauma and coping skills that staff can use themselves and can teach youth/NMD. Training includes annual administration of the ARTIC Scale (Attitudes Related to Trauma-Informed Care) to staff in order to identify areas for training and support. In addition, New Haven requires staff to complete a 10-hour online course in Trauma-Focused Cognitive-Behavioral Therapy, and recommends this course to all CBO partners. Initial and ongoing training in trauma informed care includes the following:

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Overview of trauma informed care in orientation - 1.5 hour:

- Identifying and Recognizing Trauma in Children; how does a child's behavior let you know that they have experienced trauma or are acting out trauma; common behaviors seen in children with trauma;
- Trauma Informed Behavioral Interventions;
- Vicarious Trauma and Self-Care (staff).

In-Service Training Topics:

- Complex PTSD in Children – Recognizing Signs and Symptoms;
- Trauma Informed Care and ACEs;
- Trauma Informed De-escalation Skills Training;
- TIC with DSS Youth/NMD (wards of the state; physical abuse)
- TIC with LGBTQ Youth/NMD;
- TIC with CSEC Youth/NMD;
- TIC with Juvenile Justice Youth/NMD;

New Haven enhances resilience in youth/NMDs by providing evidence-based, trauma-informed treatment for youth/NMDs who have symptoms of trauma. Trauma treatment will focus on addressing the impact of the youth/NMD's trauma on their behavior, development and relationships. Treatment will also teach the youth/NMD skills to reduce overwhelming emotions related to the trauma, cope with trauma triggers, and make new meaning of his trauma and its impact on current and future life events.

Individual Therapy

Residents will receive individual therapy one or more times weekly with their Treatment Manager. For youth/NMD who are presenting with symptoms as a result of their trauma, New Haven utilizes Trauma Focused - Cognitive Behavioral Therapy (TF-CBT) as an intervention. The California Evidence-Based Clearinghouse for Child Welfare rates TF-CBT as a "1" (well-supported by research).

Trauma-Focused Cognitive Behavioral Therapy (TF-CBT) is a components-based psychosocial treatment model that incorporates elements of cognitive-behavioral, attachment, humanistic, empowerment, and family therapy models. It includes several core treatment components designed to be provided in a flexible manner to address the unique needs of each child and family. There is strong scientific evidence that this therapy works in treating trauma symptoms in children, adolescents, and their parents. This model was initially developed to address trauma associated with child sexual abuse and has more recently been adapted for use with children who have experienced a wide array of traumatic experiences, including multiple traumas.

TF-CBT can be implemented in a range of contexts and can be tailored based on the culture of the client and their caregiver(s), which is known as Culturally Modified Trauma Focused-Cognitive Behavioral Therapy (CM-TF-CBT). According to the National Child Traumatic Stress network, research is being conducted for this treatment approach for Latino children and their Families with promising results.

The components of TF-CBT are (Cohen & Mannarino, 2010):

Psychoeducation. Psychoeducation is evident throughout TF-CBT and specifically focuses on educating the youth/NMD about trauma and reactions to trauma. The youth/NMD may feel less isolated after learning that many children experience

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similar events. Additionally, parents/caregivers may be more understanding of their child's symptoms if they are aware of typical reactions to trauma.

Parenting skills. Parents/Caregivers are viewed as active members of the treatment team. The work is a partnership with therapists providing skills and parents guiding the therapist in how to optimally implement the treatment with their child. The parenting skills component of TF-CBT includes application of standard behavioral management and skills training that increases positive parent-child encounters, reinforces positive child behaviors, ignores minor irritating behaviors, offers children effective instructions, and teaches parents how to use consequences for misbehaviors effectively. Parents are taught how to monitor child behavior and how to develop explicit behavior management plans. Teaching problem solving and communication is central both to the parent component and to the child intervention. Helping parents assist their child in emotional and behavioral regulation empowers parents to feel capable and effective in helping their child move towards recovery (Cohen et al., 2010; Cohen & Mannarino, 2010).

Relaxation skills. Youth/NMDs will be taught how to manage physical reactions to stress. Relaxation can effectively reverse physiological changes that can occur following a traumatic experience. Children with trauma histories may not sleep well, may be hyperalert, and may be hyper-responsive to danger. The particular relaxation strategies utilized, ranging from cognitive behavioral to mindfulness strategies, will be tailored to the youth/NMD's preferences.

Affective modulation skills. Along with teaching relaxation skills, youth/NMDs will be taught skills to manage their affective reactions to trauma. Affect modulation skills help the youth/NMD learn to accurately identify, express, and manage feelings. A wide variety of techniques can assist the youth/NMD including: drawing; feeling expression games; problem-solving skills; or the use of humor, optimism, and faith. The youth/NMD will be taught specific techniques for dealing effectively with trauma reminders.

Cognitive coping skills. The youth/NMD will increase their understanding of the connections between thoughts, feelings, and behaviors. Cognitive coping skills teach children the connections between thoughts, feelings, and behaviors. The child is taught to replace inaccurate and/or ineffective thoughts or reactions with more accurate or more helpful thoughts and feelings.

Trauma narrative and processing. Once the youth/NMD (and their parents/caregivers) have mastered the skills components of TF-CBT and can effectively modulate their affect, therapists begin the trauma narrative and processing. Treatment will move to recounting the narrative about the trauma and correcting cognitive distortions related to the trauma. The next sessions will involve talking more specifically about the child's trauma experiences. If the skills components have been executed successfully, each prior session will have gradually increased the intensity and duration of addressing trauma reminders. Therefore, the child (and parent) have developed some tolerance and ability to be exposed to the traumatic memories (Cohen & Mannarino, 2010).

In vivo mastery of trauma reminders. The component of in vivo mastery uses gradual exposure to help children who have developed specific fears such as being afraid to use the bathroom because abuse occurred there. In vivo mastery is not initiated if true danger still exists.

Conjoint parent-child sessions. Conjoint sessions (child and parent together) are undertaken as therapy draws to a close. The goal is to improve directed child parent communication about the trauma and other important issues that may not yet have been addressed. In the conjoint sessions, the child personally shares their trauma narrative with the parent. Other issues such as safety, trauma reminders, and moving into the future are also discussed (Cohen & Mannarino, 2010).

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Enhancing safety and planning for the future. The final component endeavors to place the child on his or her optimal trajectory. Safety skills, health-promoting decisions, and learning to assess danger can help the child avoid re-victimization and further trauma.

The goals for Trauma Informed Treatment are to:

- Treat the physiological responses
- Identify trigger, separate the traumatic memory from the debilitating emotions associated with the trauma
- Identify and change maladaptive coping behaviors
- Reduce the emotional and behavioral reactions exhibited by youth/NMD
- Cognitive restructuring
- Facilitate the youth/NMD's adjustment to placement(s) when needed
- Assist non-offending caregivers to respond to their child's reactions and help them cope with their own feelings related to the trauma(s).
- Work with caregivers and youth/NMD in joint sessions to improve interaction, enhance communication and practice personal safety skills to help reduce the risk of future victimization.
- Develop trust/personal relationships.

Family Therapy

Along with being involved in treatment planning, the youth/NMD's family will participate in family therapy. Family therapy may involve family of origin, if the treatment team's goal is for reunification, or the youth/NMD's foster family. Family therapy will be at least one hour and occur at least one time per week. For families who live outside of the local area, family therapy will be conducted over the phone. Since family involvement is important for the betterment of the residents, New Haven encourages at least two of the family sessions be conducted face-to-face with the therapist and the youth/NMD at the New Haven campus.

Family therapy for youth/NMD who have trauma histories will be conducted as part of the TF-CBT framework. TF-CBT is a conjoint child and parent psychotherapy approach for children and adolescents who are experiencing significant emotional and behavioral difficulties related to traumatic life events. With TF-CBT, children and parents learn new skills to help process thoughts and feelings related to traumatic life events; manage and resolve distressing thoughts, feelings, and behaviors related to traumatic life events; and enhance safety, growth, parenting skills, and family communication.

Group Therapy

Group therapy is held five times weekly and is led by a member of the Clinical Team. In group therapy, the youth/NMD will learn skills to regulate their affect, reduce risky behaviors, and will have an opportunity to talk about his feelings with his peers in a positive and constructive fashion. Group therapy will usually focus on topics such as relaxation skill building and mindfulness techniques; zones of regulation; anger management and conflict resolution; communication and social skills building; and coping skills development.

The observable behaviors in youth/NMD showing improvement and benefitting from trauma informed services are the following:

- Experience significantly fewer intrusive thoughts and avoidance behaviors
- Increase ability to cope with reminders and associated emotions
- Show reductions in depression, anxiety, disassociation, behavior problems, sexualized behavior, and trauma-related shame

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- Demonstrate improved interpersonal trust and social competence
- Develop improved personal safety skills
- Become better prepared to cope with future trauma reminders

The youth/NMD's behaviors while at New Haven will be evaluated utilizing the Behavior Assessment Form (BAF). The BAF was developed through feedback from placing agencies and measures the youth/NMD's behaviors throughout the day. The BAF assesses youth/NMD in the following eight categories: Remains in Assigned Areas, Completes Tasks, Controls Impulses, Cooperates with Adults, Avoids Verbal Conflict, Avoids Physical Conflict, Cooperates with Peers, and Positively Engaged in Program. The youth/NMD is assessed three times per day by staff in the school (when applicable) and in the residential home. It is postulated that an improvement of BAF scores over time demonstrates the youth/NMD's ability to use the skills they are learning and indicates improvement in the youth/NMD's overall behavioral functioning.

New Haven has a robust data collection, analysis, and reporting system that provides key quantitative and qualitative data to the youth/NMD and members of the treatment team in order to assess the effectiveness of treatment and readiness of the youth/NMD to move to a lower level of care.

New Haven utilizes a general model of care called Positive Behavior Supports (PBS) which is predicated on the concepts of Cognitive-Behavioral Intervention for Trauma (CBIT) and on Risk and Resiliency research that focuses upon developing protective factors in youth/NMD, their families, their learning environments, and the community in general. The basic tenet of our program is that youth/NMD need to know that they are in a safe, clean, and therapeutic environment in order to be free enough to participate in the difficult work of behavioral change.

The PBS system is evidence based (www.pbis.org) and includes the following key elements:

- Commitment to prevention and intervention of trauma. Staff members are trained and provide services to engage with our youth/NMD in a manner that minimizes re-trauma of youth/NMD while addressing the behaviors that require them to receive care in an STRTP.
- Emphasis on strong administrative leadership to build effective systems and practices. We firmly believe that in order to provide the highest quality of trauma informed care possible for our youth/NMDs there must be an organizational focus on systems and practices of care that support the youth/NMD, their family, and the direct care providers.
- Universally defined expectations/skills which are taught. We must help youth/NMD understand how their behaviors are impairing their ability to live in a more family-centered setting. New Haven provides youth/NMD with clear behavioral standards that have been developed through feedback from placement representatives. The behavioral standards are clearly articulated to each youth/NMD and direct care provider. The behavioral standards are then assessed at least three times per day by staff members and these results are shared with our youth/NMD in what we call our Behavior Assessment Form (BAF) data.
- Acknowledgement and correction of pro-social behaviors. Our focus is on the strengths of the youth/NMD rather than on their faults or limitations. We teach, coach, and support our direct care staff to focus on pro-social behaviors; ignore nuisance or negative attention seeking behaviors; and immediately correct and intervene with dangerous and unsafe behaviors.
- Provision of fair and consistent consequences. All behaviors have a consequence; we tend to repeat behaviors which provide a consequence we desire and we tend to stop using behaviors that do not result in a desired consequence. Our program is committed to helping youth/NMD understand the underlying need (consequence) that their behavior is attempting to achieve and to learn more socially appropriate methods to achieve their needs.

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- On-going collection and review of data for decision-making purposes. New Haven has a robust data collection, analysis, and reporting system that provides key quantitative and qualitative data to the youth/NMD and members of the treatment team in order to assess the effectiveness of treatment and readiness of the youth/NMD to move to a lower level of care.
- Continuum of behavioral interventions with multi-tiered supports. Youth/NMD at New Haven are not expected to “conform” to a standard or universal treatment program. Rather, we require that our treatment program is individualized to the specific needs and cultural experience of each youth/NMD. We do have a core system called our “Phase and Level System” (Described in Section 17 of this document) that is the basis for the individual treatment program for each youth/NMD. The Phase and Level System is used to provide a safe and predictable environment for our youth/NMD, but it should not be confused with being the sum total of our program. Each youth/NMD, through the assessment and treatment process has a Needs and Services Plan developed that identifies the behavioral interventions with needed supports to address the specific needs of each youth/NMD.

At New Haven, we add in key trauma-informed practices, that include:

- Culturally appropriate Specialty Mental Health Services that are trauma-informed, individualized for each youth/NMD and family, and drive many of the other services offered in our STRTP. Specialty Mental Health Services shall ultimately be funded through our behavioral health contracts.
- Involvement of the youth/NMD, family, and service delivery team in Child and Family Team Meetings that are an opportunity for the youth/NMD to better understand how they are developing new behavioral strategies that are more functional, socially acceptable, and self-rewarding. Effective engagement of the youth/NMD in the CFT Meetings is a key element that helps the youth/NMD understand their own internal locus of control of their treatment and their life.
- A safe, clean, and therapeutic environment in our homes and learning environments that promotes in the youth/NMD a sense of calm and predictability.
- A well-trained and well-supported direct care staff that builds healthy professional relationships with the youth/NMD and promotes healthy relationships between youth/NMD in our care so that the youth/NMD can practice the new behavioral techniques they are learning.

The use of risk and resiliency research helps us help youth/NMD, their families, and their communities focus on the protective factors to be developed internally, in relationship with family and other loved ones, and in the broader community. While we do not prescribe protective factors, we work closely with each youth/NMD to identify specific protective factors to focus on.

Research into risk and resiliency does support a basic tenet of the New Haven program for promoting protective factors including:

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| • Positive Attachment | • Becoming a good reader |
| • Involvement in religious life | • Extracurricular activities |
| • Rules, routines, chores | • Good social skills |
| • Fair discipline | • Sense of humor |
| • Caretaker warmth & involvement | • Empathy |

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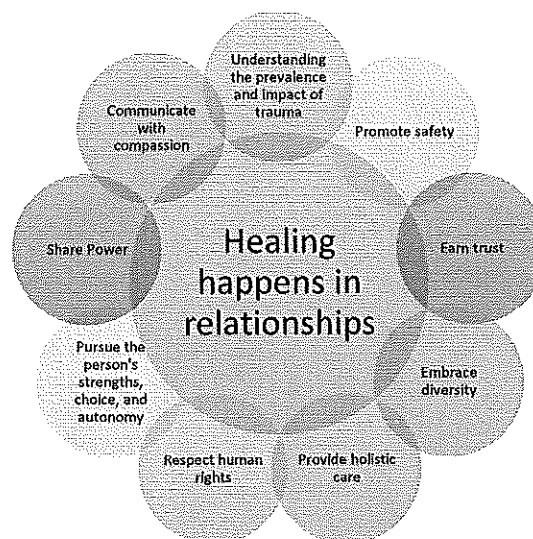
- Adequate supervision
- Investment in academics
- Positive peer friendships
- Adult mentor
- Supportive school & community
- Independent minded
- Goals for the future

Trauma Informed Care requires New Haven to address organizational culture and practices. Trauma Informed Care can be defined as *“a universal framework that requires changes to practices, policies, and culture of an entire organization, so all staff members have the awareness, knowledge, and skills needed to support survivors of trauma.”*

Some may question if all youth/NMD served by New Haven are survivors of trauma and our response is that we expect that all youth/NMD are facing the challenges of surviving traumatic events, such as the repercussions of the youth/NMD’s negative behaviors, or the trauma of requiring out-of-home care, or the trauma of violence in their community, in their school, or in their homes, or the trauma of losing a loved one.

Because Trauma Informed Care requires individual and collective systems to recognize that trauma can have broad and penetrating effects on a youth/NMD’s personhood, New Haven creates and maintains a therapeutic environment necessary to treat any of our youth/NMD who are trauma survivors. We choose to work diligently to create a safe, predictable, and therapeutic environment for our youth/NMD, their families, our workforce, and our community at large. We pay attention to environmental cues such as harsh noises or lighting as well as more complex issues like helping youth/NMD deal with distrust of others, despair, a damaged sense of self or feelings of powerlessness. Functionally, every visitor to New Haven should be able to see and experience that New Haven staff members convey dignity, respect, hopefulness, the opportunity for choices, and the opportunity of self-empowerment projected to our youth/NMD, their families, and our service partners.

The diagram to the right represents New Haven’s model of youth growth and development. We believe that youth grow and prosper in environments that are Compassionate, develop Community, demonstrate Commitment, enable Courage, and promote Celebration.



We can summarize our trauma informed care services and supports through seven domains:

- Early Screening and Assessment
- Youth/NMD and Family Driven Care and Services

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- Nurturing a Trauma-Informed and Responsive Workforce
- Evidence-Based and Emerging Best Practices
- Creating Safe Environments
- Community Outreach and Partnership Building
- On-Going Performance Measurement and Improvement

For youth/NMD who are presenting with symptoms resulting from their trauma, New Haven utilizes Trauma Focused-Cognitive Behavioral Therapy (TF-CBT) as an intervention. The California Evidence-Based Clearinghouse for Child Welfare rates TF-CBT as a "1" (well-supported by research).

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PROGRAM STATEMENT

6. DEVELOPMENT, REVIEW, IMPLEMENTATION, AND MODIFICATION OF NEEDS AND SERVICES PLANS [REFERENCE: 87068.2, 87068.22, 87068.3]

Describe the procedures for the development, review, implementation, and modification of a needs and services plan for children and NMD served by the facility and the facilities procedures for collaborating with the child and family team that include the following:

- Ensure services provided meet the treatment needs of the child as assessed.
- Identify the anticipated duration of treatment, and the time frame and plan for transitioning the child to a less restrictive family environment.
- Ensure consistency with the case plan as developed by the county placing agency and recommendations by the child and family team.
- Support the reasonable and prudent parent standard.
- Identify how children and NMDs will be assessed and the frequency of assessment.

Please check one of the following:

- Initial Submission Date: _____
- Revision Date: _____

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DEVELOPMENT, REVIEW, IMPLEMENTATION, AND MODIFICATION OF NEEDS AND SERVICES PLANS

New Haven shall follow intake procedures as detailed in its policies and procedures and consistent with ILS §87068.1, 87068.11, and 87070 (and any State-approved revisions). The assessment information gathered through the intake process shall be entered into a biopsychosocial assessment completed by the assigned program social worker or designee. The information from the assessment shall be entered into an interpretative summary, written in a culturally appropriate manner, and shared with the client and client's family as appropriate. Once approved by the client and family, the interpretive summary shall be used in developing the initial Needs and Services Plan within 30 days of placement.

The Needs and Services Plan shall be written in language that is understandable and familiar to the youth/NMD and family members and be trauma-informed, culturally relevant, and age and developmentally appropriate for each youth/NMD. The Needs and Services Plan shall support the reasonable and prudent parenting standard by identifying the New Haven staff member(s) responsible for applying the reasonable and prudent parenting standard when determining the appropriateness of or safety planning for activities.

Process for development, review, implementation, and modification of Needs and Services plans for minors:

As much as possible, the Needs and Services plan shall be developed with the youth/NMD and family as the "drivers" of treatment, and the youth/NMD and family shall be engaged in verbally developing the plan with guidance, support, and documentation offered by the program social worker rather than as disempowered reviewers of the work of others. Further, the New Haven social worker shall ensure that the youth/NMD, the placing worker, and other members of the youth/NMD's family team are offered the opportunity to participate in the development of the Needs and Services Plan. The program social worker shall solicit recommendations from other members of the child and family team to help develop the plan and add depth and dimension to the assessment of the youth/NMD's goals, strengths, and challenges.

The Needs and Services Plan for minor youth shall include the following:

- a. Reason for placement
- b. Education
- c. Training, including financial literacy, and social, work, and other practical skills that support transition-age youth and nonminor dependents in achieving success in adulthood
- d. Personal care and grooming
- e. Ability to manage his own money, including the maximum amount of money that the youth shall be permitted to have in his possession at any one time
- f. Visitation, including the frequency of and any other limitations on visits to the family residence and other visits outside the facility
 - a. Visitation shall neither be canceled nor used as a form of punishment
- g. Other specified services, including necessary services to the child's parent(s) / guardian(s)
- h. Types of services necessary, including core services
 - a. Supports
 - b. Physical and Mental Health
 - c. Substance Abuse
 - d. Permanency
 - e. Transition Services
- i. New Haven's ability to provide the necessary services based upon
 - a. New Haven's purposes, methods, and goals

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- b. New Haven's admission policies and procedures
- c. Services to be provided by New Haven in cooperation with community resources
- j. The anticipated duration of treatment
- k. A plan for transitioning the youth to a less restrictive environment;
- l. Financial arrangements for provision of services to the youth
- m. The Needs and Services Plan shall document when the youth's case plan is received from the County placing agency for CWS and Probation placed youth.
 - a. If the case plan is not received, the New Haven social worker or designee shall document the attempts made to obtain the case plan in the Needs and Services Plan.

The Needs and Services Plan shall not be implemented unless prior written approval of the plan has been received from the youth's authorized representative for CWS and Probation Placements. For all other placements, such as school-based placements or family paid placements, the Needs and Services Plan shall not be implemented unless prior written approval of the plan has been received from the youth's parent or legal guardian.

The Needs and Services Plan shall be updated no less frequently than every 30 days of placement in order to ensure that services provided meet the treatment needs of the child as assessed.

The updated Needs and Services Plan shall document:

- a. The youth's need for continuing services
- b. New Haven's recommendation regarding the feasibility of the youth's return to his home; placement in a less restrictive family-like setting; or move to independent living
- c. The need for modification in services
- d. The progress the youth has made toward his transfer goal

The New Haven Social Worker shall ensure that the youth and his authorized representative (for CWS and Probation placed youth) or parent/ legal guardian (for school based placements) are offered the opportunity to participate in such modifications. Any requests to the authorized representative and/or parent /legal guardian shall be documented in writing and placed in the permanent record of the youth. The New Haven Social Worker shall consider the recommendations of the Child and Family Team while implementing modifications to the Needs and Services Plan.

In order to determine the need to modify the youth's Needs and Services Plan, the Social Worker shall conduct an analysis of each Special Incident Report which occurred in the last 30 days preceding the review. The analysis shall consist of the following, if there were multiple incidents:

1. Was it the same incident;
2. Was it a different incident;
3. Did the other incidents involve the same New Haven personnel;
4. Was it the same resolution;
5. Was it a different resolution?

Additionally, the New Haven Social Worker shall review the progress of the youth using the New Haven Behavior Assessment Form (BAF) report and Child and Adolescent Functional Assessment Scale (CAFAS). The Social Worker shall analyze the trend analyses of BAF scores in each of the 8 measured areas along with the composite change during the last 3 months.

Other data to be considered as the Needs and Services Plan is being reviewed, include:

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- a. Self-report of the youth concerning the last 30 days;
- b. School records/ reports for the last 30 days;
- c. Assessment data from standardized instruments received during the last 30 days;
- d. Family/ Parent reports during phone calls or home visits during the last 30 days;
- e. Observations or reports from members of the Child and Family Team members, including the placement worker, during the last 30 days.

Modifications to the Needs and Services Plan shall not be implemented unless prior written approval of the plan has been received from the youth's authorized representative for CWS and Probation Placements. For all other placements, such as school-based placements or family paid placements, the Needs and Services Plan shall not be implemented unless prior written approval of the plan has been received from the youth's parent or legal guardian.

Unless restricted by court order, New Haven shall both permit and facilitate connections between CWS and Probation placed youth and his family and non-relative extended family members. Nothing in this section shall be interpreted to require that New Haven take or allow any action that would risk the health and safety of its youth or workforce.

Process for development, review, implementation, and modification of Needs and Services plans for nonminor dependent (NMD) youth:

The New Haven Social Worker or designee shall prepare a Needs and Services Plan for a nonminor dependent that is consistent with the Transitional Independent Living Plan of the NMD. The New Haven Social Worker shall invite the participation of the NMD in the development of the initial Needs and Services Plan which shall be completed within 30 calendar days of placement into New Haven.

The Needs and Services Plan for Nonminor Dependents shall contain the following:

- a. Reason for placement
- b. Education
- c. Training, including financial literacy, and social, work, and other practical skills that support transition-age youth and nonminor dependents in achieving success in adulthood
- d. Personal care and grooming
- e. Ability to manage his own money, including the maximum amount of money that the youth shall be permitted to have in his possession at any one time
- f. Visitation, including the frequency of and any other limitations on visits to the family residence and other visits outside the facility
 - a. Visitation shall neither be canceled nor used as a form of punishment.
- g. Types of services necessary, including core services
 - a. Supports
 - b. Physical and Mental Health
 - c. Substance Abuse
 - d. Permanency
 - e. Transition Services
- h. New Haven's ability to provide the necessary services based upon
 - a. New Haven's purposes, methods, and goals
 - b. New Haven's admission policies and procedures
 - c. Services to be provided by New Haven in cooperation with community resources
- i. The anticipated duration of treatment;

Short-Term Residential Therapeutic Program

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- j. A plan for transitioning the youth to a less restrictive environment
- k. Financial arrangements for provision of services to the youth
- l. Transfer plan for the NMD consistent with ILS §87068.4
- m. How New Haven meets the special needs or well-being of the NMD
- n. How New Haven will assist the NMD in his transition to independent living including meeting the goals of the 90-day transition plan, when applicable
- o. The treatment strategies that will be used to prepare the NMD for transfer to a less restrictive and more family-like setting including a target date for transfer from the facility
- p. For a nonminor dependent who is under the age of 19, whether the NMD must remain in New Haven to complete high school
- q. For a nonminor dependent who either completes high school or has reached age 19, whichever is earlier, a documented medical condition that prevents participation in educational or employment activities as specified in WIC section 11403 and permits continuation in New Haven, and confirmation that continuation in New Haven functions as a short-term transition to the appropriate level of care.

The initial Needs and Services Plan shall be signed by a NMD, the placement agency representative, and the New Haven Social Worker or designee within 30 days of placement of a NMD. Any modifications to the Needs and Services plan shall also be signed by the NMD, the placement agency representative, and the New Haven Social Worker prior to implementation.

All efforts to secure the signature of the placement agency representative shall be documented in writing and placed into the NMD's permanent record.

A copy of the Needs and Services Plan shall be provided to the NMD and a copy shall be stored in the NMD's permanent record.

The Needs and Services Plan shall be updated no less frequently than every 30 days in order to ensure that services provided meet the treatment needs of the child as assessed.

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PROGRAM STATEMENT

7. PLANNED ACTIVITIES [REFERENCE: 87079]

The licensee shall develop, maintain and implement a written plan for activities as required by ILS § 87079, which shall include at a minimum:

- A plan for individual child activities and group interaction activities.
- Physical activities, including but not limited to games, sports, and exercise.
- Identification of leisure time.
- Identification of the children involved in the activities.
- Education activities, including attendance at an education program, and afterschool study.
- Activities which meet the training, money management, and personal care and grooming needs identified in the child's and/or nonminor dependent's needs and services plan.

Extracurricular, enrichment, cultural, and social activities may include, but are not limited to, the following:

- Worship services
- Community events, including lesbian, gay, bisexual, transgender, queer/questioning, and gender expansive children and youth activities
- Outdoor adventure clubs
- School or after school activities
- Movies, farming, gardening
- Overnight activities
- Babysitting

Describe the program's planned educational activities and services. Activities include, but are not limited to:

- Special education
- Use of public or private schools
- Tutoring, if applicable
- Providing a safe learning environment for the lesbian, gay, bisexual, transgender, and queer/questioning and commercially sexually exploited children or youth.
- Provide a SAMPLE DAILY ACTIVITY SCHEDULE for one week, including weekends and holidays.

Please check one of the following:

- Initial Submission Date: _____
- Revision Date: _____

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Planned Activities

New Haven utilizes social and recreational activities to support the goals of the treatment program of each youth/NMD. A robust and well-rounded social and recreational activity calendar coupled with appropriate preparation for the activity and reflection on the activity assists the youth/NMD to gain an improved sense of self-direction and coping skills. Our purpose is to provide a wide range of recreation and leisure services that are sensitive to the trauma experiences, cultural diversity, and individual preferences of our youth/NMD so as to enable acquisition and application of skills, knowledge and values necessary for active participation in the community. To this end, New Haven's Program Specialists and Director of Operations will work with the youth/NMD and staff members to plan, approve, and implement an activity program that maximizes social, educational, and recreational activities for our youth/NMD. The Reasonable and Prudent Parenting Standard, along with the Needs and Services Plan of each youth/NMD, and the current level of safety of each youth/NMD as measured by the New Haven Positive Behavioral Support System shall be applied when determining which youth/NMD shall be involved in which activities. Any activity, such as out of county activities, shall require that prior written permission is received from the County Placing worker, for Child Welfare and Probation youth, and from the parent/legal guardian for school-based placed youth.

Four areas are incorporated: healthy activity, enrichment activity, life-long recreation, and independent living activities as follows:

1. **Healthy Activity:** In order to promote a healthy lifestyle, New Haven incorporates healthy, low competition physical activity into its activity schedule. Activities are designed to allow youth/NMD to participate at their individual level of ability and to be fun and invigorating. Not every young man will participate in every activity but they will be encouraged to find a physical activity that will promote a healthy lifestyle. Typical healthy activities, include:

Hiking: Youth will coordinate desired outdoor hiking locations with staff members, typically for a 45 minute – 1-hour hike. The youth and staff members will plan for needed supplies, such as maps, water, food, etc. and ensure that all participants have appropriate shoes and other clothing and are educated on how to stay safe on hikes. Hikes are planned to accommodate the special needs of the youth and sensitive to the physical condition and medication regime of each youth.

Swimming: New Haven has an outdoor swimming pool on its central campus. Staff members supervising youth are all trained and certified in water safety. Youth will be asked to demonstrate their knowledge and ability to be water safe prior to using the pool. New Haven also uses Vista " THE WAVE WATERPARK" (The Wave) with waterslides, wave pools, and quiet pools. New Haven pays for youth to go to the Wave and provides supervision along with The Wave's lifeguards.

Basketball: New Haven encourages youth to participate in informal basketball games held on New Haven's main campus or at the various houses with other residents and to participate in New Haven's interscholastic Basketball Team, if youth attend New Haven School or North County Trade Tech High School. New Haven and Trade Tech support a shared basketball team that plays against similarly matched schools. Oftentimes, New Haven will host an agency-wide basketball tournament during school breaks to encourage positive interaction and good sportsmanship among all youth. If a youth attends a school other than Trade Tech or New Haven School, and is on a sports team at that school, New Haven will provide transportation assistance so that the youth can continue to participate in these activities.

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Whiffle Ball and Volleyball: For youth less inclined to participate in more physically strenuous activities, New Haven does provide alternative activities such as whiffle ball, volleyball, casual walking, and physical activities connected with videogaming devices.

Flag Football: New Haven does not allow tackle football on its grounds, so flag football is offered as an option for youth who are interested. If youth are members of a school-based football team, New Haven will provide transportation assistance so that youth can continue to participate in these activities.

Soccer: Again, New Haven and North County Trade Tech High School support a shared soccer team to compete against similarly matched schools. Additionally, New Haven offers informal soccer activities on its large back field on its main campus.

Weight training: New Haven has a large assortment of free weights and weight machines for those youth interested in this activity. Youth need to demonstrate their understanding of safe use of equipment prior to and during use.

Surfing: New Haven is close to a number of great surfing beaches. Staff members who are qualified to assist youth in learning surfing and who are water safety trained and certified will teach youth the basics of surfing and water safety. Due to safety concerns, placement workers will be involved in determining with staff members and youth the best strategies for safe ocean surfing.

2. **Enrichment Activity:** To promote a wider world view and greater appreciation of the diverse interests of our youth/NMD and surrounding communities, New Haven plans activities that expose youth/NMD to experiences that they may not have experienced previously. New Haven makes full use of free and low-cost community events with an emphasis on new, interesting, and creative experiences. Examples of enrichment activities include:
 - a. Tours of local fire stations,
 - b. Attendance at local street fairs or car shows,
 - c. Museum trips,
 - d. Trips to the opera,
 - e. Museum of Tolerance,
 - f. Library visits,
 - g. Community service activities benefiting financially challenged community members,
 - h. Attending movies, and
 - i. Participation in cultural fairs and events, including youth/NMD-friendly LGBTQ events and other culturally expansive activities.

3. **Life-Long Recreation:** Recreational activities are integrated into the activity schedule to help youth/NMD learn new ways of expressing themselves creatively and learning new skills. Recreational activities are excellent ways of youth/NMD learning life skills in a fun and relaxing manner. While some recreation depends on the youth/NMD's previous experiences, such as with computer games or sketching, other recreational activities are designed to stretch the youth/NMD emotionally and help them learn to safely move beyond their comfort zone. Examples of recreational activities, includes:
 - a. Fishing, both lake and deep water (with parent or authorized representative approval),
 - b. Go cart racing,
 - c. Martial arts,
 - d. Theater arts,
 - e. Computer or video games,

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- f. Computer construction (building functional computers from parts),
 - g. Camping,
 - h. Arts and Crafts, such as
 - i. Leather working
 - ii. Tile Projects
 - iii. Beading
 - iv. Painting
 - v. Video animation
 - vi. Drawing, and
 - vii. Other art projects
4. Independent Living Activities: In order to reinforce and promote the development of Independent Living Skills, the activity schedule incorporates activities consistent with the Casey Life Skills Program. Additionally, New Haven specializes in providing learning activities that teach youth/NMD career and technical skills with specialization in culinary arts, woodworking, and construction trades. Samples of independent living skills activities, include:
- a. Planning and taking public transportation,
 - b. Researching the process and obtaining identification cards,
 - c. Studying California Rules of the Road,
 - d. Tutoring and assistance with academics,
 - e. Planning and cooking meals,
 - f. Designing, shaping, polishing, and selling wood pens and furniture,
 - g. Building maintenance activities (both paid and voluntary),
 - h. Researching identity theft and methods to avoid it,
 - i. Culinary Arts,
 - j. Woodshop,
 - k. Financial literacy, and
 - l. Understanding their body, how to care for it, and human sexuality.

Worship Services: Youth are never forced to attend worship services. If a youth is interested in attending a worship service, New Haven offers a variety of options to meet the youth's needs:

- a. Family members can pick up the youth to attend worship services together.
- b. With Treatment Team approval, the youth can attend worship services with kin or a responsible friend/adult.
- c. If the youth wants to attend a worship service that a New Haven staff member attends, with treatment team approval, the New Haven staff member and youth can attend worship services together.

Accommodations in New Haven's program schedule will be made for youth participating in on-going worship activities that do not infringe upon the rights of other youth.

Overnight Activities: Overnight activities with family are encouraged and will be documented in the Needs and Services Plan. Overnight activities with others, such as school activities, worship activities, or other recreational activities will require treatment team approval and New Haven staff members applying reasonable and prudent parenting standards for overnight activities. Youth may not host other individuals to spend an overnight in a New Haven facility.

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Babysitting Activities: If babysitting/childcare is required to allow a parenting youth to fully participate in the program, New Haven will work with the youth, treatment team, and placing agency representative to accommodate babysitting/childcare needs. Of course, New Haven staff members shall also apply reasonable and prudent parenting standards to these situations.

Use of Public or Private Schools: New Haven supports youth/NMDs benefiting from the least restrictive educational environment that can meet their individual needs. New Haven provides a Non Public School (NPS) for youth/ NMDs with special education needs that can best be met in a NPS. Attendance in the NPS requires a formal Individual Education Plan from the youth's home school district. New Haven also offers, but does not require, youth to attend North County Trade Tech (Trade Tech), a charter high school designed to provide youth with an educational experience in technical and career focused learning. Trade Tech is a smaller environment with about 170 students and provides training and education in not only traditional academics, but also in the trades, including: electrical, computer-aided design, construction, robotics, and heating and air conditioning. No IEP is required for attendance at Trade Tech.

New Haven will support a Cultural Awareness Committee whose purpose is to provide culturally based activities that enhance New Haven's programs, enrich its staff and educate its youth/NMD. Our cultural focus is not limited to activities that are of racial or ethnic nature but encompasses a broad range of areas that examine all facets of culture. The committee meets monthly. All New Haven staff are encouraged to join the committee and participate in sponsored programs. All youth/NMD will benefit from learning greater appreciation and acceptance of all cultures, including LGBTQ cultures.

Cultural Awareness Committee activities include the following:

1. Prepare monthly calendar activities
2. Organize ongoing activities of a cultural nature to bring New Haven staff and youth/NMD together for social and recreational purposes.
3. Assist with training needs to improve staff's cultural awareness
4. Work with the school in the development of a student government
5. Develop a cultural resource center including library materials, videos as well as a speakers/entertainers list

New Haven is known for its Special Education services centered around its Non Public School (NPS). Youth/NMD are not required to attend our NPS unless there is a current and active Individualized Education Plan (IEP) that specifically requires attendance at an NPS. All youth/NMD's rights are respected at the New Haven NPS. The NPS creates a safe learning environment where youth/NMD can creatively explore when they are unable to benefit from a less restrictive educational environment. The school's pedagogy is centered upon the importance of youth/NMD having a positive and uplifting educational experience that teaches traditional subjects in a nontraditional manner. Our school is known for its culinary arts and woodcraft programs and its emphasis on Independent Living Skills. For those youth/NMD not eligible for the NPS, we are partnered with North County Trade Tech High School (NCTTHS), a subsidiary of New Haven, that has a very strong construction arts, electrical services, engineering, architecture, manufacturing, and computer centered programs. While an independent nonprofit, NCTTHS is strongly connected to New Haven and supports an integrated plan for educational and support services for our youth/NMD.

SAMPLE DAILY ACTIVITY SCHEDULE

On the following page is a sample daily activity schedule. Times will vary somewhat depending on whether the youth/NMD live on campus or at one of the homes in the community, and whether they walk or are driven to their school.

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| <u>Time</u> | <u>Activity</u> |
|----------------|---|
| 7:00-7:20 am | Wake Up, personal hygiene and dress, clean and straighten room, empty trash, morning chores |
| 7:20-7:40 am | Breakfast |
| 7:50-8:15 am | Community Meeting |
| 8:20-8:30 am | Transition to School |
| 8:30-11:00 am | School |
| 11:00-11:30 am | Lunch |
| 11:30-2:30 pm | School and Vocational Education |
| 2:35-5:30 pm | After School Activity |
| 5:35-5:45 pm | Transition to house |
| 5:50-6:30 pm | Dinner |
| 6:35-7:30 pm | Community Meeting |
| 7:35-8:00 pm | Evening Chores, Laundry, Phone Calls |
| 8:05-10:00 pm | Reading, TV, games, additional homework, personal time and bedtime depending on age and privilege level |

Saturday –Sunday (Holidays, and other non-school days)

| <u>Time</u> | <u>Activity</u> |
|----------------|---|
| 7:00-9:00 am | Wake up, personal hygiene and breakfast |
| 9:05-10:00 am | Clean and straighten room, empty trash |
| 10:05-10:30 am | Morning house chores |
| 10:35-11:00 am | Community Meeting |
| 11:05-12:30 pm | Weekly in-depth cleaning and work on house, yard, and van |
| 12:35-1:15 pm | Lunch |
| 1:20-4:30 pm | Outing (may be significantly longer depending on destination) |

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| | |
|---------------|---|
| 4:35-5:00 pm | Snack |
| 5:05-5:35 pm | Quiet Time |
| 5:40-6:40 pm | Community Meeting |
| 6:45-7:30 pm | Dinner |
| 7:35-8:30 pm | Showers, Laundry, Phone Calls |
| 8:35-11:00 pm | Reading, TV, video, games, personal time and bedtime depending on age and privilege level |

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374600210, 37600200, 374600204,
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- Provide or arrange for additional services and support to meet the individual needs of children, nonminor dependents, and families during placement and post-permanency.

Please check one of the following:

- Initial Submission Date: _____
- Revision Date: _____

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Program Statement**Services During Placement and Post Permanency**

New Haven maintains a robust community collaboration team to meet the needs of youth/NMD during placement and after. The New Haven Treatment Manager coordinates with the treatment team/child and family team to develop an inclusive and seamless treatment plan for each individual youth/NMD. The plan is approved and signed by the youth/NMD and placement representative.

During the development of the plan, any needs for services that are not being met directly by the STRTP are reviewed. The youth/NMD with support of the team determines how and when to meet those needs. As needed, collaborative partners are brought to the treatment planning process. Frequently, school officials, specialists, such as Speech Therapists, Occupational Therapists, members of New Haven's Therapeutic Behavioral Health, Community Based Services, or Intensive Home Based Services and other extended service providers join the treatment team in the planning process.

The treatment plan will clearly define which person/agency is responsible for the specific service delivery, measures of service efficacy, time frames, frequency, and length of services, and how the services shall be paid for.

New Haven has financial and programmatic systems and practices in place to prevent the supplanting or duplicate billing of services and to ensure when appropriate that Medicaid and Medi-Cal are the payer of last resort.

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PROGRAM STATEMENT

9. PLAN PARTICIPATION IN THE CHILD AND FAMILY TEAM PROCESS

- Describe in detail how the facility plans for participation in the child and family team process.

County Responsibility:

- The child and family team process begins with the initial interactions between the child welfare worker, the youth, and the family as a small informal team working together to identify youth and family strengths and underlying needs. As these strengths and needs are identified, the original team expands to include other members as necessary and appropriate. The process of putting together a child and family team for children and families involved with both child welfare and mental health must include at least the child welfare worker, mental health worker, the child, and the family. It is also essential to engage the youth and family in a discussion about their support systems and who they might want to include on their child and family team. If it is determined that a child will be placed in a STRTP, it will be up to the originating Social Worker to now include a member from the STRTP to be part of the decision making.

Facility Responsibility:

- The STRTP shall support the goals of the County Child Family Team recommendations for each child or youth in placement. Once in placement, the mental health program director or designee shall be an active member of the child and family team for each child or youth thereafter while in the STRTP.

Provide a description of the following:

- Policies and procedures for embedding the child and family team into the program, including supporting the goals of the child and family team and how the program will be an active member.
- Description of how the agency will advocate through the child and family team meetings to include, but is not limited to, a child or youth's lesbian, gay, bisexual, transgender, and queer/questioning, cultural, or religious advocate.
- Description of how the agency will advocate through the child and family team meetings to include commercially sexually exploited children or youth and their families so that they will not be re-victimized.

Please check one of the following:

- Initial Submission Date: _____
- Revision Date: _____

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Program Statement

PLAN PARTICIPATION IN THE CHILD AND FAMILY TEAM PROCESS

The entire New Haven Treatment team will be active supporters of the Child and Family Team (CFT) Process for youth/NMD placed by County Departments of Social Services or Probation. The Treatment Manager will be the lead staff for New Haven in participating in meetings, gathering and reporting relevant and timely data and information, coordinating services prescribed by the CFT in the STRTP, and ensuring follow through of CFT decisions. The Treatment Manager shall serve as another youth/NMD advocate on the CFT, to meet the individual needs and potentiate the individual strengths of each youth/NMD.

Further, the Treatment Manager shall ensure that all the various treatment and service plans developed by the STRTP, including, but not limited to, the Needs and Services Plan, the Transition Plan, the Emergency Intervention Plan, Individual Services Plan, and the Independent Living Plan are integrated and support the CFT plan. For youth/NMD placed in New Haven's Non Public school, the Treatment Manger will ensure coordination of plans with the youth/NMD's Individual Education Plan as well.

For youth who are minors: New Haven's Treatment Manager serves as the case coordinator for a youth and shall attend all CFT meetings as well as all Individualized Education Plan, mental health treatment, independent and transitional living, and New Haven Treatment Team Meetings. The Treatment Manager is responsible for weaving together the goals from these meetings and together with the youth and placement representative to develop a set of measurable, understandable, trauma informed and culturally sensitive goals and objectives for the youth. This coordination of goals is critical to providing the youth a clear and appropriate pathway to success. It is important that the Treatment Manager serves as advocate for the youth so that when there is an overwhelming number of goals or expectations or conflicting goals for the youth, the Treatment Manager can offer a voice to ensure that the various treatment systems are serving the youth's needs and minimize the expectations that the youth must serve the needs of the various systems. The Treatment Manager shall also be responsible for preparing reports of progress for the youth that clearly articulate the progress the youth is making in each set of goals along with progress across all goals.

For Non Minor Dependents: New Haven's Treatment Manager shall also serve as the case coordinator for NMD youth. Similar to the role served for minors, the Treatment Manager shall attend all treatment meetings and work to develop a coordinated system of trauma informed and culturally sensitive goals and objectives. With Non Minor Dependents, the Treatment Manager shall additionally emphasize the importance of helping the NMD learn how to advocate for themselves and ensure that any treatment plan keeps the individual needs and strengths of the NMD central to all planning.

Based upon the individual strengths and needs of youth/NMD, other members of the New Haven treatment team, such as the Nurse and/or Program Specialist will participate in the CFT process.

All members of the STRTP shall be trained in and implement best practices for meeting the needs of all youth/NMD including youth/NMD with a history of commercial sexual exploitation or who self-identify as LGBTQ. A key element of working with youth/NMD involves ensuring that all service providers, even those service providers not directly employed or contracted by the STRTP, understand the strengths and needs of the youth/NMD and provide care that is culturally competent and youth/NMD centered. New Haven ensures service providers shall provide culturally competent and youth-centered care using a variety of methods:

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- a. Service Providers will be asked to sign a Collaborative Service Agreement (see samples enclosed) that outlines expectations for the service provider and New Haven in working together to provide appropriate services. The Collaborative Service Agreement clearly states that services agencies are expected to:
 - a. Train their staff members concerning youth-centered, culturally competent, and trauma informed care.
 - b. Sign a Business Associates Agreement to protect the confidentiality of each youth/ NMD.
 - c. Participate in on-going treatment planning with New Haven and other service providers.
- b. New Haven will host ongoing meetings with service provider agency representatives to discuss effective service delivery, any complaints or grievances filed by youth/NMDs, family members, or placement agency representatives concerning the quality, manner of delivery, or type of services, and how to conduct on-going continuous quality improvements.

Samples of Collaborative Service Agreements



Collaborative Service Agreement

New Haven Youth and Family Services, Inc. heretofore referenced as New Haven, is entering this agreement with Vista Community Clinic to create a shared vision and clear understanding of roles, responsibilities, and expectations of our work to support the growth and development of youth and Non Minor Dependents served jointly by our agencies.

Vision: It is the vision of the Short Term Residential Treatment Program of New Haven to provide care and services to youth and Non Minor Dependents (youth) that are:

- Driven by the individual needs and desires of the youth rather than being driven by funding or by an assumption that “service providers know more about the youth than the youth”.
- Culturally appropriate to the youth with an emphasis on understanding the unique strengths, desires, and needs of each individual
- Provided by staff members or volunteers that are well trained and supervised concerning the needs of each individual youth. Service providers shall be affirming of the youth, provide youth-centered services, and support the youth in finding their unique place in the world.
- Delivered at times and places that meet the needs of youth and present a youth-friendly environment.
- Respect the rights of each youth, including the right to confidentiality and privacy expect as limited by law; youth shall be served so that they feel safe and respected by service providers and the agencies supporting them.
- Trauma Informed and minimize the likelihood of retraumatization of youth due to the use of power and control techniques or insensitivity to the needs of the youth.

Specific expectations for service partners:

1. Individuals providing care will receive training and supervision in the following areas:
 - a. Trauma Informed Care
 - b. Cultural diversity including LGBTQ
 - c. Youth rights
 - d. Child abuse prevention and reporting requirements
 - e. Confidentiality
2. Service partner agencies shall have clear and explicit expectations for the individuals providing services that services will be driven by the needs and desires of the youth as documented in the youth’s Needs and Services Plan.
3. Whenever possible and with the youth’s approval, service providers will participate in treatment planning and evaluation activities in collaboration with New Haven.
4. Service partner agencies shall report all formal grievances and/or complaints filed by STRTP youth and the outcome of said complaints to New Haven and the youth’s funding agency.
5. Service partner agencies shall agree to sign a Business Associates Agreement with New Haven to protect the right of confidentiality of youth.
6. Service partner agencies shall provide information and data as required for quality improvement activities.



Collaborative Service Agreement

Specific expectations for New Haven:

1. New Haven shall work collaboratively with the service providing agency to ensure a continuity of care between all service providers.
2. New Haven shall create a coordinated treatment plan in the form of a Needs and Services Plan that will be shared with the partner agency with the approval of the youth and upon completion of a Business Associates Agreement identified above.
3. New Haven shall make referrals for services to partner agencies based upon the youth's needs and only with youth approval.
4. New Haven shall work with service providing agencies to find appropriate funding for services that are unfunded. New Haven shall not participate in supplanting of funds. When necessary and approved by the funding agency, New Haven may fund certain necessary services directly with the service providing agency.

This agreement may be terminated immediately, with or without cause, by either New Haven or the Service Partner Agency by providing a written statement to terminate the agreement with the other party.

This agreement is effective: October 10, 2017 until such time it is terminated in writing.

For the Service Providing Agency:

Fernando Sañudo

Chief Executive Officer

Title

10/16/17

Date

For New Haven Youth and Family Services, Inc.

Name

CPO

Title

10/19/17

Date



Collaborative Service Agreement

New Haven Youth and Family Services, Inc. heretofore referenced as New Haven, is entering this agreement with North County Trade Tech High School to create a shared vision and clear understanding roles, responsibilities, and expectations of our work to support the growth and development of youth and Non Minor Dependents served jointly by our agencies.

Vision: It is the vision of the Short Term Residential Treatment Program of New Haven to provide care and services to youth and Non Minor Dependents (youth) that are:

- Driven by the individual needs and desires of the youth rather than being driven by funding or by an assumption that “service providers know more about the youth than the youth”.
- Culturally appropriate to the youth with an emphasis on understanding the unique strengths, desires, and needs of each individual
- Provided by staff members or volunteers that are well trained and supervised concerning the needs of each individual youth. Service providers shall be affirming of the youth, provide youth-centered services, and support the youth in finding their unique place in the world.
- Delivered at times and places that meet the needs of youth and present a youth-friendly environment.
- Respect the rights of each youth, including the right to confidentiality and privacy expect as limited by law; youth shall be served so that they feel safe and respected by service providers and the agencies supporting them.
- Trauma informed and minimize the likelihood of retraumatization of youth due to the use of power and control techniques or insensitivity to the needs of the youth.

Specific expectations for service partners:

1. Individuals providing care will receive training and supervision in the following areas:
 - a. Trauma Informed Care
 - b. Cultural diversity including LGBTQ
 - c. Youth rights
 - d. Child abuse prevention and reporting requirements
 - e. Confidentiality
2. Service partner agencies shall have clear and explicit expectations for the individuals providing services that services will be driven by the needs and desires of the youth as documented in the youth’s Needs and Services Plan.
3. Whenever possible and with the youth’s approval, service providers will participate in treatment planning and evaluation activities in collaboration with New Haven.
4. Service partner agencies shall report all formal grievances and/or complaints filed by STRTP youth and the outcome of said complaints to New Haven and the youth’s funding agency.
5. Service partner agencies shall agree to sign a Business Associates Agreement with New Haven to protect the right of confidentiality of youth.
6. Service partner agencies shall provide information and data as required for quality improvement activities, as allowed by law.



Collaborative Service Agreement

Specific expectations for New Haven:

- 1. New Haven shall work collaboratively with the service providing agency to ensure a continuity of care between all service providers.
2. New Haven shall create a coordinated treatment plan in the form of a Needs and Services Plan that will be shared with the partner agency with the approval of the youth and upon completion of a Business Associates Agreement identified above.
3. New Haven shall make referrals for services to partner agencies based upon the youth's needs and only with youth approval.
4. New Haven shall work with service providing agencies to find appropriate funding for services that are unfunded. New Haven shall not participate in supplanting of funds. When necessary and approved by the funding agency, New Haven may fund certain necessary services directly with the service providing agency.

This agreement may be terminated immediately, with or without cause, by either New Haven or the Service Partner Agency by providing a written statement to terminate the agreement with the other party.

This agreement is effective: 10/13/17 until such time it is terminated in writing.

For the Service Providing Agency:

Phil Lutgen Principal 10/18/17
Name Title Date

For New Haven Youth and Family Services, Inc.

[Signature] CFO 10/19/17
Name Title Date



Collaborative Service Agreement

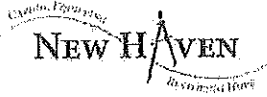
New Haven Youth and Family Services, Inc. heretofore referenced as New Haven, is entering this agreement with North County LGBTQ Resource Center to create a shared vision and clear understanding roles, responsibilities, and expectations of our work to support the growth and development of youth and Non Minor Dependents served jointly by our agencies.

Vision: It is the vision of the Short Term Residential Treatment Program of New Haven to provide care and services to youth and Non Minor Dependents (youth) that are:

- Driven by the individual needs and desires of the youth rather than being driven by funding or by an assumption that “service providers know more about the youth than the youth”.
- Culturally appropriate to the youth with an emphasis on understanding the unique strengths, desires, and needs of each individual
- Provided by staff members or volunteers that are well trained and supervised concerning the needs of each individual youth. Service providers shall be affirming of the youth, provide youth-centered services, and support the youth in finding their unique place in the world.
- Delivered at times and places that meet the needs of youth and present a youth-friendly environment.
- Respect the rights of each youth, including the right to confidentiality and privacy expect as limited by law; youth shall be served so that they feel safe and respected by service providers and the agencies supporting them.
- Trauma informed and minimize the likelihood of retraumatization of youth due to the use of power and control techniques or insensitivity to the needs of the youth.

Specific expectations for service partners:

1. Individuals providing care will receive training and supervision in the following areas:
 - a. Trauma Informed Care
 - b. Cultural diversity including LGBTQ
 - c. Youth rights
 - d. Child abuse prevention and reporting requirements
 - e. Confidentiality
2. Service partner agencies shall have clear and explicit expectations for the individuals providing services that services will be driven by the needs and desires of the youth as documented in the youth’s Needs and Services Plan.
3. Whenever possible and with the youth’s approval, service providers will participate in treatment planning and evaluation activities in collaboration with New Haven.
4. Service partner agencies shall report all formal grievances and/or complaints filed by STRTP youth and the outcome of said complaints to New Haven and the youth’s funding agency.
5. Service partner agencies shall agree to sign a Business Associates Agreement with New Haven to protect the right of confidentiality of youth.
6. Service partner agencies shall provide information and data as required for quality improvement activities.



Collaborative Service Agreement

Specific expectations for New Haven:

1. New Haven shall work collaboratively with the service providing agency to ensure a continuity of care between all service providers.
2. New Haven shall create a coordinated treatment plan in the form of a Needs and Services Plan that will be shared with the partner agency with the approval of the youth and upon completion of a Business Associates Agreement identified above.
3. New Haven shall make referrals for services to partner agencies based upon the youth's needs and only with youth approval.
4. New Haven shall work with service providing agencies to find appropriate funding for services that are unfunded. New Haven shall not participate in supplanting of funds. When necessary and approved by the funding agency, New Haven may fund certain necessary services directly with the service providing agency.

This agreement may be terminated immediately, with or without cause, by either New Haven or the Service Partner Agency by providing a written statement to terminate the agreement with the other party.

This agreement is effective: October 11, 2017 until such time it is terminated in writing.

For the Service Providing Agency:

Max Disposti
Name

Executive Director
Title

October 11, 2017
Date

For New Haven Youth and Family Services, Inc.

Name

Title

CFO

Date

10/19/17



Collaborative Service Agreement

New Haven Youth and Family Services, Inc. heretofore referenced as New Haven, is entering this agreement with YMCA Youth & Family Services to create a shared vision and clear understanding roles, responsibilities, and expectations of our work to support the growth and development of youth and Non Minor Dependents served jointly by our agencies.

Vision: It is the vision of the Short Term Residential Treatment Program of New Haven to provide care and services to youth and Non Minor Dependents (youth) that are:

- Driven by the individual needs and desires of the youth rather than being driven by funding or by an assumption that “service providers know more about the youth than the youth”.
- Culturally appropriate to the youth with an emphasis on understanding the unique strengths, desires, and needs of each individual
- Provided by staff members or volunteers that are well trained and supervised concerning the needs of each individual youth. Service providers shall be affirming of the youth, provide youth-centered services, and support the youth in finding their unique place in the world.
- Delivered at times and places that meet the needs of youth and present a youth-friendly environment.
- Respect the rights of each youth, including the right to confidentiality and privacy expect as limited by law; youth shall be served so that they feel safe and respected by service providers and the agencies supporting them.
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Specific expectations for service partners:

1. Individuals providing care will receive training and supervision in the following areas:
 - a. Trauma Informed Care
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 - e. Confidentiality
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3. Whenever possible and with the youth’s approval, service providers will participate in treatment planning and evaluation activities in collaboration with New Haven.
4. Service partner agencies shall report all formal grievances and/or complaints filed by STRTP youth and the outcome of said complaints to New Haven and the youth’s funding agency.
5. Service partner agencies shall agree to sign a Business Associates Agreement with New Haven to protect the right of confidentiality of youth.
6. Service partner agencies shall provide information and data as required for quality improvement activities.



Collaborative Service Agreement

Specific expectations for New Haven:

1. New Haven shall work collaboratively with the service providing agency to ensure a continuity of care between all service providers.
2. New Haven shall create a coordinated treatment plan in the form of a Needs and Services Plan that will be shared with the partner agency with the approval of the youth and upon completion of a Business Associates Agreement identified above.
3. New Haven shall make referrals for services to partner agencies based upon the youth's needs and only with youth approval.
4. New Haven shall work with service providing agencies to find appropriate funding for services that are unfunded. New Haven shall not participate in supplanting of funds. When necessary and approved by the funding agency, New Haven may fund certain necessary services directly with the service providing agency.

This agreement may be terminated immediately, with or without cause, by either New Haven or the Service Partner Agency by providing a written statement to terminate the agreement with the other party.

This agreement is effective: 10/12/2017 until such time it is terminated in writing.

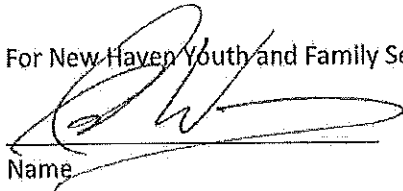
For the Service Providing Agency:

Lyndsey Macaranas
Name

Project Director
Title

10/12/2017
Date

For New Haven Youth and Family Services, Inc.


Name

C. Q. O.
Title

10/19/17
Date

Short-Term Residential Therapeutic Program

Applicant/Licensee Name

New Haven Youth and Family Services, Inc.

Facility Number, if known

374600210, 37600200, 374600204,
374601789, 374600208, 374602811**PROGRAM STATEMENT****10. IDENTIFICATION OF HOME BASED CARE**

- Describe the facility's policies and procedures for working with the county and/or Foster family Agency in finding permanency for a child or nonminor dependent transitioning to home based care.

Please check one of the following:

- Initial Submission Date: _____
- Revision Date: _____

Short-Term Residential Therapeutic Program

Applicant/Licensee Name

New Haven Youth and Family Services, Inc.

Facility Number, if known

374600210, 37600200, 374600204,
374601789,374600208, 374602811**PROGRAM STATEMENT****IDENTIFICATION OF HOME BASED CARE**

New Haven's Treatment Managers will collaborate with the placing agency representative, the Child and Family Team (CFT), and treatment team in the development of a transition plan for each youth/NMD. The transition plan shall address issues surrounding creating a positive and supportive network of services that are culturally appropriate, youth/NMD centered, and accessible for the youth/NMD. The Treatment Manager shall work with the CFT and treatment team to minimize any unnecessary disruptions in services. The transition plan will clearly define which person/agency is responsible for the specific service delivery, measures of service efficacy, time frames, frequency and length of services, and how the services shall be paid for.

New Haven can continue to assist the youth/NMD when in home-based care through extension of our current outpatient programs. New Haven currently has a Therapeutic Behavioral Services (TBS) Program funded by a county contract, and we can easily expand this program should the need arise to provide services to Department of Social Services or Probation funded youth/NMD. TBS can provide services outside of the service system of the STRTP. New Haven also has a very successful Community Based Services program funded through local school districts to meet the individual needs of school-based youth/NMD. New Haven can provide needed services to youth/NMD while in the STRTP and to continue those services once the youth/NMD moves on to a more home-like environment, including foster homes, kinship homes, or families of origin.

The TBS program is currently providing home and facility-based services to youth to address behavioral disturbances that at putting youth at risk for needing higher / more restrictive services. The program sends behavioral coaches to the youth – at school, at home, in congregate care, or wherever the youth needs assistance. The coaches help the youth find more socially appropriate ways to get their needs met and reduce the need for higher / more restricted levels of care. The TBS program is currently contracted with Riverside County, but can quickly respond to requests from other counties for the same services.

The Community Based Services (CBS) program is like the TBS system except the CBS system is funded through school districts. The CBS program has contracts with multiple school districts or Special Education Local Planning Agencies and can quickly respond to request from other local education agencies for expanding services.

New Haven has financial and programmatic systems and practices in place to prevent the supplanting or duplicate billing of services and to ensure when appropriate that Medicaid and Medi-Cal are the payer of last resort.

Short-Term Residential Therapeutic Program

Applicant/Licensee Name

New Haven Youth and Family Services, Inc.

Facility Number, if known

374600210, 37600200, 374600204,
374601789, 374600208, 374602811**PROGRAM STATEMENT****11. COMPLAINTS AND GRIEVANCES [Reference 87072.2]**

The facility shall develop, maintain, and implement written complaint procedures by which children, nonminor dependents, or their authorized representatives are permitted to file complaints, without fear of retaliation, with the facility administrator regarding facility staff or operations.

Describe how the STRTP will handle complaints and grievances, to include, but are not limited to:

- How staff, children, and authorized representatives shall receive copies of such procedures.
- How children and their authorized representatives are informed of their rights and permitted to file complaints.
- Include location in the facility where the procedures are accessible to children, nonminor dependents, and their authorized representatives.
- The process for providing a follow-up or feedback loop to communicate the action or inaction for the complaints and the rationale in a trauma informed and culturally relevant manner.

Please check one of the following:

- Initial Submission Date: _____
- Revision Date: _____

Short-Term Residential Therapeutic Program

Applicant/Licensee Name

New Haven Youth and Family Services, Inc.

Facility Number, if known

374600210, 37600200, 374600204,
374601789,374600208, 374602811**PROGRAM STATEMENT****COMPLAINTS AND GRIEVANCES**

Upon entry into New Haven, the youth/NMD and his representative will be informed of their rights and the ways in which they are permitted to file complaints without fear of retaliation, with the facility administrator regarding facility staff or operations (R.0900 Resident/Family Grievance Policy and Procedure), explained to them by the Admissions Coordinator or designee. Written copies of their rights, including LIC 613B (or updated) along with the complaint and grievance process will be provided to the youth/NMD and his representative. The youth/NMD and authorized representative will be asked to sign copies of all paperwork and New Haven will maintain copies of the signed forms in the paper record of each youth/NMD.

Copies of youth/NMD rights and the complaint and grievance process are posted in each house in a place that is accessible to children, and their authorized representatives. To remind and/or update the youth/NMD and his authorized representative, New Haven's monthly report of progress – which is an individualized document provided by each treatment team member for each youth/NMD that presents the progress and gains each youth/NMD has made in the last month – contains information regarding youth/NMD rights and the complaint process.

New Haven has a strict no retaliation policy on which each staff member receives training. The simplified process for complaints at New Haven is:

1. Youth/NMD have a right to contact community care licensing directly with any complaint. Contact information is provided to them and posted in the house on LIC 613B.
2. Youth/NMD and their authorized representative are encouraged to raise any concerns, complaints, or grievances to the facility administrator (Program Specialist) of their house.
3. The Program Specialist shall share the issue with the Director of Residential Operations and discuss the issue with the complainant.
4. The Director of Residential Operations will develop a plan to remedy the situation and share it with the complainant (typically within one week of the complaint).
5. The Director of Residential Operations with the Program Specialist shall ensure any plan of correction is implemented as agreed upon.
6. If the complaint involves a reportable incident, the Director of Residential Operations and the Program Specialist shall ensure that a Special Incident Report is written and reported as required.
7. If the complainant disagrees with the decision of the Director of Residential Operations, s/he may contact the New Haven CEO for additional consideration of the issue.
8. The Director of Residential Operations maintains a database of all complaints, complainants, issues, and staff members involved. Once a year the Director of Residential Operations, with the Chief Quality Officer, reviews the complaints to identify similarities and trends and suggest programmatic or organizational improvements to reduce the probability of similar incidents. This annual review is maintained by the Director of Residential Operations.

Short-Term Residential Therapeutic Program

Applicant/Licensee Name

New Haven Youth and Family Services, Inc.

Facility Number, if known

374600210, 37600200, 374600204,
374601789, 374600208, 374602811**PROGRAM STATEMENT****12. PARTICIPATION AND ASSISTANCE IN INITIATIVES TO IMPROVE THE CHILD WELFARE SYSTEM**

The Quality Parenting Initiative, in partnership with caregivers, aims to redesign child welfare organizations at the local level to better recruit, support, and retain quality foster caregivers who can effectively parent vulnerable children and youth.

Provide:

- All policies and procedures and rationale for participating and/or assisting with county/state initiative such as the Quality Parent Initiative and the Quality Improvement Project to improve the child welfare system.

Please check one of the following:

- Initial Submission Date: _____
- Revision Date: _____

Short-Term Residential Therapeutic Program

Applicant/Licensee Name

New Haven Youth and Family Services, Inc.

Facility Number, if known

374600210, 37600200, 374600204,
374601789, 374600208, 374602811

PROGRAM STATEMENT

PARTICIPATION AND ASSISTANCE IN INITIATIVES TO IMPROVE THE CHILD WELFARE SYSTEM

New Haven's Vision is, "New Haven sets the standard of care providing family-focused services that restore hope and dignity to troubled youth and their families. New Haven provides its framework, service continuums and training to other agencies throughout the community to ensure best practices in care continue to improve throughout the state." Thus, active participation and assistance in improving the Child Welfare System is part of our organizational reason for being.

New Haven will actively participate in processes such as the Quality Parenting Initiative to help improve practices in the child welfare system to improve the service delivery model through new strategies and practices that are attuned to how youth and families want services delivered rather than forcing our standard practice model upon them. In addition, New Haven participates and assists to the extent legally and practically possible with initiatives to improve the child welfare system, including:

1. Administration of testing instruments, surveys, and questionnaires
2. Collection and of data
3. Participation in training and workshops
4. Researching and testing new practices and processes
5. Sharing best practices
6. Using information from child welfare to improve our policies, procedures, and practices

Short-Term Residential Therapeutic Program

Applicant/Licensee Name

New Haven Youth and Family Services, Inc.

Facility Number, if known

374600210, 37600200, 374600204,
374601789, 374600208, 374602811

PROGRAM STATEMENT

13. FAMILY VISITATION

Describe the facility's policy and rules regarding visitation to include the following, but not limited to:

- When and under what circumstances children or nonminor dependents can be visited by family members, friends, and others.
- When and under what circumstances the child or nonminor dependent is permitted to have home visits with parents and/or relatives.
- When and under what circumstances the child or nonminor dependent is permitted to have overnight visits with parents, relatives, family members, and friends.
- Provide all policies, procedures, and rationale for visitation including circumstances for family visitation to the certified parents or approved resource home, family home visits, overnight visits with parents and/or relatives while ensuring cultural relevancy.
- How the STRTP will support visits for lesbian, gay, bisexual, transgender, queer/questioning, and gender expansive children and youth with adults who are affirming of their sexual orientation, gender identity, and gender expression regardless of their biological connection.
- How the STRTP will ensure the lesbian, gay, bisexual, transgender, queer/questioning, and gender expansive children and youth will not be exposed to rejection with those they visit with. If the adults who are visiting these children and youth are not affirming, detail how the STRTP will work with and educate those on lesbian, gay, bisexual, transgender, and queer/questioning, sexual orientation, gender identity, and gender expression.
- How the STRTP will ensure the safety and security of commercially sexually exploited children or youth when visiting family and friends.
- Under what circumstances other types of visits are or are not permitted.

Please check one of the following:

- Initial Submission Date: _____
- Revision Date: _____

Short-Term Residential Therapeutic Program

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| Applicant/Licensee Name New Haven Youth and Family Services, Inc. | Facility Number, if known 374600210, 37600200, 374600204, 374601789,374600208, 374602811 |
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PROGRAM STATEMENT

Family Visitation

New Haven strongly supports the importance of maintaining strong and supportive family and kin relationships whenever possible. New Haven shall never limit visitation by family or kin as "punishment" for youth/NMD negative behaviors. New Haven staff members shall be guided by court orders, Treatment Team decisions, and the reasonable and prudent parenting standard when arranging for or supporting kin and family visitation.

New Haven supports visitation in the following manner:

1. The youth/NMD Needs and Services plan shall be developed in the Child and Family Team model with the Treatment Team to clearly identify visitation limitations, if any.
 - a. The Needs and Services plan shall identify when, how, and with whom the youth/NMD may visit on New Haven grounds. This may include providing supervised visitation as needed.
 - b. The Needs and Services plan shall identify when, how, and with whom the youth/NMD can have off-grounds visits.
 - c. The Needs and Services plan shall identify when, how, and with whom the youth/NMD can have overnight visits off-grounds.
 - d. Court orders and reasonable and prudent parenting standards shall be applied if the Needs and Services plan has not been finalized or is ambiguous regarding visitation.
 - e. Court orders or reasonable and prudent parenting standards shall supersede the Needs and Services plan.
2. Visitors will be asked to plan and arrange for visitation with the Program Specialist to ensure that the youth/NMD is not in school, in therapy, or otherwise unavailable for the visit.
3. New Haven will provide transportation in New Haven vehicles for youth/NMD to participate in approved and pre-arranged off-grounds visitation with kin, family, or potential foster families whenever possible.
4. New Haven has a "Closed Campus" policy which allows us to maintain a safe and respectful environment during visitation on our grounds.
 - a. The youth/NMD, family members, and the placement representative are notified of our closed campus policy at the time of admission.
 - b. Visitors are instructed about our closed campus policy that clearly states that New Haven is a drug-free, violence-free, weapon-free, and harassment-free campus.
 - c. Staff members will enforce the closed campus policy to protect youth/NMD and staff members.
 - d. The closed campus policy is designed to protect all youth/NMD including LGBTQ youth/NMD and commercially sexually exploited youth/NMD from harassment, danger, or breach of confidentiality.
 - e. Violations of the closed campus policy may result in immediate removal from New Haven property and termination of the visit.
5. New Haven provides space both in our facilities and on our grounds for private visitation if allowed.
6. New Haven provides family counseling and treatment to assist family and kin members to participate in appropriate visitation with youth/NMD.
7. It is the policy and procedure of New Haven Youth and Family Services to support healthy, strong, culturally relevant, and supportive visits for New Haven youth and NMDs, including advocating for LGBTQI youth participation in visits with affirming adults. When a youth or NMD enters the STRTP program, the program staff shall meet with the youth/NMD, the placing agency representative, and any family / kin present and discuss New Haven's expectations for visits as articulated below. New Haven shall review any judge's orders, seek information from the placing agency representative and apply reasonable and prudent parenting standards regarding who and when a youth/NMD may visit either on or off New Haven grounds. At the first treatment

Short-Term Residential Therapeutic Program

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team meeting, the treatment team will discuss visitation and home visits and develop an individualized plan with the youth or NMD. New Haven will share with family members and other visitors the New Haven Visitors' Guide (see below) to support transparency and understanding.

- Family members and other visitors will be assisted to understand the importance of providing affirming contact with each and every youth/NMD. Some family members or other visitors may struggle with certain qualities of youth, such as reactions to triggering events due to trauma exposure or the sexual expression or orientation of youth /NMD. New Haven's Treatment Managers will support family members and other visitors to understand that not only is it the expectation of New Haven that all youth are offered affirming interactions – but that the youth / NMD has a right to such experiences. In a positive, yet clear manner, all visitors will be helped to understand that their supportive and positive visits are necessary and welcomed, but derogatory, blaming, or abusive interactions by the visitors will be cause to terminate the visit immediately and the expectations for future visits to be reviewed by the treatment team.

New Haven Visitors' Guide Policy and Procedure

Thank you for your positive involvement with youth/NMD. New Haven serves a large number of youth/NMD from various neighborhoods, cultures, backgrounds, religions, and experiences. We are providing this brief guide to provide some information on how you might best use your visit to benefit your youth/NMD and be a positive influence on other youth/NMD in our program.

- If you have questions about the New Haven program please take the time to speak to a staff member. We are here to help and we love talking about our program and how we help youth/NMD. At the same time, due to youth/NMD rights to confidentiality there are many things we cannot talk about concerning your loved one or other youth/NMD in our program. We ask that you understand, if we cannot answer some of your questions about youth/NMD it is because we have very strict rules about confidentiality. You are asked not to take pictures of other youth/NMD at New Haven to protect their privacy.
- New Haven maintains a drug-free, violence-free, and harassment-free environment where youth/NMD, their visitors, and our staff members feel safe and cared for. We ask that while you are on New Haven property that you do not smoke tobacco, use alcohol or other drugs, or that you are not under the influence of alcohol or other drugs. We ask that you do not bring weapons, alcohol or other drugs, or anything that promotes substance use, unlawful, violent, or harassing beliefs or behaviors.
- Some youth/NMD are at New Haven to protect them from harm from others and we ask that you help us by keeping our address confidential.
- While visiting have fun and enjoy your stay. We ask that you treat all youth/NMD and adults at New Haven with the same level of respect and care that you want to receive from others.
- If you are uncomfortable about what you may hear about other youth/NMD or staff members at New Haven please speak directly with our Program Specialist. We ask that you are supportive or at least not negative toward of all youth/NMD at New Haven, whether or not you agree with who they are or what they do. Of course, if you ever feel unsafe or if you believe your own youth/NMD is unsafe, please notify staff immediately.
- Being away from family can be very difficult for our youth/NMD and sometimes they feel lost and forgotten. We ask that you remind your youth/NMD about his value and importance to you.
- You and your youth/NMD have the right to file a complaint about New Haven without any fear of negative consequences. Complaint forms are available in all New Haven facilities with instructions on how to complete the complaint form.

Thank you again for respecting our youth/NMD and staff members and taking the time to support the very important work that your youth/NMD is doing while at New Haven.

Short-Term Residential Therapeutic Program

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| Applicant/Licensee Name New Haven Youth and Family Services, Inc. | Facility Number, if known 374600210, 37600200, 374600204, 374601789, 374600208, 374602811 |
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Short-Term Residential Therapeutic Program

Applicant/Licensee Name

New Haven Youth and Family Services, Inc.

Facility Number, if known

374600210, 37600200, 374600204,
374601789,374600208, 374602811

PROGRAM STATEMENT

14. CHILDREN AND NONMINOR DEPENDENTS PERSONAL RIGHTS [Reference: 87022.1, 88487.8]

The facility shall provide a description of how they will ensure the protection of the children and nonminor dependents' personal rights.

Describe in detail the following:

- Policies and procedures for promoting and ensuring the personal rights of children and nonminor dependents.
- The plan to have the Foster Youth Bill of Rights and information about the Foster Care Ombudsperson always fully visibly posted without obstructions in areas accessible to children/MND and visitors in the facility.
- The procedures to discuss personal rights upon intake.
- Established procedures to periodically check-in with children/MND to remind them of their personal rights.
- How children, nonminor dependents, families, and authorized representatives will be advised of personal rights as well as ability to file complaints.

Please check one of the following:

- Initial Submission Date: _____
- Revision Date: _____

Short-Term Residential Therapeutic Program

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| Applicant/Licensee Name New Haven Youth and Family Services, Inc. | Facility Number, if known 374600210, 37600200, 374600204, 374601789,374600208, 374602811 |
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Children and Nonminor Dependents Personal Rights

New Haven is dedicated to protecting the rights of all youth/NMD, students, and their families. New Haven is committed to ensuring a fair resolution to the concerns and complaints of those that we serve. Per C.0200 New Haven Admissions Process Policy and Procedure, children, youth, nonminor dependents, their family members, and authorized representatives shall be informed of their rights, the process to formally file any concerns or complaints, the process and timeline for review and response to formal complaints, and the experience of submitting a formal complaint without retaliation by New Haven's workforce. In addition, C.0200 documents the following processes.

All staff members of New Haven are provided new hire training concerning the personal rights of children and nonminor dependents. The Program Specialists of New Haven serve as the facility administrator and are responsible for creating a culture at New Haven facilities that promotes and ensures the personal rights of children and nonminor dependents. Any formal complaints from children, youth, nonminor dependents, family members, or authorized representatives concerning the personal rights of our youth/NMD are forwarded to the Director of Operations for review and response. Annually, any formal complaints are reviewed in aggregate to determine if any trends can be identified and addressed through New Haven's Quality Improvement Plan. This annual review is made available to youth/NMD, families, authorized representatives, and the general public when it is published on New Haven's website.

The Foster Youth Bill of Rights, information about the Foster Care Ombudsperson, the Personal Rights for Children's Residential Facilities (LIC 613B or any updates), and New Haven's complaint process are posted in all New Haven facilities serving youth/NMD. New Haven conducts weekly facility audits for compliance with all procedures and standards; the Foster Youth Bill of Rights, including information about the Foster Care Ombudsperson, the Personal Rights for Children's Residential Facilities (LIC613B), and New Haven's complaint procedure are on the audit form and are checked for conformity concerning posting of documents in a public location in the facility that is fully visible and without obstructions.

Upon intake into the New Haven STRTP program, the Admissions Coordinator, or designee shall review (in a linguistically and culturally appropriate manner) the Personal Rights for Children's Residential Facilities (LIC613B) with the youth/NMD, authorized representative, and parent (if available). Both the youth/NMD and authorized representative (parent in the case of school-based placements) shall be invited to sign the form in acknowledgement that they have been advised of and offered a copy of the form. A copy of the signed LIC613B shall be maintained in the permanent record of each youth/NMD.

Each month, a report is generated documenting the progress each youth/NMD is making toward their treatment goals. This report is shared with members of the treatment team, including the youth/NMD. The report includes reference and access to information regarding the youth/NMD's and authorized representative's rights and the grievance process.

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374600210, 37600200, 374600204,
374601789, 374600208, 374602811**PROGRAM STATEMENT****15. HOUSE RULES FOR CHILDREN / NONMINOR DEPENDENTS****Specify other house rules, to include but are not limited to:**

- Curfew
- Dating
- Completing homework
- Cleaning bedrooms, laundry, and other areas
- Use of entertainment equipment
- Dress code
- General prohibited behaviors
- Use of cell phones, computes, tablets, etc.

Please check one of the following:

- Initial Submission Date: _____
- Revision Date: _____

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HOUSE RULES

Residential treatment, more than most other modalities requires clear boundaries and structure for clients to benefit from the program. In the same way that students have rules they must follow in school, our youth/NMD have rules that provide a safety net and behavioral limits in their house. These restrictions apply to all youth/NMD unless modified by the Treatment Team for special circumstances.

BEDTIME

All youth/NMD have a bedtime determined by their level and phase. The bedtimes are based on levels and phases.

SMOKING

There is no smoking by New Haven youth/NMD while they are in our program. Visitors and staff members may not smoke on New Haven property, in New Haven vehicles, or anywhere when supervising youth/NMD.

DATING

While in placement at New Haven, youth/NMD will not go on any unsupervised dates unless modified by the youth/NMD's Needs and Services Plan. They may be allowed to attend supervised group activities, e.g., school dances, which are approved on an individual basis by their Program Specialist.

HOMEWORK

All houses have 30 minutes each day designated as "Homework Time" in which they are to complete homework assignments. The house staff will be available to aid the student as needed.

CHORES

As a member of the household, each youth/NMD is required to participate in the care and cleanliness of the facility. Chores are a regularly scheduled activity in the morning and the evening each day. Youth/NMD are responsible for the cleanliness and orderliness of their bedrooms and for washing their clothing (See Youth Laundry Policy below). To teach life skills and a sense of community responsibility, other household chores are assigned on a rotating basis. These chores include the following:

1. Setting and clearing the table
2. Cleaning the bathroom
3. Cleaning the living room
4. Cleaning the kitchen
5. Taking out the trash
6. Yard pick up

If youth/NMD, due to behavior or other circumstances, are unable or unwilling to complete their assigned chores, the house staff will complete those that are necessary to maintain licensing compliance and meet agency requirements for a safe and attractive environment.

USE OF ENTERTAINMENT EQUIPMENT

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Each New Haven home is equipped with a television set and one DVD player for community use. Additionally, each of the homes have entertainment equipment such as video games, radios, pool table, foosball table, ping pong table etc. These community items are used during designated activity times with staff permission. The television times are designated after dinner during the weekdays and after all other daily requirements have been completed by the youth/NMD (i.e. chores, homework, and hygiene).

The monthly activity calendar is posted in each house and designates some evenings for rented videos and for video games. It is the policy of New Haven that non-rated, "R", "MC-17" or "X" rated or horror and violent movies of any rating are prohibited. Only "PG-13", "PG", and "G" rated movies are allowed. When renting movies or choosing a television show, staff are responsible for ensuring that the shows chosen adhere to New Haven standards for ratings.

Clients are allowed to have radios and small hand held video games in their rooms. No electronic devices that can connect to the Internet are allowed to be in the personal possession of youth/NMD. Youth/NMD must be on the appropriate level before using these devices. Any music or artwork that is considered sexually inappropriate, pornographic, profane, or racially/sexually derogatory will be considered contraband and will be confiscated and locked in a safe place until it can be sent home to the parent/guardian. Youth/NMD may possess their own cell phone unless use or possession is limited through court order or a fully executed treatment plan due to the individual treatment needs of the youth/NMD.

DRESS CODE

To promote a positive lifestyle and to avoid difficulties surrounding potential gang affiliation, substance abuse, etc., New Haven uses the following rules regarding the clothing of youth/NMD. (Since youth's clothing styles and fads may change quickly, these standards will be modified as needed to maintain a safe and healthy program atmosphere.)

Certain clothing items and/or styles are inappropriate and are considered contraband. New Haven's dress policy includes, but is not limited to, the following:

Youth/NMD may wear their own clothing and are never required to wear a uniform, except when participating in organized sports or if a specific uniform is required for a job or special event. This procedure is not intended to limit a youth/NMD's ability to express their individuality or pride in self, family, group, or class of people.

Youth/NMD are expected to wear clothing or accessories that:

1. Are appropriate for the planned activity:
 - a. No steel-toed shoes or boots may be worn except when such attire is required due to a planned activity.
 - b. Bathing suits may only be worn while at scheduled swimming activities, otherwise typical street attire shall be worn always, except for sleep.
 - c. Youth/NMD are expected to wear shirts and pants/shorts that are clean and in good repair
 - d. Jewelry shall not be worn that is dangerous or can be used as a weapon.
2. Are NOT offensive, derogatory, demeaning, or express intolerance toward a group or protected class of person.
 - a. Clothing shall not contain profanity, shall not be sexually suggestive in appearance, pictures, or language, shall not be racially provocative.
3. Neither promotes or suggests affiliation with gangs, violence, harassment, unlawful activities, or use of controlled substances. Examples of unacceptable clothing, include but are not limited to:
 - a. Wearing of "colors"
 - b. Wearing of affiliated sports team logos
 - c. Suggestive accessories, including belt buckles

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- d. Bandanas or head scarves
 - e. White ribbed tank-style undershirts with no other top shirt
 - f. Staff and the treatment team shall work with the youth/NMD to develop any individualized dress code conditions
4. It is strongly recommended that youth/NMD neither wear nor possess at New Haven overly expensive clothing, accessories, or jewelry due to the potential for loss or theft for which New Haven shall not be responsible.
 5. Hair, body, and nails are expected to be kept clean, well-trimmed, free of offensive odor, and free of unsanitary conditions.

LAUNDRY

To promote healthy and independent living, all youth/NMD are taught to wash and dry their own clothes. Each house has a washer and dryer available for this purpose. The youth/NMD will follow the individual facility schedule for sharing the use of these machines with other youth/NMD. Youth/NMD are also taught where and how to store soiled clothes before washing as well as how to fold and organize their clothes after cleaning. If youth/NMD, due to behavior or other circumstances, are unable or unwilling to complete their laundry, the house staff will complete their laundry.

TELEPHONE USE

New Haven does not restrict access to a telephone by youth except as required by court order or as determined by the treatment team, including restrictions to preserve the safety of the youth, such as commercially sexually exploited youth. New Haven allows youth/NMD access to a telephone to make and receive confidential calls, except where excluded by court order, in accordance with their personal rights and treatment plan. Phone usage by youth/NMD is available as follows:

1. Calls to parents, authorized representatives, attorneys or to lodge a complaint with Community Care Licensing or their Social Worker are allowed.
2. Youth/NMD may not answer the facility phone at any time.
3. Any modifications to phone usage for each youth/NMD must be approved by the treatment team/Child and Family Team.
4. All incoming or outgoing youth/NMD calls will be logged immediately following the call on the New Haven Phone Log.

Youth/NMD may own cell phones unless use or ownership is limited through court order or a fully executed treatment plan due to the individual treatment needs of the youth/NMD. The treatment team shall develop a plan for the possession and use of personal cell phones for each youth/NMD.

CONTRABAND

1. Any weapon including, but not limited to: firearms, slingshots, explosives, fireworks, forks, screwdrivers, knives or other sharp objects, bats, sticks, socks, pillowcases, or other items stuffed with weighted items, wire, string, clubs, scissors, any item that can be used as a weapon by being propelled or thrown, or any other sharp, sharpened, or manufactured item
2. Cigarettes, cigars, chewing tobacco, snuff, pipes, rolling papers, vaping equipment or supplies, other tobacco products, and items used to inhale or consume nicotine, including but not limited to e-cigarettes, or smoking paraphernalia including, but not limited to lighters, matches, or any other smoking material
3. Spray paint, modeling glue, or any other inhalant

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4. Any controlled substance including, but not limited to, alcohol or other drugs, including marijuana, beer, eatables; drug paraphernalia.
5. All alcohol-based products including, but not limited to, mouthwash, after-shave, or witch hazel
6. Any medication, including over-the-counter medication such as cough medicine, vitamins, herbs, or other supplements.
7. Aerosol cans, including any/all sample size body or deodorant sprays
8. Inappropriate posters, music items, or artwork including but not limited to sexually inappropriate, pornographic, profane, racially or sexually derogatory material
9. Items belonging to other youth/NMD, staff members, or New Haven property
10. Pagers, flashlights, and cameras
11. Any material or item that reasonable or prudent standards may interpret to be gang related
12. Markers
13. Any clothing that violates the New Haven Dress Code
14. Any chemical agent, including but not limited to bleach, gasoline, alcohol, or hydrogen peroxide
15. Anything that may connect to the Internet except as approved by the youth/NMD's treatment team
16. Parental advisory CDs
17. Caffeine or products that contain caffeine
18. Any movies that are rated other than G, PG, or PG13 or deemed thematically inappropriate by a Program Specialist
19. Any video games rated other than E or T or deemed thematically inappropriate by a supervisor
20. Any item prohibited in a youth/NMD's individual treatment plan

USE OF CELL PHONES, COMPUTERS, TAB LETS, ETC.

Unless specifically restricted by judge's orders, youth/NMDs will be allowed to use devices that access the internet. Should use of the internet become a safety, well-being, and / or treatment issue for a specific youth or NMD, the treatment team shall develop a plan to specify the use of the internet by the youth or NMD.

PROHIBITED BEHAVIORS

The following behaviors are strictly prohibited and are considered major offenses:

1. AWOL, defined as a youth/NMD being off of New Haven property without specific permission or staff accompaniment
2. Property Destruction, e.g., broken windows, holes in walls, destruction of other youth/NMD's personal belongings, staff belongings, furniture, pictures, graffiti, setting fires, etc.
3. Substance Abuse, defined as possession or use of drugs, including tobacco and alcohol within the program or on home passes
4. Physical Aggression defined as pushing, shoving, or hitting staff or youth/NMD
5. Using weapons
6. Theft, either within or outside of New Haven
7. Sexual acting out with other youth/NMD or outside of New Haven
8. Other behaviors that could reasonably cause harm to self or others

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9. Possession of contraband items including drugs/alcohol
10. Dress code violations
11. Gang related talk or gestures
12. Inappropriate sexual talk or gestures
13. Contributing to negative behaviors
14. Bullying or harassment of any type, including sexual harassment
15. Closing doors when they are required to be open
16. Borrowing, lending, trading, sharing with others
17. Being in another youth/NMD's room
18. Swearing
19. Threats to others
20. Rude manners/disrespect
21. Refusal to follow directions
22. Horseplay
23. Altercation with peers
24. Going outside without permission (out of bounds)
25. Using the house phone without permission
26. Using the entertainment devices without permission
27. Using anything in the kitchen without permission
28. Tipping back in chairs

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PROGRAM STATEMENT

16. STORAGE OF MEDICATIONS

Describe the facility's procedures for:

- Procedures for handling, storing, and assisting children and nonminor dependents with self-administration of medications.
- Training staff and nonminor dependents to dispense and destroy medication.
- Identifying staff responsible for dispensing and destroying medications.

Please check one of the following:

- Initial Submission Date: _____
- Revision Date: _____

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Storage of Medications

All medications or substances used for medicinal purposes except birth control medications shall be centrally stored and locked within a New Haven medication cart within a locked room or closet to limit access to medications by those not authorized to assist youth/NMD with self-administration of medications.

All medications or substances used for medicinal purposes for our youth/NMD shall be prescribed and monitored by a New Haven approved physician. This shall include prescription medications, over-the-counter medications, medication supplements, or any substance used by a youth/NMD for the purpose of addressing physical or mental health. The physician is responsible for ensuring that the medications are properly and appropriately prescribed and medically monitored to address the needs of each individual youth/NMD.

The New Haven Nurse is responsible for working with the physician to receive informed consent and provide adequate and appropriate patient information concerning the symptoms to be addressed, the potential for drug interactions, expected outcomes, interactions of drugs with diet, non-prescribed substance use, certain lifestyle activities, including exercise, and other potential side effects of each medication prior to first use and / or any changes to prescriptions. The New Haven Nurse is further responsible for providing information and education to New Haven staff members responsible for assisting youth/NMD with medication self-administration concerning the symptoms to be addressed, the potential for drug interactions, expected outcomes, interactions of drugs with diet, non-prescribed substance use, certain lifestyle activities, including exercise, and other potential side effects of each medication for each New Haven youth/NMD.

All medications prescribed for youth/NMD use that are centrally stored in any New Haven facility shall be entered into the appropriate Centrally Stored Medication and Destruction Record LIC 622 (or CCL approved revision) maintained for each youth/NMD in treatment at New Haven. LIC 622 shall be completed in total under the direction of the New Haven Nurse.

Medications to be destroyed shall be according to New Haven policies and procedures, witnessed by at least two individuals and supervised by the New Haven Nurse. Documentation of destruction shall be entered into LIC 622

The medication plan and behavioral response to medications shall be integrated into the youth/NMD's treatment plan by the assigned Treatment Manager and shall be reviewed with the Treatment Team no less frequently than every 90 days and the review shall be documented in the Individual Service Plan of each youth/NMD. Results of the treatment team meeting shall be shared with the prescribing physician by the New Haven nurse. The Treatment Manager shall provide behavioral feedback gathered through the Medication Administration Record, Behavioral Assessment Form data, Special Incident Reports, Clinical Reports, and other observational data to the prescribing physician concerning the medication plan of each youth/NMD prior to each medication review appointment between doctor and youth/NMD.

Training

New Haven provides training to staff members authorized to assist youth/NMD with self-administration of medications at orientation. A Direct Care Staff shall not be authorized to take the lead in assisting youth/NMD with self-administration of medication until after completing the New Haven training on the topic and having the Program Specialist observe and approve the staff member for independent implementation of the process. Annual refresher courses are provided to staff members who implement the medication procedure.

New Haven provides additional training on medication storage, use, potential side effects, missed medications, and medication precautions throughout the year.

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Non-minor dependents shall receive their medications according to the process outlined in Section 17 of this document, until such time that the treatment team creates a plan to assist Non-minor dependents to gain additional self-sufficiency skills regarding medication and other medical / dental services. At no time, shall a plan be enacted that violates patient safety policies or regulations.

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- Type(s) of discipline permitted.
- Conditions under which type of discipline will be used.
- Types of discipline **NOT PERMITTED** (corporal punishment and violation of personal rights).
- How the agency will ensure that a child or youth's sexual orientation, gender identity, and gender expression is not violated, discriminated against, or punished.
- How the agency handles peer to peer relationships and/or conflicts.
- Ensuring commercially sexually exploited children or youth are not re-victimized by the types of disciplinary actions taken.
- Provisions for informing the child's or nonminor dependent's authorized representative(s) of discipline policies.

If accepting nonminor dependents (NMDs) include:

- Discipline policies and procedures that do not apply to NMDs
- Expectations and consequences policies and procedures for NMDs.
- Procedures for offering the NMDs the opportunity to participate in the development and review of these policies and procedures base on individual need and/ or ability.
- Consequences for NMDs when they do not comply with reasonable expectations.

Please check one of the following:

- Initial Submission Date: _____
- Revision Date: _____

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New Haven's approach to behavioral change is to focus on those areas that are directly related to the youth/NMD's treatment goals. We want to move them to a less intensive level of care as soon as possible and create successes that can be built upon, later. It is not practical to try to correct every less-than-desirable aspect of the youth/NMD's behavior or personality. Behavior management takes place on a continuum with praise and positive reinforcement at one end and punishment at the other. Our goal is to emphasize the positive reinforcement end of the spectrum.

Prohibited Interventions

The following interventions may not be used on a child at any time.

1. Any restraint or containment that obstructs a child's respiratory airway or circulation, or impairs a child's breathing or respiratory capacity;
2. Placing blankets, pillows, clothing or other items over child's head or face, body wraps with sheets or blankets;
3. Any restraint or containment technique that can exacerbate a child's medical or physical condition;
4. Prone restraint if the child is at risk for positional asphyxiation as a result of a risk factor known to the provider unless written authorization has been provided by a physician, made to accommodate a child's stated preference for the prone position;
5. Any restraint or containment technique that places a child in a prone position with his or her hands behind his or her back;
6. Any restraint or containment techniques as an extended procedure;
7. Mechanical Restraints, except specified postural supports;
8. Aversive behavior modification interventions including, spanking and corporal punishment, body shaking, water spray, slapping, pinching, ammonia vapors, sensory deprivation and electric shock;
9. Intentionally producing pain to limit the child's movement, including but not limited to, arm twisting, finger bending, joint extensions and headlocks;
10. Use of psychotherapeutic or behavior modifying drugs as punishment or for the convenience of staff to control a child who is exhibiting assaultive behavior;
11. Techniques that can reasonably be expected to cause serious injuries to the child that require medical treatment provided by a healthy practitioner;
12. Verbal abuse or threats by staff
13. Isolation of a child in a room which is locked by means of: key lock; deadbolt; security chain; flush, edge or surface bolt; or similar hardware which is inoperable by the child inside the room;
14. Manual restraints for more than 15 consecutive minutes in a 24-hour period;
15. Manual restraints for more than four (4) cumulative hours in a 24-hour period.

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Corporal punishment is prohibited. Staff do not threaten or use verbal intimidation. Unreasonable disciplines are also prohibited. Clients are not subjected to staff or peer ridicule. Any form of discipline that violates a child's personal rights, as outlined by CCL regulations, is strictly prohibited. Youth/NMD will always be treated with respect. Discipline will not involve loss of access to family members or agency representatives. Discipline will also not be used to deny home visits, school attendance or work attendance. If there is a safety concern with home visits, the Program Specialist will discuss this with the placement worker and the family.

Interventions may not be used that may violate, discriminate against, or punish a youth/NMD's sexual orientation, gender identity, or gender expression. Further, New Haven does not allow interventions that may retraumatize youth/NMD, including commercially sexually exploited youth/NMD.

NMDs are expected to follow all New Haven rules while participating in the STRTP program in order to maintain a safe and therapeutic environment for all youth, NMDs, and staff members. The New Haven Treatment Team meets monthly with each NMD and youth. The Treatment Team operates in a youth-centered manner with the youth/NMD sharing his personal treatment goals and objectives. The Treatment Team assists in developing an individualized treatment plan that incorporates the NMD/ youth goals with program expectations other plans such as the Transitional Independent Living Plan, educational goals, and any existing court orders. The Treatment Team may make modification to program rules to meet the individual needs of a NMD / youth as long as they protect the rights and safety of other program youth/NMDs and staff and are consistent with applicable laws, regulations, and requirements.

The Treatment Team shall develop individualized plans that will address the specific needs for each NMD. The Treatment Team will work with the NMD to personalize the Positive Discipline Program for NMDs that may include modifications to bedtimes, outings, sports, employment activities, and similar components. The NMD shall be informed of their increased legal liabilities as an adult should they engage in aggressive, sexual, harassing, abusive, or other inappropriate behaviors.

The Treatment Team will document the NMD/ youth's individualized treatment plan in a New Haven Individualized Service Plan with goals and objectives written in the voice of the youth / NMD. The Treatment team shall convene monthly to review progress with the youth / NMD and make modifications to the plan as needed. The New Haven Treatment Manager is responsible for documenting all Treatment Team meetings and maintaining an accurate and timely Individualized Service Plan. Family members and youth/NMD receive verbal and written information on discipline policies and procedures upon intake, and opportunities to discuss discipline with placement workers and family members after intake, occur during phone contacts, family sessions and monthly treatment team meetings.

The staff that are primarily responsible for enacting structure are the Direct Care Staff. They are trained and supervised in the use of discipline by the Program Specialist. The Program Specialist reviews the use of discipline and may consult with the Treatment Coordinator when there are questions or concerns about the most appropriate or effective discipline to be used. If a higher level review is needed, questions about the appropriate use of discipline are submitted to the Director of Operations and Clinical Supervisor.

RESIDENTIAL BEHAVIOR MANAGEMENT

The New Haven behavioral management program is based upon three fundamental principles:

1. The youth/NMD is responsible for his behavior. He possesses the ability to learn to maintain his behavior within acceptable parameters.

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2. It is the responsibility of the residential treatment program and staff to provide a therapeutic trauma-informed environment that communicates clear expectations, and a consistent behavioral management system that is safe, predictable, and motivates desirable behavior and uses the minimum necessary punishment.
3. The staff members and program shall develop therapeutic relationships with youth/NMD that are fair, benign, and never discriminate against or punish the diversity of our youth/NMD, including the youth/NMD's sexual orientation, gender identity, and gender expression.

Phase/Level System

The Phase/ level system represents the major framework used in the treatment program to assist the youth/NMD to manage his own behavior. It is a timely and effective mechanism to document and respond to a youth/NMD's behavior, primarily through positive means. The goal is to reinforce appropriate behaviors in each youth/NMD.

Following are the important points describing how the Phase/ level system works.

1. On the day of admission, new youth/NMD shall have the Phase and Level System explained to them.
2. All New Haven Staff will be informed of the policies and procedures regarding the Phase and Level system during orientation and again by their supervisor.

Phases

New Haven helps youth/NMD and their families understand the progress the youth/NMD is making in the program through our Phase System. Each phase of the New Haven Program includes specific benchmark behaviors that youth/NMD shall achieve prior to progressing to the next phase. Youth/NMD move up through phases, but a phase is not "taken away" as a behavioral consequence.

Recognizing that youth/NMD's treatment may vary according to available resources, such as access to local day treatment or a lower level of residential treatment service, youth/NMD do not need to achieve any specific phase to be scheduled for a successful discharge.

The successful completion of each phase is acknowledged in a monthly public ceremony called Move-Up. The titles and objectives of the program phases are as follows:

- a. **Discovery** - Orientation to the program and development of a willingness to engage in their individual, group, and family work at New Haven.
- b. **Quest** - Developing trusting relationships with staff and peers, beginning to self-examine and become honest in interpersonal relationships.
- c. **Challenge** - The youth/NMD confronts the nature of healthy and unhealthy relationships with peers.
- d. **Navigation** - Focuses on a deeper understanding of self-destructive patterns and tools to overcome them. This is also a time in which the youth/NMD begins to model for newer peers and takes a positive peer leader role in the agency.
- e. **Summit** - During this phase, the youth/NMD has an opportunity to demonstrate that his positive behaviors have stabilized over time and he continues to serve as a role model to others.

Benchmarks for each phase:

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- i. Remains in the classroom for 15 days with no more than 3 staff-approved time outs per day
- ii. Completes homework in the classroom or residence at least 3 out of 5 days each school week for 4 weeks
- iii. Knows IEP goals
- iv. Attends 4 group therapy sessions
- v. Attends 4 individual therapy sessions
- vi. Uses relaxation techniques 4 times
- vii. Completes Journal of Discovery Phase
- viii. Can explain pass goals and rules with supervising adult, and has one successful pass
- ix. Can list the Major House Rules with support and can explain what contraband is
- x. Maintains level yellow or green for 15 days
- xi. No SIRs for 14 consecutive days
- xii. Can demonstrate a basic understanding of the Ansell Casey Life Skills program

b. Quest Phase:

- i. Remains in the classroom for 20 days with no more than 2 staff-approved time outs per day
- ii. Completes homework in the classroom or residence each school day, with no more than 3 prompts
- iii. Can explain how to make progress toward meeting his IEP goals (if applicable)
- iv. Attends and participates in 8 group therapy sessions
- v. Attends and participates in 8 individual therapy sessions
- vi. With up to 3 prompts can use relaxation exercises successfully for 15 days
- vii. Completes Journal of Quest Phase
- viii. Has 2 successful passes as measured by adult and youth/NMD report
- ix. Maintains level yellow or green for 20 days
- x. No SIRs for 21 consecutive days
- xi. Over the age of 15, completes Ansell Casey

c. Challenge:

- i. Remains in the classroom for 30 days with no more than one staff-approved time out per day
- ii. Completes homework in the residence or classroom each school day with no more than 2 prompts
- iii. Attends and participates in 12 therapy groups
- iv. Attends and participates in 12 individual sessions
- v. Can identify 3 triggers that are causing problems in school or home and demonstrate successful use of relaxation skills with 1 prompt for 15 days
- vi. Completes journal of Challenge Phase
- vii. Maintains level yellow or green for 30 days
- viii. Has 4 successful home passes as measured by family and youth/NMD report
- ix. Meets individual behavioral goals for 30 days as measured by a BAF score of 3 or 4 in the targeted area
- x. No SIRs for 45 days

d. Navigation:

- i. Remains in the classroom each school day.
- ii. Mentors a peer, academically or socially

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- iii. Completes homework in classroom or residence each school day
- iv. Attends and actively participates in 8 therapy groups
- v. Attends and actively participates in 8 individual therapy sessions
- vi. Completes journal of Navigation Phase
- vii. Is demonstrating improvement in IEP goals
- viii. Maintains level green for 30 days
- ix. No SIRs for 50 days
- x. Follows the program schedule independently in all settings as measured by earning an average 3 or 4 BAF score for 30 days

e. Summit:

- i. Continues to achieve Navigation Benchmarks
- ii. Continues to serve as a role model for other youth/NMD
- iii. Demonstrates role model and leadership behaviors

Move-Up Ceremony

The Move-Up Ceremony serves several purposes. First, it recognizes the achievement of youth/NMD as they progress through the program. Equally important, it serves as a model for the newest observers to inspire and encourage their own efforts to succeed.

The Program Specialist notifies the youth/NMD that they may be eligible to move up in one month. At the next move-up ceremony, the youth/NMD shall read a proposal they have prepared explain why they believe they are ready to advance, describing how they have personally grown. This is also the venue in which achievements in school, residence, recreation, and on home passes are acknowledged. The youth/NMD demonstrates for the next month that they are completing benchmarks for the current phase and have begun working on benchmarks for the next phase. The Program Specialist shall collaborate with the youth/NMD, residential staff, school staff, and the youth/NMD's parent(s) and/or guardian(s) to determine if the youth/NMD has achieved the benchmarks required to move to a higher phase. The Program Specialist shall determine if the youth/NMD is demonstrating through their behaviors, benchmarks, BAF scores, and critical incidents (Including SIRs) that the youth/NMD is ready for move-up to the next phase. The youth/NMD shall officially move-up at the next ceremony and begin to receive the privileges and expectations of the new phase at that time.

Levels

The youth/NMD's level is determined by the score he receives on in his Behavior Assessment Form (BAF). The BAF is administered at the end of each shift:

AM BAF- is a measure of youth/NMD's behavior from wake up to arrival at school on school days or a measure of youth/NMD's behavior from wake up to 10 AM on non-school days. The AM BAF will also be used to record if the youth/NMD had negative behaviors overnight when he should be sleeping.

Weekend BAF – a measure of youth/NMD's behavior from 10 AM to 4:30 PM on non-school days.

Afternoon or School BAF –a measure of youth/NMD's behavior while at school, on school days, or from noon to 4:30 PM on non-school days.

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PM BAF – a measure of youth/NMD's behavior from the end of school on school days or from 2:30 PM on non-school days until the youth/NMD is asleep for the night.

The BAF is scored from 1 -4 on 8 subscales each period. The subscales used are:

- Remains in Assigned Areas
- Completes Tasks/Responsibilities
- Controls Impulses
- Cooperates with Adults
- Avoids Verbal Conflicts
- Avoids Physical Conflict
- Cooperates with Peers
- Positively Engaged in Program

A value of 1 signifies that the youth/NMD refused to do or complete; a value of 2 signifies that the youth/NMD is able to do or complete with a lot of help (4+ prompts); a 3 signifies the youth/NMD is able to complete or do with help/prompting (2 or 3 prompts); and a rating of 4 signifies that the youth/NMD is able to do or complete independently (0 or 1 prompt).

The BAF scores for the previous evening along with the current day's morning and school BAF scores are averaged after school each school day or at 4:30 PM on non-school days.

If a youth/NMD's behavior scores between 75% and 90% of total possible points, he is classified as YELLOW. A youth/NMD on YELLOW is considered to be at baseline or standard behavior and is eligible for the standard privileges of his phase.

A BAF average over 90% of possible points is GREEN. A youth/NMD on GREEN is considered to be demonstrating role model behaviors and is eligible for all of the privileges of his phase.

A BAF average under 75% of possible points is RED. A youth/NMD on RED is considered to be demonstrating dangerous or unsafe behaviors and has limited privileges.

There are certain behaviors that are so grievous or dangerous that a youth/NMD who performs one of the most serious of behaviors may be placed on level RED immediately and remain on RED for a set period of time. At no time will a youth/NMD ever be more than 72 hours away from being off of RED. A youth/NMD can easily lose hope and initiative if they are on RED for extended periods of time.

| Behavior | Consequence | Documentation |
|---------------------|------------------|---------------|
| Physical Aggression | RED for 72 hours | SIR |
| Stealing | RED for 72 hours | SIR |

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| Behavior | Consequence | Documentation |
|---|------------------|-----------------------------|
| Sexual Behavior | RED for 72 hours | SIR |
| AWOL | RED for 72 hours | SIR |
| Substance Use/Abuse | RED for 72 hours | SIR |
| Property Destruction | RED for 72 hours | SIR |
| Other Behaviors that could reasonably cause harm to self or others | RED for 72 hours | SIR |
| Use of or reasonable suspicion of or admitting to smoking tobacco | RED for 72 hours | Clinical |
| Major Out of Bounds (being out of sight of staff or hiding from staff for less than 2 hours) | RED for 48 hours | Clinical |
| Out of Control Behavior (includes verbal aggression, aggressive slurs, or other aggressive language, slamming a door, or flipping a desk (but no damage is caused)) | RED for 48 hours | Clinical |
| General unsafe behavior, but not at imminent risk for serious injury to self or others. | RED for 24 hours | Clinical with possible SIRS |
| Out of Bounds (includes evading staff but remains within line of sight of staff) | RED for 24 hours | Clinical |
| Entering staff area/ office/ desk without permission | RED for 24 hours | Clinical |
| Refusal to comply with dress code | RED for 24 hours | Clinical |
| Contributing to negative behaviors | RED for 24 hours | Clinical |
| Bullying | RED for 24 hours | Clinical |
| Closing doors when they are required to be open | RED for 24 hours | Clinical |
| Borrowing, lending, trading, sharing | RED for 24 hours | Clinical |
| Being in another youth/NMD's room or the restroom without permission | RED for 24 hours | Clinical |
| Contraband | RED for 24 hours | Clinical |

Additional consequences for negative behaviors are listed on the New Haven Consequence Sheet.

In summary, a youth/NMD determines his level by his behavior. Levels can go up each afternoon; levels may go down at any point based upon the level of safe and responsible behaviors demonstrated by the youth/NMD.

Privileges are determined for each youth/NMD based upon the intersection of his phase and level. Generally, higher levels and more advanced phases result in privileges that are more self-directed than lower levels and less advanced phases. The intention is to help the youth/NMD learn that responsible, safe, and socially appropriate behaviors result in greater reward and freedom.

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The specific privileges associated with phases and levels are documented in the New Haven Privilege Chart, but some specifics regarding privileges are listed below as well.

Allowance

Allowance is determined by the lowest level the youth/NMD earns each day within his phase. For example, a youth/NMD who is on Discovery (our entry level Phase) who is on RED, earns \$0.15 per day, that same youth/NMD on Discovery who is on YELLOW Level, earns \$0.40 per day, and if he earns GREEN Level, he will get \$0.60 per day. New Haven adds \$1.00 to allowance for each youth/NMD who earns GREEN Level for all seven days of the week. Allowance is calculated daily and paid weekly.

At the end of the week, if the youth/NMD remains on RED all seven days, he will earn an allowance of \$1.05. If he remained on YELLOW all seven days he will earn \$2.80 per week. And, if he earns GREEN all 7 days, he will get 7 X \$0.60 = \$4.20 PLUS a dollar bonus for remaining on GREEN all seven days for a total of \$5.20.

A second example is a youth/NMD who is on our highest Phase, Summit and our highest level GREEN for 7 days earns an allowance of 7 X \$1.95 = \$13.65 plus the dollar bonus for a total allowance of \$14.65.

Finally, here is an example of a youth/NMD who may vary on level throughout the week. A youth/NMD who is on Challenge Phase (our middle phase) who has 3 days of GREEN Level, 3 days of YELLOW Level, and one bad day of RED behavior would be paid allowance as follows: 3 X \$1.15 (GREEN), 3 X \$0.95 (YELLOW), and 1 X \$0.15 = \$6.45.

Bedtimes

Bedtimes are determined by the youth/NMD's phase and level and whether or not it is a night before a school day. The New Haven Privilege Chart clearly details the bedtimes for each phase and level. The earliest bedtime is 9:00 PM (for a youth/NMD on RED level no matter the Phase, up to the latest bedtime of 10:45 PM for a youth/NMD on the highest Phase, highest level, on a night that does not precede a school day.

Community Privileges

Youth/NMD who are new to the New Haven program (Discovery Phase) or who are demonstrating that their behavior is not predictably safe (RED Level) are not permitted out into the community except to go to school. Once a youth/NMD achieves Quest Phase or above and remains on YELLOW or GREEN Level they can participate in community activities including going to parks, recreation centers, the store, the library, street fairs, car shows, museums, and the like. The Treatment Team can decide to change these standards based upon the individual needs of the youth/NMD.

Major Outings

New Haven will frequently take youth/NMD on major outings supported by our donors. These outings may include ski trips to Big Bear, camping up in the mountains, or trips to major amusement parks like Six Flags or Disneyland. Typically, youth/NMD have to be on Challenge Phase or above and GREEN Level to be eligible for Major Outings.

Organized Sports

Many New Haven youth/NMD participate in organized sports such as basketball or soccer. Our team plays sports with other teams from local schools or groups. To be eligible to participate, youth/NMD need to be on Quest Phase or above and not be on RED Level.

Phone Privileges

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New Haven does not limit the right to use the phone to contact placing agents, parents, attorneys, advocates, CASA workers, or Community Care Licensing to lodge a complaint for behavior management. Any use of the phone by youth/NMD shall be guided by New Haven policies and procedures.

Family Visits

New Haven does not limit family visits as a behavioral consequence. With appropriate court orders or parental rights permission, (foster) family or kin can visit the youth/NMD at any time. While we do ask that families and kin try not to disrupt the school or work day for youth/NMD, New Haven is very flexible and accommodating in meeting family desires. If a youth/NMD is unsafe, as demonstrated by being on RED level, New Haven reserves the right not to transport the youth/NMD to family visits due to the potential for danger or injury.

Other Behavioral Interventions

The Phase/ level system is not a behavioral catch-all. There will still be a need for basic behavior management tools and additional supportive interventions.

The lowest level of intervention is to ignore the behavior. It is very easy to get caught up in reacting to every, less than desirable thing the youth/NMD does. However, we must remember that adolescent boys frequently play, fool around, and joke with peers and adults. Reacting to most of this is unnecessary and may, in fact, reinforce the behavior.

The next most commonly used type of intervention is the verbal prompt. The majority of the time, a verbal prompt is sufficient to prevent the youth/NMD from needing additional intervention. Direct Care Staff are taught various means of getting the youth/NMD to respond to single or multiple verbal prompts by clear directives, avoiding criticism, combining the directive with praise, offering timeframe choices which will still accomplish the goal, etc.

The use of redirection can also be an effective means of decreasing and, in some cases, extinguishing undesirable behaviors. Getting attention through negative means predominates with many youth/NMD. Redirection may involve changing the subject or removing the source of the stimulus such as the staff member, the peer, the TV station, etc. Initially, the client may persist, however over time, the absence of reinforcement will decrease the frequency of the undesirable behavior(s).

The behavioral contract may be used to address specific problematic behaviors. The Program Specialist collaborates with the youth/NMD and designs a contract that specifies behavior(s) desired or not desired, the condition(s), the reinforcement(s) and timeframes. Upon agreement, the behavioral contract is implemented as a supplement to the Phase / Level system.

Crisis counseling is used when other means are ineffective. If possible, the child will be removed from the situation and counseled using crisis intervention techniques and principles.

Time-Outs

Time-outs are a specific type of intervention which may be used. They function to teach the child self-management skills. The time-out allows the child a period of time to de-escalate and reorganize his thinking toward more appropriate behavior in a reduced stimulus environment. Staff do not talk to a child during a time-out except to redirect the child if they violate the rules of the time-out. Time-outs are not used as punishment. Rather, time-outs, when used appropriately, are a relaxation and self-management tool for the youth/NMD. An important component of the appropriate use of time-out is the level of processing that occurs between the youth/NMD and staff after the completion of the time-out. Time-outs do not

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involve touching a youth/NMD in any way. Time-outs last from two to five quiet minutes, depending on the misbehavior. The procedures for a time-out are described below.

1. The youth/NMD is informed of the behavior that has resulted in a time-out and is told to take a time-out in a designated time-out area.
2. If the youth/NMD will not go to the time-out, but remains in control (is not assaultive, is not in danger of harming himself, is not trying to do major property damage, and is not seriously disrupting the emotional well-being of other children), the program stops and all peers must wait until the youth/NMD completes the time-out.
3. If the youth/NMD will not calm down, and becomes out of control (assaultive, a danger to himself or others, attempts property damage, or is seriously disruptive to emotional well-being of others), procedures for managing a client who is out of control shall be followed.
5. Time-out takes place within the client's room or other safe location where the staff can continue to supervise the child. A time-out in the room is used when the client displays unacceptable behavior(s) that are of a relatively minor level. The staff will suggest to the youth/NMD to go to a designated area, such as the bed of the youth/NMD's bedroom and to sit quietly for a period of 2 - 5 quiet minutes. The youth/NMD is expected to remain in the designated place and to remain calm and quiet for the entire length of the time-out. Once the time-out is completed, the staff will discuss the time-out and antecedents with the child.
6. In the case where the treatment team decides that a self-time-out should be included as part of the client's treatment plan, the youth/NMD may take a self-time-out outside in a specified location. This time-out procedure involves the youth/NMD and/or program staff requesting or directing a 5-minute time-out in a designated area. This time-out is carried out under the supervision of staff who monitor the child from an observational point within proximity of the child. After the time-out is completed the client returns to full participation in program activities. Once the time-out is successfully completed, the child will discuss the matter with a staff member.
7. Following is a list of behaviors for which a time-out may be appropriate, depending on the specific youth/NMD's treatment goals and progress. It is not an exhaustive list and other behaviors may also be responded to with recommendation for a time-out.
 - A. Not following staff directions after two verbal prompts.
 - B. Verbal instigation of peers.
 - C. Using inappropriate hand gestures toward peers, staff or community.
 - D. Repeated use of vulgar language, particularly language directed at the family members of other clients.
 - E. Threats toward staff, peers, or others.
 - F. Exposing private body parts to others.
 - G. Physical acting out such as pushing, tripping, slapping, kicking or punching - provided it is a single instance.

Consequences

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Consequences for inappropriate behavior are divided into four types. Even though the youth/NMD is likely to view all the consequences as punishment, the goal is to make the consequence as realistic as possible so that the youth/NMD may learn the connection between their behavior and the results of their behavior.

1. Remediation - This may involve the youth/NMD repairing or replacing something that he damaged, working off the cost of the repair or replacement through extra chores, writing a letter of apology, etc.
2. Natural consequences - These occur when there is a direct cause and effect relationship to a youth/NMD's behavior. For example, if a youth/NMD were to destroy a particular game that he liked to play and the game was not replaced, he would lose the privilege of playing that game. Further, he would have to face the reactions of his peers who also enjoyed playing that game that was now no longer available to them.
3. Logical consequences - These occur when a youth/NMD's behavior is responded to with consequences given by staff. These include the level changes described above based upon the youth/NMD's BAF scores.
4. Punishment - When major safety offenses are committed or when a youth/NMD does not respond to other interventions, punishment may be used as a last resort. The punishments listed above for major offenses that may result in RED Level for 24, 48, or 72 hours are reserved for the behaviors that create an unsafe environment for the youth/NMD, other youth/NMDs, the community, or staff members.
5. Contacting legal authorities is the strongest consequence available to staff. It is used only when the youth/NMD has broken the law. In these cases, the youth/NMD's probation officer, if they have one, or the police, are called to the youth/NMD's location and allowed to handle the matter. Since this means that the youth/NMD may not be returning to the program, there will, if possible, be prior discussion with the youth/NMD, the youth/NMD's Program Specialist, Social Worker, parents, etc., so that everyone is aware of the seriousness of the action and alternatives, if any, may be considered.

Emergency Interventions

Beyond the types of behavior management discussed thus far, there are additional emergency interventions which may be utilized as the youth/NMD's behavior moves into the area of becoming a danger to himself or others. Please refer to Section 22 for details of the Emergency Intervention Plan.

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PROGRAM STATEMENT

18. MEDICAL / DENTAL SERVICES

Describe the following:

- Procedures used to provide routine medical and dental care.
- Procedures used to identify and handle medical, dental, and psychiatric emergencies.
- Procedures for ensuring that nonminor dependents receive necessary medical care.
- Procedures for assisting nonminor dependents in the development of skills necessary to obtain self-sufficiency in this area.
- Procedures on how transgender children and nonminor dependent's medical needs will be met (i.e., agency staff and medical provider knowledge of the child's medical condition) and include the STRTP's policy on hormone and hormone blocker treatment. Address how those types of medical decisions will be made by a transgender experienced and competent physician only (these are not decisions made by staff or the program treatment team).
- Procedures used to ensure commercially sexually exploited children or youth are adequately examined and provided specific medical / mental health services to ensure they are not further re-victimized while being examined.

Please check one of the following:

- Initial Submission Date: _____
- Revision Date: _____

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Medical / Dental Services

New Haven staffs a Medical Services Unit (MSU); typically, the MSU includes a nurse (LVN, RN, or BSN) and any needed support staff. The nurse oversees the medical needs of each youth/NMD and ensures that doctor's orders are understood and followed by all care-providing New Haven staff members. The nurse works closely with the New Haven Psychiatrist, primary care physicians, dentists, and other medical specialists and professionals to ensure that the medical aspects of the youth/NMD's treatment plan are implemented, followed-up, and documented. Support staff may assist with transporting youth/NMD to medical and dental appointments and transporting physician orders back to the nurse.

New Haven staff members are trained to respond quickly and effectively to emergencies, including medical, dental, and psychiatric emergencies.

Medical Emergencies. All direct care New Haven Staff Members are trained and certified in CPR and First Aid. Additionally, New Haven employs a nurse to provide guidance, and when possible, direct care for medical emergencies. New Haven's policies and procedures require that staff members shall provide constant active supervision for all residents at all times. Staff are instructed to watch for any signs of medical distress, including, but not limited to signs of:

- Injury
- Illness
- Physical Distress, such as labored breathing, profuse or no sweating, constipation, seizures, diarrhea, coma, bleeding, vomiting, etc. (When a youth enters the program with a known physical condition, such as seizure disorder, or diabetes, the New Haven Nurse instructs the staff on signs and symptoms of the disorder and the appropriate responses.
- Potential side effects from medications or other drugs (all staff members are trained on potential side effects of the medications youth are prescribed)

When a staff member identifies a medical emergency, through observation of a youth or Non-Minor Dependent s/he shall immediately call for assistance and provide emergency first aid and/or CPR if possible. If the situation is life threatening the staff members shall immediately contact emergency services, by dialing 9-1-1 and maintain support, care and supervision until first responders relieve the staff member. If the situation is non-life threatening, the staff member shall continue to provide first aid until being able to contact the New Haven Nurse for consultation and planning for care. If the nurse determines the youth requires immediate, but non-emergency care, the nurse will work with the staff member to contact the Program Specialist to arrange for additional staffing to allow the youth to be transported to medical services by New Haven staff members. Depending upon contractual agreements with each County, the Social Worker or on-call desk may be contacted as soon as possible to report medical emergencies. Special Incident Reports are completed and filed whenever a youth or NMD requires medical care.

Dental Emergencies. The direct care staff shall provide first when needed for dental emergencies, as soon as possible, the staff member shall contact the New Haven nurse and consult for planning of care. If the nurse determines the youth requires immediate, but non-emergency care, the nurse will work with the staff member to contact the Program Specialist to arrange for additional staffing to allow the youth to be transported to dental services by New Haven staff members. Depending upon contractual agreements with each County, the Social Worker or on-call desk may be contacted as soon as possible to report dental emergencies. Special Incident Reports are completed and filed whenever a youth or NMD requires dental care due to injury.

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Psychiatric Emergencies. When direct care staff member identifies a psychiatric emergency, the staff member shall implement interventions according to Pro-ACT instruction. As soon as possible, the direct care staff shall contact the nurse to consult for planning of care. Typically, the Program Specialist shall also be contacted to arrange for additional staff if needed. If the youth requests a PRN medication to help manage symptoms, the nurse shall ensure that doctor's orders are in place for the specific PRN. Once the PRN is taken, if the youth returns to baseline, the incident is recorded in case notes and the medication administration record. If the PRN is not effective in helping the youth manage symptoms so that the youth / NMD is safe, the Nurse will make arrangements for an emergency psychiatric assessment. Depending on time and date, this may include contacting the New Haven Treatment Manager for emergency intervention, or the local Psychiatric Emergency Response Team, contacting law enforcement if it is necessary to protect the safety and wellbeing of the youth / NMD, other youth, and the staff, or may involve transporting the youth to an emergency room for assessment. Depending upon contractual agreements with each County, the Social Worker or on-call desk may be contacted as soon as possible to report psychiatric emergencies. Special Incident Reports are completed and filed whenever a youth or NMD requires emergency psychiatric care.

Necessary Medical Care: Assessing and maintaining the physical health and wellbeing of our youth/NMD is extremely important. Both routine and emergency procedures are regularly reviewed to ensure that youth/NMD receive the best care available in our setting as well as in the community. New Haven's electronic care management system (CMS) allows for entry, storage, and communication of medical orders, including orders for medications based on the New Haven care provider's need to know and security permissions.

When a youth/NMD is considered for entry into the New Haven residential program, the MSU nurse shall review the relevant medical history and become familiar with the case as well as any special medical needs the youth/NMD may have prior to admission. When a youth/NMD enters the program, the MSU nurse shall meet with the youth/NMD and complete an initial nursing assessment within one business day. The nursing assessment shall assist in determining the medical services, including any special diets, required for the youth/NMD. The MSU nurse is responsible for ensuring the completion of an entry physical, the initial dental exam, and scheduling the first meeting with the New Haven psychiatrist. Each youth/NMD must have a current annual physical examination. If a physical cannot be documented within the last year, it will be scheduled and completed within 30 days of placement and annually thereafter. A dental exam will be arranged within six months of placement and semi-annually thereafter.

All medications delivered with the youth/NMD must be prescribed by a physician. The nurse ensures that the youth/NMD understands the purpose and potential side effects of each medication. The nurse shall inventory all entry medications and prepare a LIC 622 Centrally Stored Medication and Destruction Record.

The nurse shall ensure that an active JV 221 is received for each psychotropic medication prescribed for youth/NMD who require court authorization. For youth/NMD that do not require court authorization for psychotropic medications, the nurse shall ensure that informed consent is received from the parent or legal guardian and is documented in writing.

The nurse shall ensure that both the youth/NMD and any staff members involved in assisting the youth/NMD with self-administration of medications understands the intended purpose of the medication, the potential side effects, and risks for misuse of the medication.

The nurse shall document all medications in the New Haven electronic medical record, CMS, including the name of the prescribing physician, intended purpose of the medication, and the route, time, and dosage. A Medication Administration Record (MAR) is created for each youth/NMD. Medications are delivered to the assigned house and centrally stored along with the MAR and LIC 622.

Immunization Records

LIC 9106A [OPTIONAL USE – PUBLIC] (10/27/16) Recreated by New Haven YFS, Inc.

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If the MSU nurse cannot verify that a client has received vaccinations against the following diseases, she/he will schedule an appointment for the client to receive the first doses of the appropriate vaccines within the first ten days of the placement. The client should receive follow-up doses as recommended by the physician who administered the first doses.

1. Influenza
2. Poliomyelitis
3. Diphtheria
4. Pertussis, i.e., whooping cough
5. Tetanus
6. Measles
7. Rubella, i.e., German measles
8. Mumps

The MSU nurse will maintain a medical record of all physician, dental, nursing, and psychiatrist visits. This record will be kept in the New Haven electronic medical record, CMS, and the nurse will maintain paper copies of any written documentation supplied during medical visits. The New Haven MSU will coordinate with the appropriate public health nurse, when appropriate to ensure that the youth/NMD's medical records are kept current.

The MSU nurse will coordinate the ordering of all medications prescribed for youth/NMD. Medications will be delivered to the MSU nurse who will inventory and check for accuracy. The dispensing pharmacy will prepare a centrally stored medication form or the nurse shall prepare a LIC 622 Centrally Stored Medication and Destruction Record. The Nurse will then forward the medications, MAR, and LIC 622 to the respective house for use by direct care staff in assisting youth/NMD with self-administration.

Assistance with Self-Administration of Medications

A Direct Care Staff shall not be authorized to take the lead in assisting youth/NMD with self-administration of medication until after completing the New Haven training on the topic and having the Program Specialist observe and approve the staff member for independent implementation of the process. Annual refresher courses are provided to staff members who implement the medication procedure.

The need for psychotropic medication shall be documented in the youth/NMD's Needs and Services Plan and reviewed at each monthly Treatment Team Meeting.

Direct Care Staff Members shall prepare medications for the youth/NMD for self-administration and supervise the youth/NMD as they receive their medications. Staff members may never inject youth/NMD with any medication, unless specifically ordered for life saving such as anaphylactic shock or diabetic emergencies. All psychotropic, as needed medications, aka PRN medications shall require a physician's approval and the youth/NMD's consent prior to assistance with self-administration. The results of taking a psychotropic PRN shall be documented in the Medication Administration Record.

No youth/NMD shall be forced to take any medications nor will punitive measures be used for refusals of medications. The New Haven psychiatrist shall be notified of any and all medication refusals by youth/NMD. Other notices of refusal of medication shall be conducted according to contractual or Treatment Team decision.

Medications shall never be hidden or disguised without the youth/NMD's knowledge.

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| Applicant/Licensee Name New Haven Youth and Family Services, Inc. | Facility Number, if known 374600210, 37600200, 374600204, 374601789, 374600208, 374602811 |
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All medication assistance, including over the counter medications, will be recorded in the youth/NMD's Medication Administration Record (MAR). The MAR will be audited daily by another staff member for completeness and accuracy and again by the New Haven Nurse once a month for completeness and accuracy.

Non-minor dependents shall receive their medications according the process outlined above, until such time that the treatment team creates a plan to assist Non-minor dependents to gain additional self-sufficiency skills regarding medication and other medical / dental services. At no time shall a plan be enacted that violates patient safety policies or regulations.

Procedures for Transgender Youth/NMD.

When a transgender youth/NMD enters the New Haven program, the youth/NMD shall be informed during the initial nursing assessment that they will be treated by a transgender-experienced and competent physician concerning the use of hormones or hormone blockers. The MSU nurse shall ensure that medical appointments concerning hormone and hormone blocker treatment shall be conducted only by a physician who is experienced and competent in working with transgender individuals concerning these topics.

For school based placements, youth/NMD and parents along with the physician are the decision-makers on this course of treatment and the New Haven staff members shall not interfere with treatment planning.

For dependency youth/NMD, the youth/NMD and physician are the decision-makers and the New Haven staff members shall not interfere with treatment planning.

For delinquency youth/NMD, New Haven staff shall first check with the placing agency to gain any court orders concerning this matter.

Procedures for Potential Commercially Sexually Exploited Youth/NMD

The New Haven MSU shall review all youth/NMD's history to determine if there is a known history of sexual exploitation. All New Haven Staff Members shall receive training on how to best serve commercially sexually exploited youth/NMD and shall use that training in serving the youth/NMD. New Haven collaborates with Vista Community Clinic, which provides specific medical services for commercially sexually exploited youth/NMD. New Haven will collaborate with Vista Community Clinic in meeting the specific needs of commercially sexually exploited youth/NMD to ensure that treatment is conducted by a physician who is experienced and competent in working with this population.

Short-Term Residential Therapeutic Program

Applicant/Licensee Name

New Haven Youth and Family Services, Inc.

Facility Number, if known

374600210, 37600200, 374600204,
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PROGRAM STATEMENT

19. DOCUMENTATION OF ACCREDITATION

A facility shall:

- Have up to 24 months from date of licensure to obtain accreditation.
- Submit documentation of accreditation or application for accreditation with its application for licensure.
- Provide a copy of their final accreditation summary report to the licensing agency within 30 days of its release date.
- Provide a copy of their corrected action in response to the final accreditation report within 30 days of its completion date to the licensing agency.
- Attached documentation as required.**

Please check one of the following:

- Initial Submission Date: _____
- Revision Date: _____

Short-Term Residential Therapeutic Program

| | |
|--|--|
| Applicant/Licensee Name New Haven Youth and Family Services, Inc. | Facility Number, if known 374600210, 37600200, 374600204, 374601789,374600208, 374602811 |
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PROGRAM STATEMENT DOCUMENTATION OF ACCREDITATION

See Attached.

Proof of Accreditation by CARF



October 11, 2016

Brad Wiscons
New Haven Youth and Family Services
1126 North Melrose Drive
Vista, CA 92083

Dear Mr. Wiscons:

It is my pleasure to inform you that New Haven Youth and Family Services has been issued CARF accreditation based on its recent survey. The Three-Year Accreditation applies to the following program(s):

Behavioral Consultation (Children and Adolescents)
Residential Treatment (Children and Adolescents)
Governance Standards Applied

This accreditation will extend through September 30, 2019. This achievement is an indication of your organization's dedication and commitment to improving the quality of the lives of the persons served. Services, personnel, and documentation clearly indicate an established pattern of conformance to standards.

The survey report is intended to support a continuation of the quality improvement of your organization's program(s). It contains comments on your organization's strengths as well as any consultation and recommendations. A quality improvement plan (QIP) demonstrating your organization's efforts to implement the survey recommendation(s) must be submitted within the next 90 days to retain accreditation. The QIP form is posted on Customer Connect (customerconnect.carf.org), CARF's secure, dedicated website for accredited organizations and organizations seeking accreditation. Please log on to Customer Connect and follow the guidelines contained in the QIP form.

Your organization should take pride in achieving this high level of accreditation. CARF will recognize this accomplishment in its listing of organizations with accreditation and encourages your organization to make its accreditation known throughout the community. Communication of the accreditation to your referral and funding sources, the media, and local and federal government officials can promote and distinguish your organization. Enclosed are some materials that will help you publicize this achievement.

Your organization's complimentary accreditation certificate will be sent separately. You may use the enclosed form to order additional certificates.

If you have any questions regarding your organization's accreditation or the QIP, you are encouraged to seek support from Shar Whitmire by email at swhitmire@carf.org or telephone at (888) 281-6531, extension 7154.

CARF International Headquarters
6951 E. Southpoint Road
Tucson, AZ 85756-8407, USA

www.carf.org

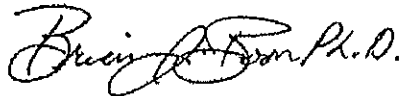
Mr. Wiscons

2

October 11, 2016

CARF encourages your organization to continue fully and productively using the CARF standards as part of its ongoing commitment to accreditation. CARF commends your organization's commitment and consistent efforts to improve the quality of its program(s) and looks forward to working with your organization in its ongoing pursuit of excellence.

Sincerely,



Brian J. Boon, Ph.D.
President/CEO

Enclosures

QUALITY IMPROVEMENT PLAN

CYS

Company ID Number: 250257

Survey Number: 69211

New Haven Youth and Family Services
 1126 North Melrose Drive
 Vista, CA 92083
 US

Accreditation Decision: Three-Year Accreditation

Accreditation Expiration Date: 9/30/2019

Survey Date(s): 9/14/2016 through 9/16/2016

Return to CARF by 1/11/2017

Completed by (Name): Brad Wiscons

Date Completed: 12/15/16

Job Title: Chief Quality Officer

| Standard Number for Recommendation | Action to be Taken | Completion Date (Actual or Estimated) |
|---|---|---------------------------------------|
| Section 1. ASPIRE TO EXCELLENCE® | | |
| A.6.b.(1) through A.6.b.(2)(b) | New Haven's Ethics Policy A0700 has been improved to include a no-reprisal approach for personnel reporting and adding timeframes that are adequate for prompt consideration. | December 19, 2016 |
| G.1.a.(1) through G.1.b.(2) | The Chief Quality Officer of New Haven has begun and shall complete a new Risk Management Plan that is more inclusive of loss exposures, including: identification, analysis, monitoring, reporting of actions to minimize risks, and inclusion of the risk reduction in our performance improvement activities. We will be finalizing the plan in February 2017 because we are taking the time to review aspects of our plan with key governmental customers to align aspects of our risk plan with theirs. The domains of risk shall also be parallel to CARF standard 1.M.3. | February 13, 2017 |
| H.4.a.(2) through H.4.b.(8) | The Chief Quality Officer of New Haven has purchased and implemented a new web-based training system (SkyPrep) to provide a more robust management of training for all staff members. SkyPrep allows us to set expiration dates for training with automatic email reminders. All trainings entered into SkyPrep has a mandatory posttest to help ensure learning. Specifically regarding health and safety competency | October 31, 2016 |
| H.7.a.(1) though H.7.d. | We have developed an electronic tracking system for documenting all testing of emergency procedures at all sites during all shifts for each emergency category that we are testing. The Director of Operations is maintaining an electronic record of the results and analysis of the testing. We are currently rewriting our incident reporting form to specify the use of "other" on our incident report form along with a matrix for staff members as to what and how to report. | January 16, 2017 |

| Standard Number for Recommendation | Action to be Taken | Completion Date (Actual or Estimated) |
|------------------------------------|--|---------------------------------------|
| H.10.a. through H.10.b.(8) | We have expanded our annual review of Special Incident Reports to an annual review of all critical incidents. This analysis shall be led by the Chief Quality Officer with the members of the Leadership Team and documented electronically including causes, trends, actions for improvement, results of performance improvement plans, necessary education and training of personnel, prevention of recurrence, internal and external reporting requirements. | January 1, 2017 |
| H.12.e. | The Chief Quality Officer and Maintenance Supervisor have conducted an analysis of what additional equipment should be in company vehicles, particularly those transporting clients. We spent additional time researching how to safely store the equipment to minimize the opportunity for clients to self-harm with the equipment. Equipment is being purchased, inventoried, and added to the vehicle inspection logs for the vehicles. | January 16, 2017 |
| H.14.b.(2) and H.14.b.(3). | We have added semiannual inspections for all facilities, not just client cottages, including documentation of recommendations for areas needing improvement and actions taken to respond. The areas needing improvement shall be categorized by risk of harm and prioritized. The reports shall be documented electronically and provided to the Health and Safety Committee for review and support. | January 1, 2017 |
| I.6.b.(4)(a) and I.6.b.(4)(b) | The Director of Human Resources has reorganized the completed performance evaluations and shall make them available to supervisors for use throughout the year for guiding performance reviews of their supervisees. The Director of Human Resources is working with the Leadership Team to analyze the performance review forms and make improvements as needed. | February 6, 2017 |
| K.4. through K.4.b.(3) | The Director of Operations was begun collecting, reviewing, responding to, documenting, and organizing all formal complaints regarding the residential program. The Clinical Director has begun collecting, reviewing, responding to, documenting, and organizing all formal complaints regarding the behavioral consultation services program. Data from both the residential and behavioral consultation programs will be combined by the Chief Quality Officer and presented to the leadership of New Haven to review complaints for trends, areas needing performance improvement, and actions to be taken. The results of this review shall be documented and shared with the workforce and key informants of New Haven annually. | June 30, 2017 |

| Standard Number for Recommendation | Action to be Taken | Completion Date (Actual or Estimated) |
|------------------------------------|--|---------------------------------------|
| L.2.a.(1) through L.2.c. | The site survey team was very helpful in helping us understand the intention of these standards. We are drafting a formal accessibility plan. Due to the major reform of care modifications occurring in California in our industry, the plan, at least for the first two years shall be reviewed semi-annually for relevance, progress made in removal of identified barriers, and areas needing improvements. | February 13, 2017 |
| M.1.a. through M.1.d. | The Chief Quality Officer is responsible for completing a performance measurement and management system. We discovered that we had many elements of the performance measurement and management system, but we are currently integrating the elements of the system and the systems to gather, report, analyze, action plan for improvements, and reassess. We use the Plan-Do-Check-Act Model for Performance Measurement and Management. The Leadership Team is carefully planning for the disruptive change that the new system of care that the State of California is implementing which will dramatically impact the residential treatment program of New Haven. New indicators that the State of California is considering was released in December and the team is working to integrate those indicators into our performance plan. | February 13, 2017 |
| M.3.d.(1)(a) through M.3.d.(2)(c) | The data collected is being integrated into the written function and service delivery objectives, performance indicators, and performance targets identified in the performance plan. | February 13, 2017 |
| M.6.a. through M.6.b.(4)(b) | Again, while elements of this recommendation have been part of the work of New Haven, the performance plan shall integrate all elements of this recommendation, including: use of data from both the residential and outpatient programs, specialized service delivery performance indicators, efficacy of services, service access, and satisfaction from clients, client families, and placing agencies. | February 13, 2017 |
| M.7.a. through M.7.d. | The performance plan shall clearly delineate which staff member(s) is/are responsible for data collection, data sources to be used, and performance targets set by the Leadership team based on industry benchmarks when available, or regulating/licensing/ contracting agencies, or based on New Haven historical data. | February 13, 2017 |

| Standard Number for Recommendation | Action to be Taken | Completion Date (Actual or Estimated) |
|---|---|---------------------------------------|
| N.1.a. through N.1.c.(3) | New Haven has begun collecting and organizing data concerning our annual performance analysis. Specifically, we are looking at business functions, service delivery (effectiveness, efficiency, service access, and satisfaction and feedback) along with extenuating or influencing factors for our Residential Treatment and Behavioral Consultation Services, we fully expect the reform of care occurring at the state level to impact our Residential Treatment program so we are closely monitoring performance standards. The annual performance shall identify areas needing performance improvement, with an improvement action plan as needed, review and potential revision of performance goals. An annual written performance analysis shall be published to key informants. | February 13, 2017 |
| N2.a.(1) through N.2.d. | The annual written performance analysis shall be used to review the alignment with mission and core values, improve program quality and services, and influence decision-making, review, and updating of our strategic plan. The influence of the performance analysis shall be documented in writing and provided to key informants. | February 13, 2017 |
| N3.a.(1) through N.3.c. | New Haven shall provide performance measurement and improvement plans to key informants (persons served, personnel, funding and licensing agencies, as well as others by publishing an electronic annual report. | June 30, 2017 |
| Section 2. Child and Youth Services General | | |
| A.25.a.(1)(b) through A.25.b.(2) | New Haven has revised its policies and procedures regarding "Closed Campus" to address issues of illegal and legal drugs, prescription medications, and weapons, and the use of tobacco products at all New Haven facilities and vehicles. To inform our outside customers we have added information to our visitor sign in sheets notifying them of our expectations. We trained our internal customers on December 7, 2016 regarding the clarification of our policies and procedures. | December 7, 2016 |
| B.8.e.(2)(c), B.8.e.(3)(b), B.8.e.(3)(c) | New Haven has instituted a process to document the orientation of all clients and their families at entry into the program. The orientation shall provide clients and their families with information about the program and its expectations, including, but not limited to treatment planning, participation, and assessment of progress. The orientation shall be documented in a case note for each client. | November 14, 2016 |

| Standard Number for Recommendation | Action to be Taken | Completion Date (Actual or Estimated) |
|--|--|---------------------------------------|
| B.12.a.(6) B.12.a.(9)(a) through B.12.a.(12) B.12.a.(15)(a)(i) B.12.a.(15)(a)(ii) B.12.a.(20) B.12.b.(2) through B.12.b.(8) | Based upon recommendations from the site visit, we have improved our assessment process to include gathering and utilizing additional information in the primary assessment. The assessment shall be completed within 7 days of program entry for residential clients and within 30 days for behavioral consultation clients. This information shall be used to develop an interpretive summary that will be instrumental in developing the individualized treatment plan. The assessment is entered into the permanent record for each client. This assessment is now tested for quality in quality records reviews. | November 14, 2016 |
| B.13.b.(1) through B.13.c. | Based upon recommendations from the site visit, we have improved our initial treatment planning process to include an interpretive summary of the primary assessment data. The interpretive summary is shared with the primary client and family (as appropriate) in an understandable manner. The interpretive summary is entered into the permanent record for each client and tested for quality in quality record reviews. | November 14, 2016 |
| C.1.b.(2) C.1.c.(4) | The individualized treatment plans are developed in concert with the client, their family, and the information in the interpretive summary. The individualized treatment plan is entered into the permanent record for each client and tested for quality in quality record reviews. | November 14, 2016 |
| C.2.a.(1) C.2.a.(2)(a) C.2.a.(5)(d) C.2.b.(1)(a) C.2.b.(5) | The clinicians responsible for developing the individualized treatment plans have been trained to use the language of the client and the client's family in developing the goals of the plan. The client and his/her family are engaged in the development of the plan, its goals, and measurements of progress. The plans now better reflect the wants and desires of the client and family while still addressing the core conditions that the funding agency has used in determining service need. The clinicians developing the plans have received additional training in creating SMART goals that are measureable yet reflect and are responsive to the wants and needs of the client and his/her family. | November 14, 2016 |
| G.3.e. | We have developed a procedure to add stickers to the paper files of the clients referring reviewers to the electronic elements of the clinical and medical records. We are working with the programmer to add a notice in the electronic record to refer reviewers of the record to the paper files, including medical, educational, clinical, and residential records. | January 31, 2016 |

| Standard Number for Recommendation | Action to be Taken | Completion Date (Actual or Estimated) |
|--|---|---------------------------------------|
| H.4.a.(1) through H.4.b. H.4.d.(1)(a) through H.4.e. | New Haven has developed audit tools for both the behavioral consultation program and the residential treatment program to be used in quality service and record reviews conducted with the clinicians, nurse, record managers, and Clinical Director. The Clinical Director develops a schedule to review all open and recently closed cases each 3 months. The Clinical Director chairs the meeting and ensures the quality review form is completed accurately and any areas for improvements are noted with a plan to correct. Follow up to plans of correction are tracked by the Clinical Director. The documentation of quality of services and records are entered into the permanent record of each client. | November 14, 2016 |
| Section 3 Child and Youth Services Core Program Standards | | |
| | C. Behavioral Consultation | |
| | NONE | |
| | X. Residential Treatment | |
| | NONE | |

(Please make additional copies of this form as needed)

Short-Term Residential Therapeutic Program

Applicant/Licensee Name

New Haven Youth and Family Services, Inc.

Facility Number, if known

374600210, 37600200, 374600204,
374601789, 374600208, 374602811

PROGRAM STATEMENT

20. MENTAL HEALTH PROGRAM APPROVAL

A facility shall:

- Provide documentation of current mental health program approval as required by ILS §87089.1.
- Provide a description of each mental health treatment service the facility will directly provide to children/NMD, as necessary, which may include:
 - Medication Support Services
 - Intensive Day Treatment Services
 - Day Rehabilitation Services
 - Crisis Intervention Services
 - Target Case Management Services
 - Other Mental Health Services
- If the facility has not obtained a mental health program approval, please describe how the facility will ensure access to integrated, appropriate mental health services.

Please check one of the following:

- Initial Submission Date: _____
- Revision Date: _____

Short-Term Residential Therapeutic Program

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|--|--|
| Applicant/Licensee Name New Haven Youth and Family Services, Inc. | Facility Number, if known 374600210, 37600200, 374600204, 374601789,374600208, 374602811 |
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PROGRAM STATEMENT

Mental Health Program Approval

New Haven has not yet received Mental Health Program Approval, but is actively developing a program model consistent with standards. New Haven expects to have mental health program approval within one year of receiving STRTP approval.

Medication Support Services: New Haven provides medication support via a contracted psychiatrist and a staff nurse. Youth/NMDs see the psychiatrist at least once a month or PRN, and the staff nurse is available every day. The psychiatrist provides 24-hour coverage through an on-call system and peer review is completed annually. The New Haven staff nurse is the liaison between New Haven house staff and the psychiatrist, and works with staff to provide triage and engage the psychiatrist as necessary, and to assist with hospitalization when needed. The staff nurse in collaboration with staff provides education on psychiatric medications, including side effects, reason for the medication, drug interactions, and issues related to stopping medications without medical supervision. The staff nurse and psychiatrist receive informed consent regarding medications from the youth/NMD's guardian, and when developmentally appropriate, from the youth/NMD as well. All medication is voluntary. Youth/NMDs do not receive negative consequences for refusing medication.

Targeted Case Management Services: The New Haven Treatment Manager is the Targeted Case Manager and will collaborate with the placing agency, youth, and guardian to create and implement the treatment/discharge plan. Community supports are identified and engaged to support any transition to a lower level of care. Medical services are case managed by the staff nurse, including dental and psychiatry, as part of treatment/discharge planning in order to provide safety, continuity of care and to reduce relapse.

For youth who are minors: New Haven's Treatment Manager serves as the Targeted Case Manager for a youth. The Treatment Manager shall attend all CFT meetings as well as all Individualized Education Plan, mental health treatment, independent and transitional living, and New Haven Treatment Team Meetings. The Treatment Manager is responsible for weaving together the goals from all these meetings and together with the youth and placement representative to develop a set of measurable, understandable, trauma informed and culturally sensitive goals and objectives for the youth. This coordination of goals is critical to providing the youth a clear and appropriate pathway to success. It is important that the Treatment Manager serves as advocate for the youth so that when there is an overwhelming number of goals or expectations for the youth, the Treatment Manager can offer a voice to ensure the various treatment systems are serving the youth's needs and minimize the expectations that the youth must serve the needs of the various systems. The Treatment Manager shall also be responsible for preparing reports of progress for the youth that clearly articulate the progress the youth is making in each set of goals along with progress across all goals.

For Non Minor Dependents: New Haven's Treatment Manager shall also serve as the Targeted Case Manager for the NMD. Similar to the role served for minors, the Treatment Manager shall attend all treatment meetings and work to develop a coordinated system of trauma informed and culturally sensitive goals and objectives. With Non Minor Dependents, the Treatment Manager shall additionally emphasize the importance of helping the NMD learn how to advocate for themselves and ensure that any treatment plan keeps the individual needs and strengths of the NMD central to all planning.

Other Mental Health Services: New Haven enhances resilience in youth/NMDs by providing evidence-based, trauma-informed treatment for youth/NMDs who have symptoms of trauma. Trauma treatment will focus on addressing the impact of the youth/NMD's trauma on their behavior, development and relationships. Treatment will also teach the youth/NMD skills to reduce overwhelming emotions related to the trauma, cope with trauma triggers, and make new meaning of his trauma and its impact on current and future life events.

Short-Term Residential Therapeutic Program

Applicant/Licensee Name

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Individual Therapy

Residents will receive individual therapy one or more times weekly with their Treatment Manager. For youth/NMD who are presenting with symptoms as a result of their trauma, New Haven utilizes Trauma Focused - Cognitive Behavioral Therapy (TF-CBT) as an intervention. The California Evidence-Based Clearinghouse for Child Welfare rates TF-CBT as a "1" (well-supported by research).

Trauma-Focused Cognitive Behavioral Therapy (TF-CBT) is a components-based psychosocial treatment model that incorporates elements of cognitive-behavioral, attachment, humanistic, empowerment, and family therapy models. It includes several core treatment components designed to be provided in a flexible manner to address the unique needs of each child and family. There is strong scientific evidence that this therapy works in treating trauma symptoms in children, adolescents, and their parents. This model was initially developed to address trauma associated with child sexual abuse and has more recently been adapted for use with children who have experienced a wide array of traumatic experiences, including multiple traumas.

TF-CBT can be implemented in a range of contexts and can be tailored based on the culture of the client and their caregiver(s), which is known as Culturally Modified Trauma Focused-Cognitive Behavioral Therapy (CM-TF-CBT). According to the National Child Traumatic Stress network, research is being conducted for this treatment approach for Latino children and their Families with promising results.

The components of TF-CBT are (Cohen & Mannarino, 2010):

Psychoeducation. Psychoeducation is evident throughout TF-CBT and specifically focuses on educating the youth/NMD about trauma and reactions to trauma. The youth/NMD may feel less isolated after learning that many children experience similar events. Additionally, parents/caregivers may be more understanding of their child's symptoms if they are aware of typical reactions to trauma.

Parenting skills. Parents/Caregivers are viewed as active members of the treatment team. The work is a partnership with therapists providing skills and parents guiding the therapist in how to optimally implement the treatment with their child. The parenting skills component of TF-CBT includes application of standard behavioral management and skills training that increases positive parent-child encounters, reinforces positive child behaviors, ignores minor irritating behaviors, offers children effective instructions, and teaches parents how to use consequences for misbehaviors effectively. Parents are taught how to monitor child behavior and how to develop explicit behavior management plans. Teaching problem solving and communication is central both to the parent component and to the child intervention. Helping parents assist their child in emotional and behavioral regulation empowers parents to feel capable and effective in helping their child move towards recovery (Cohen et al., 2010; Cohen & Mannarino, 2010).

Relaxation skills. Youth/NMDs will be taught how to manage physical reactions to stress. Relaxation can effectively reverse physiological changes that can occur following a traumatic experience. Children with trauma histories may not sleep well, may be hyperalert, and may be hyper-responsive to danger. The particular relaxation strategies utilized, ranging from cognitive behavioral to mindfulness strategies, will be tailored to the youth/NMD's preferences.

Affective modulation skills. Along with teaching relaxation skills, youth/NMDs will be taught skills to manage their affective reactions to trauma. Affect modulation skills help the youth/NMD learn to accurately identify, express, and manage feelings. A wide variety of techniques can assist the youth/NMD including: drawing; feeling expression games; problem-solving skills; or the use of humor, optimism, and faith. The youth/NMD will be taught specific techniques for dealing effectively with trauma reminders.

Short-Term Residential Therapeutic Program

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| Applicant/Licensee Name | Facility Number, if known |
| New Haven Youth and Family Services, Inc. | 374600210, 37600200, 374600204, 374601789, 374600208, 374602811 |

Cognitive coping skills. The youth/NMD will increase their understanding of the connections between thoughts, feelings, and behaviors. Cognitive coping skills teach children the connections between thoughts, feelings, and behaviors. The child is taught to replace inaccurate and/or ineffective thoughts or reactions with more accurate or more helpful thoughts and feelings.

Trauma narrative and processing. Once the youth/NMD (and their parents/caregivers) have mastered the skills components of TF-CBT and can effectively modulate their affect, therapists begin the trauma narrative and processing. Treatment will move to recounting the narrative about the trauma and correcting cognitive distortions related to the trauma. The next sessions will involve talking more specifically about the child's trauma experiences. If the skills components have been executed successfully, each prior session will have gradually increased the intensity and duration of addressing trauma reminders. Therefore, the child (and parent) have developed some tolerance and ability to be exposed to the traumatic memories (Cohen & Mannarino, 2010).

In vivo mastery of trauma reminders. The component of in vivo mastery uses gradual exposure to help children who have developed specific fears such as being afraid to use the bathroom because abuse occurred there. In vivo mastery is not initiated if true danger still exists.

Conjoint parent-child sessions. Conjoint sessions (child and parent together) are undertaken as therapy draws to a close. The goal is to improve directed child parent communication about the trauma and other important issues that may not yet have been addressed. In the conjoint sessions, the child personally shares their trauma narrative with the parent. Other issues such as safety, trauma reminders, and moving into the future are also discussed (Cohen & Mannarino, 2010).

Enhancing safety and planning for the future. The final component endeavors to place the child on his or her optimal trajectory. Safety skills, health-promoting decisions, and learning to assess danger can help the child avoid re-victimization and further trauma.

The goals for Trauma Informed Treatment are to:

- Treat the physiological responses
- Identify trigger, separate the traumatic memory from the debilitating emotions associated with the trauma
- Identify and change maladaptive coping behaviors
- Reduce the emotional and behavioral reactions exhibited by youth/NMD
- Cognitive restructuring
- Facilitate the youth/NMD's adjustment to placement(s) when needed
- Assist non-offending caregivers to respond to their child's reactions and help them cope with their own feelings related to the trauma(s).
- Work with caregivers and youth/NMD in joint sessions to improve interaction, enhance communication and practice personal safety skills to help reduce the risk of future victimization.
- Develop trust/personal relationships.

Family Therapy

Along with being involved in treatment planning, the youth/NMD's family will participate in family therapy. Family therapy may involve family of origin, if the treatment team's goal is for reunification, or the youth/NMD's foster family. Family therapy will be at least one hour and occur at least one time per week. For families who live outside of the local area, family therapy will be conducted over the phone. Since family involvement is important for the betterment of the residents, New Haven encourages at least two of the family sessions be conducted face-to-face with the therapist and the youth/NMD at the New Haven campus.

Short-Term Residential Therapeutic Program

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Family therapy for youth/NMD who have trauma histories will be conducted as part of the TF-CBT framework. TF-CBT is a conjoint child and parent psychotherapy approach for children and adolescents who are experiencing significant emotional and behavioral difficulties related to traumatic life events. With TF-CBT, children and parents learn new skills to help process thoughts and feelings related to traumatic life events; manage and resolve distressing thoughts, feelings, and behaviors related to traumatic life events; and enhance safety, growth, parenting skills, and family communication.

Group Therapy

Group therapy is held five times weekly and is led by a member of the Clinical Team. In group therapy, the youth/NMD will learn skills to regulate their affect, reduce risky behaviors, and will have an opportunity to talk about his feelings with his peers in a positive and constructive fashion. Group therapy will usually focus on topics such as relaxation skill building and mindfulness techniques; zones of regulation; anger management and conflict resolution; communication and social skills building; and coping skills development.

Short-Term Residential Therapeutic Program

Applicant/Licensee Name

New Haven Youth and Family Services, Inc.

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374601789, 374600208, 374602811

PROGRAM STATEMENT

21. FOOD AND NUTRITIONAL PLAN / SAMPLE MENUS, CLOTHING & INCIDENTALS

Provide all policies and procedures for the nutrition provided to children and nonminor dependents including a sample menu, provisions for special dietary needs, nutrition education, and food preparation skill services. Describe the policies around clothing and incidentals.

Provide a SAMPLE MENU which includes:

- One week's worth of planned meals, including snacks from the four basic food groups.
- Portion sizes.
- Times meals are served.
- Describe any provisions available for children with special dietary needs.
- Provide the information of the vendor contracted to provide nutritional services.
- Describe any services related to nutrition education and food preparation skills provided to children and/or nonminor dependents.

Describe the following in detail:

- How the program ensures that children have adequate clothing and how the child's and nonminor dependent's request for new clothing is handled.
- How the program provides personal hygiene items for children.
- The policies and procedures ensuring that nonminor dependents have an adequate supply of clothing, hygiene items, and toiletries.
- The policies and procedures to assist the nonminor dependents in maintaining their clothing (loss and theft prevention).
- How the program ensures these policies adhere to the Foster Youth Bill of Rights.

Please check one of the following:

- Initial Submission Date: _____
- Revision Date: _____

Short-Term Residential Therapeutic Program

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| Applicant/Licensee Name New Haven Youth and Family Services, Inc. | Facility Number, if known 374600210, 37600200, 374600204, 374601789,374600208, 374602811 |
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Nutrition/Sample Menu

New Haven menus and portion sizes will comply with the Federal standards administered and audited by The California Department of Education. The menus provided will be well-balanced in nutrition and offered in appropriate quantities to meet each child's physical and mental development. New Haven youth/NMD will participate in menu planning with dietary staff through the New Haven Youth Council.

For children with special dietary needs, the New Haven Nurse shall determine a specific diet or plan and gain physician orders for any dietary changes on a California Department of Education Nutrition Services Division CNP-925 Form.

NMDs will be offered the foods approved through New Haven's approved menu. If the NMD wishes to create a different menu for himself, he will be offered assistance by residential staff to plan nutritious and cost-effective meals. The staff will assist the NMD in acquiring needed ingredients for the meal and assist the NMD in preparation. Additionally, New Haven has a culinary arts program to teach youth and NMDs menu planning, purchasing, preparation, and cooking.

Food is centrally purchased to comply with menu standards and distributed to houses daily to ensure that food is fresh, healthful, and in adequate supply.

New Haven ensures that all youth, minor and Non Minor Dependents, are provided a safe and comfortable home with:

- Enough clothes and healthy food;
- A personal place to store their belongings;
- And allowance; and
- A phone accessible for youth/NMD to make confidential calls unless a judge says they cannot.

How New Haven does this:

1. All service delivery staff members are trained at the time of hire, and annually thereafter, on the rights of the youth/NMDs and families served;
2. All policies and procedures are reviewed by the Facility Administrator to ensure that they comply with Title XXII and other rights of clients, including, but not limited to civil rights, the Foster Care Bill of Rights, and the Mental Health Bill of Rights.
 - a. New Haven has policies and procedures to ensure that staff and facilities:
 - i. Conduct monthly inventory of youth/NMD's clothes to ensure each youth/NMD has adequate clothing.
 - ii. Establish weekly menus that conform with government standards for quality, portion, and diversity of foods prepared and offered to youth/NMD.
 - iii. Conduct weekly house inventories to ensure that the facility is clean, safe, and therapeutic and meets or exceeds all regulatory standards.
 1. Include the provision of personal space for each youth/NMD to store his belongings
 - iv. Ensure all youth/NMD receive an allowance.
 - v. Ensure that each facility has a phone that youth/NMD may use during phone hours without charge to them.
 1. Youth/NMD may make and receive confidential calls unless a judge says they cannot.
 2. Staff members will never listen to the content of the call.

Short-Term Residential Therapeutic Program

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3. New Haven does not maintain a permitted call list, but does maintain a non-permitted call list based on judge's orders or the decision of the treatment team, which will require minor or non-minor dependent approval.
 - a. Reasons that individuals may be placed on the non-permitted list is if the youth/NMD has been involved in sexual trafficking or other illegal activities, or if the intended caller has a current history of abuse or neglect toward the youth/NMD.
- vi. Ensure that youth/NMD, their placing agency representative, and parent/guardian, when applicable, are notified of their rights and the Foster Youth Bill of Rights. Copies of the youth rights and the Foster Youth Bill of Rights are provided and posted in each facility.
- vii. Ensure that youth/NMD, their placing agency representative, and parent/guardian, when applicable, are provided with explanation and given a copy of the New Haven grievance procedure to inform how to file a grievance in the event they believe their rights have been violated.

3. Facility Administrators are required to be in each facility at least 20 hours per week to ensure all policies and procedures are being followed, the facility meets or exceeds regulatory standards, and youth/NMD and family rights are protected.

Meal times

Monday – Friday (school days)

| <u>Time</u> | <u>Activity</u> |
|-------------------|--------------------|
| 7:30-7:45 am | Breakfast |
| 11:30 am-12:30 pm | Lunch |
| 4:00 pm | After School Snack |
| 5:50-6:30 pm | Dinner |

Saturday – Sunday (non-school days)

| <u>Time</u> | <u>Activity</u> |
|---------------|-----------------|
| 8:00-9:00 am | Breakfast |
| 12:35-1:15 pm | Lunch |
| 4:35-5:00 pm | Snack |
| 6:45-7:30 pm | Dinner |

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Cycle 1 Sample Menu

| | Breakfast | Lunch | Dinner | Snacks |
|------------|--|--|---|---|
| Mon | Fresh Orange wedges Cereal Toasted Bagel w/ Nutella Nonfat milk | Fresh cut mixed fruit Mixed veggies Mexi-macaroni & cheese Chicken nuggets Nonfat or 1% white milk | Spinach & mozzarella Raviolis Green salad w/ cucumbers & tomatoes Lite ranch Bread Nonfat milk | School: Sun chips PM: goldfish crackers After dinner: popcorn |
| Tue | Fresh Fruit TBA Egg & Canadian bacon Mcmuffin sandwich Nonfat milk | Banana Chinese chicken salad Romaine/slivered almonds/crunchy chow mein noodles Whole grain roll Nonfat or 1% white milk | Mesquite seasoned pork loin Bread stuffing Green beans Applesauce Nonfat milk | School: Fiber One bar PM: goldfish crackers After dinner: popcorn |
| Wed | Fresh Fruit TBA Whole grain French toast sticks Turkey sausage links Nonfat milk | Fresh mixed fruit Pinto beans Green chili turkey burger on a wheat bun w/ lettuce/tomato/onion Nonfat or 1% white milk | Ground beef meatloaf (see recipe) Mashed potatoes & gravy Corn Nonfat milk | School: granola bar PM: goldfish crackers After dinner: popcorn |
| Thu | Fresh Fruit TBA Low fat yogurt Belvita breakfast biscuits Nonfat milk | Canned apples "Rosa's sweet carrots" Personal size whole grain cheese pizza Nonfat or 1% white milk | Chicken stir fry Stir fry veggies Brown rice Nonfat milk | School: Fiber One bar PM: goldfish crackers After dinner: popcorn |
| Fri | Banana Cereal Bagel w/ Nutella Nonfat milk | Fresh cut melon Zucchini "Rosa's spaghetti bake" Nonfat or 1% white milk | Digiorno pizza Green salad w/ cucumbers & tomato Lite ranch Nonfat milk | School: string cheese PM: goldfish crackers After dinner: misc. sweets |
| Sat | 100% fruit juice Eggs Honey bran muffin Nonfat milk | Fresh cut mixed fruit Tri colored sweet peppers w/ lite cream cheese Grilled cheese sandwich Nonfat milk | Cheeseburger on a wheat bun w/ lettuce, tomato, onion, pickles Baked beans Scratch seasoned potato wedges Nonfat milk | AM: Peanut butter pretzels PM: fresh fruit After dinner: misc. sweets |
| Sun | 100% fruit juice Blueberry waffles Lite syrup Turkey bacon Nonfat milk | Fresh cut mixed fruit Tatar tots Roast beef & pepper jack cheese subs w/ lettuce & tomato Nonfat milk | Crock pot turkey chili (see recipe) Shred cheddar/sour cream Cornbread w/ jalapeños & cheese Nonfat milk | AM: Peanut butter pretzels PM: fresh fruit After dinner: misc. sweets |

- Menus subject to change

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Cycle 2 Sample Menu

| | Breakfast | Lunch | Dinner | Snacks |
|------------|--|--|---|---|
| Mon | Fresh Orange wedges Cereal Toasted Bagel w/ Nutella Nonfat milk | Fresh cut mixed fruit Mixed veggies Mexi-macaroni & cheese Chicken nuggets Nonfat or 1% white milk | Spinach & mozzarella Raviolis Green salad w/ cucumbers & tomatoes Lite ranch Bread Nonfat milk | School: Sun chips PM: goldfish crackers After dinner: popcorn |
| Tue | Fresh Fruit TBA Egg & Canadian bacon McMuffin sandwich Nonfat milk | Banana Chinese chicken salad Romaine/slivered almonds/crunchy chow mein noodles Whole grain roll Nonfat or 1% white milk | Mesquite seasoned pork loin Bread stuffing Green beans Applesauce Nonfat milk | School: Fiber One bar PM: goldfish crackers After dinner: popcorn |
| Wed | Fresh Fruit TBA Whole grain French toast sticks Turkey sausage links Nonfat milk | Fresh mixed fruit Pinto beans Green chili turkey burger on a wheat bun w/ lettuce/tomato/onion Nonfat or 1% white milk | Ground beef meatloaf (see recipe) Mashed potatoes & gravy Corn Nonfat milk | School: granola bar PM: goldfish crackers After dinner: popcorn |
| Thu | Fresh Fruit TBA Low fat yogurt Belvita breakfast biscuits Nonfat milk | Canned apples "Rosa's sweet carrots" Personal size whole grain cheese pizza Nonfat or 1% white milk | Chicken stir fry Stir fry veggies Brown rice Nonfat milk | School: Fiber One bar PM: goldfish crackers After dinner: popcorn |
| Fri | Banana Cereal Bagel w/ Nutella Nonfat milk | Fresh cut melon Zucchini "Rosa's spaghetti bake" Nonfat or 1% white milk | Digiorno pizza Green salad w/ cucumbers & tomato Lite ranch Nonfat milk | School: string cheese PM: goldfish crackers After dinner: misc. sweets |
| Sat | 100% fruit juice Eggs Honey bran muffin Nonfat milk | Fresh cut mixed fruit Tri colored sweet peppers w/ lite cream cheese Grilled cheese sandwich Nonfat milk | Cheeseburger on a wheat bun w/ lettuce, tomato, onion, pickles Baked beans Scratch seasoned potato wedges Nonfat milk | AM: Peanut butter pretzels PM: fresh fruit After dinner: misc. sweets |
| Sun | 100% fruit juice Blueberry waffles Lite syrup Turkey bacon Nonfat milk | Fresh cut mixed fruit Tatar tots Roast beef & pepper jack cheese subs w/ lettuce & tomato Nonfat milk | Crock pot turkey chili (see recipe) Shred cheddar/sour cream Cornbread w/ jalapeños & cheese Nonfat milk | AM: Peanut butter pretzels PM: fresh fruit After dinner: misc. sweets |

- Menus subject to change

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Cycle 3 Sample Menu

| | Breakfast | Lunch | Dinner | Snacks |
|------------|--|---|---|---|
| Mon | Fresh Orange wedges Cereal Toasted Bagel w/ Nutella Nonfat milk | Fresh cut mixed fruit Ground turkey black bean tacos w/ shred cheese/lettuce/tomato Cilantro & lime brown rice Nonfat or 1% white milk | Meat lasagna Green salad w/ cucumbers & tomato Lite ranch Bread Nonfat milk | School: Annie's organic crackers PM: Ritz crackers After dinner: popcorn |
| Tue | Fresh Fruit TBA Egg & Canadian bacon McMuffin sandwich Nonfat milk | Banana Ground beef taco salad w/ shred cheese & tomato Spanish rice Nonfat or 1% white milk | Mexican chicken parmesan (see recipe) Corn Nonfat milk | School: Fiber One bar PM: Ritz crackers After dinner: popcorn |
| Wed | Fresh Fruit TBA Whole grain French toast sticks Turkey sausage links Nonfat milk | Fresh cut mixed fruit Loaded baked potato Chili beans and cheese Sour cream & green onions Nonfat or 1% white milk | Shrimp alfredo on whole grain fettuccini Peas Nonfat milk | School: granola bar PM: Ritz crackers After dinner: popcorn |
| Thu | Fresh Fruit TBA Low fat yogurt Belvita breakfast biscuits Nonfat milk | Canned apples Green beans Personal whole grain cheese pizza Nonfat or 1% white milk | Parmesan crusted chicken and red potatoes (see recipe) Peppers and onions Nonfat milk | School: Fiber One bar PM: Ritz crackers After dinner: popcorn |
| Fri | Banana Cereal Bagel w/ Nutella Nonfat milk | Fresh cut melon Pinto beans Chicken fajitas w/ wheat tortilla & fajita veggies Sour cream Nonfat or 1% white milk | Digiorno Pizza Green salad w/ cucumber and tomato Lite ranch Nonfat milk | School: String cheese PM: Ritz crackers After dinner: misc. sweets |
| Sat | 100% fruit juice Breakfast burritos Eggs, hash browns, salsa Nonfat milk | Fresh cut mixed fruit Veggie tray w/ lite dip CA chicken club wrap (see recipe) Nonfat milk | Beef and broccoli stir fry Brown rice Nonfat milk | AM: Trail mix PM: fresh fruit After dinner: misc. sweets |
| Sun | 100% fruit juice Instant oatmeal Honey bran muffin Nonfat milk | Fresh cut mixed fruit Baby carrots w/ lite ranch Turkey & cheese on wheat bread w/ lettuce & tomato Nonfat milk | BBQ turkey loin Garlic bread Baked beans Corn on the cob Nonfat milk | AM: Trail mix PM: fresh fruit After dinner: misc. sweets |

- Menus subject to change

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Cycle 4 Sample Menu

| | Breakfast | Lunch | Dinner | Snacks |
|------------|---|---|--|---|
| Mon | Fresh Orange wedges Cereal Toasted Bagel w/ Nutella Nonfat milk | Fresh cut mixed fruit Corn Chicken burrito w/ wheat tortilla, shred cheese, lettuce, tomato, salsa Nonfat or 1% white milk | Orange chicken Stir fry veggies Brown rice Nonfat milk | School: Goldfish PM: Welch's gummy fruit After dinner: popcorn |
| Tue | Fresh Fruit TBA Egg & Canadian bacon Mcmuffin sandwich Nonfat milk | Banana Chef salad w/ romaine, turkey, ham, egg, garbanzo beans Cheese stuffed breadstick Nonfat or 1% white milk | Easy chicken parmesan (see recipe) Zucchini Nonfat milk | School: Fiber One bar PM: Welch's gummy fruit After dinner: popcorn |
| Wed | Fresh Fruit TBA Whole grain French toast sticks Turkey sausage links Nonfat milk | Fresh cut melon "Rosa's baked & seasoned beans" Fish tacos w/ cabbage, lime wedges & tartar Nonfat or 1% white milk | Whole grain Spaghetti w/ meat sauce Peas or peas n carrots Roll or French bread Nonfat milk | School: granola bar PM: Welch's gummy fruit After dinner: popcorn |
| Thu | Fresh Fruit TBA Low fat yogurt Belvita breakfast biscuits Nonfat milk | Fresh apple "Rosa's sweet carrots" Felicia's Italian Restaurant- whole grain pizza Nonfat or 1% white milk | BBQ baked chicken TJ's basmati rice Green beans Nonfat milk | School: Fiber One bar PM: Welch's gummy fruit After dinner: popcorn |
| Fri | Banana Cereal Bagel w/ Nutella Nonfat milk | Fresh cut melon Seasoned home fries Eggs Biscuits & gravy Nonfat or 1% white milk | Cheeseburger w/ wheat bun Lettuce/pickle/tomato/ onion Baked beans Green salad w/ cucumber & tomato Lite ranch Nonfat milk | School: string cheese PM: Welch's gummy fruit After dinner: misc. sweets |
| Sat | 100% fruit juice Omelet (mushrooms, green onions, cheese) Honey bran muffin Nonfat milk | Fresh cut mixed fruit Cauliflower w/ lite ranch PB & J sandwich Nonfat milk | "Elva's skillet hamburger macaroni and cheese" Green salad w/ cucumber & tomato Lite ranch Nonfat milk | AM: Cracker & cheese packs PM: fresh fruit After dinner: misc. sweets |
| Sun | 100% fruit juice Whole grain waffles Lite syrup Turkey bacon Nonfat white milk | Fresh cut mixed fruit Jicama sticks w/ tapatio and lemon Cheese quesadillas Salsa Nonfat milk | Crock pot Chinese pork tenderloin (see recipe) Brown rice Green salad w/ cucumber & tomato Lite ranch Nonfat milk | AM: Cracker & cheese packs PM: fresh fruit After dinner: misc. sweets |

- Menus subject to change

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Clothing

Youth/NMD clothing is important because it affects self-esteem of our youth/NMD. Every effort will be made to obtain appropriate clothing from social workers, family, and community resources. New Haven allots \$75 per month per youth/NMD placed by Department of Social Services or Department of Probation. New Haven also provides emergency clothing for youth/NMD who enter the program with little clothing. Appropriate clothing is the responsibility of the family of each youth/NMD placed through agencies or individuals outside of the Department of Social Services or the Department of Probation. Please see attached P&P R 3400 for policies and procedures for adequate clothing and hygiene items for youth/NMD.

1. Whenever possible, prior to placement, the Admissions Supervisor will discuss New Haven's Dress code with family members and potential youth/NMD. Both the youth/NMD and the family member(s) will be asked to sign an acknowledgement and agreement regarding the clothing policy. Every effort will be made to ensure the youth/NMD enters the program with the necessary amount and type of clothing. The Admissions Supervisor shall request that family purchase clothing to meet the New Haven standard.
2. At intake, an initial clothing inventory will be completed by the house staff. If the required clothing has not been obtained, the Program Specialist shall make further efforts with family members. If adequate and appropriate clothing is not available, the Program Specialist shall secure clothing that meets New Haven standards and to the liking of the youth/NMD.
3. If a youth/NMD enters the program with clothing prohibited by New Haven procedures, staff members shall request the clothing from the youth/NMD, label it with the youth/NMD's name, and lock it in a secure place until it can be sent home.
4. When clothing must be purchased, the Program Specialist shall submit clothing inventories and a clothing request to New Haven Accounting.
5. Clothing requests shall be prioritized and Accounting shall respond to the request as quickly as possible.
6. After the initial clothing request, the Program Specialist shall designate a staff member to complete a monthly clothing inventory.
7. Clothing inventories shall be reviewed monthly by the Program Specialist and, if needed, a clothing inventory and a clothing request shall be forwarded to New Haven Accounting.
8. Childcare counselors and Program Specialists have the responsibility of monitoring clothing and assuring care of clothing by youth/NMD. This includes checking clothing after each home visit.
9. Behavioral Support Plans will be developed for youth/NMD who purposely and repeatedly destroy their clothing, refuse to wear appropriate clothing, or lose or give away clothing.
10. Program Specialists will be responsible to ensure that monthly clothing inventories are accurate and up-to-date in the youth/NMD's file in the residence; and that updated clothing purchase documents, and copies of receipts are maintained in the youth/NMD's file in the New Haven Accounting Office.
11. When clothing purchases are made, the youth/NMD will be encouraged to actively participate in the selection of clothing to help develop independent living skills, become more invested in decisions which affect them, and are more satisfied with their clothing.
12. If clothing needs repair, rather than replacement, the youth/NMD will be encouraged to participate in the process of repairing the clothes himself or accompanying the staff to a local tailor or shoe repair business. The youth/NMD shall not be personally responsible for the cost of repair; the cost of repair shall be paid by house petty cash.

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13. When a youth/NMD prepares to leave New Haven permanently, a final inventory will be conducted with the youth/NMD present to ensure that all clothing is again inventoried and the youth/NMD takes all of his belongings with him.
14. If a youth/NMD leaves New Haven unexpectedly, all clothing and personal items shall be gathered, inventoried, given to the Program Specialist, and stored safely until it is determined where and how the clothes should be forwarded to the youth/NMD.
15. New Haven will maintain a clothing closet for youth/NMD who enter the program with limited clothing. The clothing closet will be used to provide emergency clothing until the youth/NMD can go shopping with a staff member for clothes.
16. To augment the wardrobe of youth/NMD, New Haven takes youth/NMD clothing shopping periodically that is funded by donors to New Haven.

Personal and Incidental Supplies

New Haven supplies all necessary personal hygiene supplies, e.g. shampoo, soap, deodorant, toothbrush, toothpaste, hair care products, etc. Youth/NMD or parents may furnish optional items such as cologne or other specialty items (in accordance with New Haven Contraband Policy). If a youth /NMD wishes to purchase a specific hygiene or toiletry supply not supplied by New Haven, such as a designer fragrance, they can purchase the supply using their own money and the purchased supply shall be centrally stored with other youth hygiene supplies to protect them from loss, theft, or misuse.

New Haven supplies bed linens, towels, and wash cloths.

Resident Personal Belongings Loss Prevention Policy and Procedure



R3400 Resident Personal Belongings Loss Prevention

Review
Schedule
(Check one)

| | |
|----------|---|
| 6 months | |
| 1 year | |
| 2 years | X |

Owner: Director of Operations

Update Date: October 1, 2017

Brief Description / Comments

Key Words

| | | | |
|---------------------|---|--------------------|---|
| Administrative | | Medications | |
| Admissions | | Nurse | |
| Child Care Worker | X | Parent/Family/Kin | |
| Discharge | | Personnel | |
| Discipline | | Physician | |
| Education | | Program Specialist | |
| Emergency | | Residential | X |
| Fiscal | | Safety | |
| Food/Diet/Nutrition | | Training | |
| Form | | Transportation | |
| Health | | | |
| Medical | | | |

Approval: _____
Procedure Owner Date

Approval: _____
Quality Assurance Team Date

Approval: _____
CEO Date



R3400 Resident Personal Belongings Loss Prevention

In order to minimize the loss of resident's (Youth or Non-Minor Dependent) personal belongings, including, but not limited to money, clothing, toys, electronic devices, and other items, New Haven provides this policy and procedure.

1. Resident Cash. New Haven staff members shall remind residents in order to help minimize loss of cash New Haven can centrally store cash for youth and that all cash transactions are recorded with a signature of the youth and staff member to protect the asset.
 - a. New Haven staff members shall maintain an up-to-date LIC 405 Record of Client's Resident's Safeguarded Cash Resources for each resident of all cash resources safeguarded by staff members.
 - i. Staff members shall use the instructions provided in LIC 405 to complete each form.
 - ii. LIC 405 forms shall be stored in the Petty Cash Log in the office of each house.
 - iii. Cash assets that are safeguarded shall be stored in the safe in each staff office.
2. Resident Clothing. New Haven staff members shall conduct a monthly clothing inventory for all youth and NMDs in the program.
 - a. All residents shall be reminded that house rules prohibit the borrowing, selling, trading, or giving of youth property to other youth or staff members. All clothing is expected to conform with the New Haven Dress Code.
 - b. Direct care staff, along with the youth shall inventory all clothing, including a brief description and condition.
 - c. Based upon the clothing inventory and the needs of the youth, the Program Specialist shall arrange for any replacement clothing that needs to be purchased. Either through taking the youth out to purchase clothes, planning with family to purchase clothes, or accessing new donated clothing that meets the youth's wants and needs. New Haven residents shall only be offered new clothing by New Haven to complete their required clothing inventory.
 - d. A resident may purchase additional clothing using their own money if they so choose.
 - e. If a resident has reason to believe their clothing was taken by another resident, the complaint will be forwarded to the Program Specialist to review and act.
3. Hygiene Supplies: New Haven purchases hygiene supplies for all residents.
 - a. Hygiene supplies shall be centrally stored in each house with individual supplies for each resident to protect from loss, theft, or misuse.
 - b. The hygiene supplies are purchased to meet specific hair and body types for individual resident needs.
 - c. If a youth wishes to purchase a specific hygiene or toiletry supply not provided by New Haven, such as a designer fragrance, they can purchase the item using their own money and the purchased item shall be centrally stored with other hygiene supplies of the individual youth.
4. Other Resident Belongings:
 - a. A youth may ask to have a personal item safeguarded to protect it from loss, theft, or misuse.
 - i. If space is available, Direct Care Staff shall inventory the item and provide the youth with a receipt.
 - b. In the event that a youth AWOLs from New Haven, his personal belongings shall be gathered up by staff Direct Care Staff and protected from loss, theft, or use until such time as the youth returns or the items can be safely forwarded to the youth.

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374601789, 374600208, 374602811**PROGRAM STATEMENT****22. EMERGENCY INTERVENTION PLAN (RUNAWAY PLAN)**

- Describe the facility's Emergency Intervention Plan, including a Runaway Plan, as specified in ILS 87095.24.

Please check one of the following:

- Initial Submission Date: _____
- Revision Date: _____

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Emergency Intervention Plan (R.0700)

One of the primary responsibilities of New Haven staff members is to create conditions to reduce the likelihood that a youth/NMD escalates to dangerous behaviors. New Haven staff members shall only use Pro-Act principles, strategies, tools, and techniques to de-escalate or protect youth/NMDs from dangerous behaviors.

- 1) All New Haven staff members who provide direct supervision of youth/NMDs shall complete Pro-Act training during their new hire orientation, every two years for a full refresher, and shall receive refresher training as directed by their supervisor or certified Pro-Act instructor.
- 2) Only those staff members who have successfully completed Pro-Act training and are currently authorized to use Pro-Act techniques shall use emergency physical intervention when a youth/NMD is demonstrating dangerous behaviors.
- 3) Staff members shall provide to the best of their ability a safe, clean, and therapeutic environment that helps youth/NMDs remain calm and self-controlled.
- 4) Staff shall identify the escalation cycle of a youth/NMD and intervene to prevent the youth/NMD from continuing to escalate to being dangerous.
 - a) Staff members shall refer to New Haven Policy and Procedure for guidance on this issue.
- 5) Should a youth/NMD begin to become agitated or aggressive, staff members shall immediately intervene by implementing de-escalation techniques as trained by New Haven.
- 6) If a youth/NMD is causing major property destruction that is not endangering him or others, staff members shall immediately use the Individualized Treatment Plan of the youth/NMD, including nonphysical crisis intervention and de-escalation techniques.
 - a) If the major property destruction escalates to being a danger to self or others, then staff members shall utilize Pro-Act principles to intervene.
 - i) Staff members shall carefully assess the level of danger that the youth/NMD's behavior is posing. Staff members shall consider breaking windows, punching walls and other hard objects as dangerous behavior, both for the danger they pose to the youth/NMD and for the danger they are creating for others.
 - b) If major property destruction occurs but the staff members do not believe the youth/NMD is being a danger to self or others, then the staff shall immediately contact the supervisor.
- 7) Only when prevention techniques have failed and the youth/NMD is a danger to self or others, as defined in Pro-Act training, shall staff members be authorized to physically intervene, using approved Pro-Act principles.
- 8) Once the time-out is completed, the staff member shall discuss the time-out with the youth/NMD, including the reasons a time-out was warranted and new self-control strategies the youth/NMD may use in the future.
- 9) Physical interventions involving containment and/or restraint shall not last more than 15 consecutive minutes in duration.
- 10) A Pro-Act Instructor shall be consulted for physical interventions requiring consecutive containments. Staff members shall call their supervisor immediately upon initiating consecutive containments/restraints. The supervisor shall contact a Pro-Act Instructor for direction.
- 11) Physical interventions involving containment and/or restraint shall not exceed four (4) cumulative hours within a 24-hour period.
- 12) Staff members shall monitor youth/NMD health and safety during physical intervention and report any related issues, potential injuries, and/or injuries to the Medical Services Coordinator immediately.

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- 13) Any physical intervention shall be reported immediately to the supervisor and a Special Incident Report shall be completed according to the Special Incident Report Procedure.
- 14) The physical intervention debrief with the staff member(s) involved and a supervisor shall occur within 1 business day.
- 15) Information regarding crisis intervention techniques used to stabilize dangerous youth/NMD behaviors shall also be reviewed by the Program Specialist and Manager of Day Programs to review possible modifications to the Individualized Service Plan and/or Individualized Education Plan.
- 16) Staff members shall use the least restrictive physical interventions necessary to prevent harm to youth/NMDs. There are three types of "hands-on" interventions that may occur. These are guide, escort and restraint.
- a) Guiding
- i) Guiding a youth/NMD is using a physical prompt to help move them in a particular direction when a verbal prompt is inadequate or when time is pressing.
 - ii) Guiding shall be limited to a hand on the shoulder. It is intended to direct rather than control.
 - iii) Guiding shall be discontinued as soon as the youth/NMD is complying with staff direction.
 - iv) The use of Guiding alone shall not require the creation of a Special Incident Report.
- b) Escorting
- i) Physically escorting a youth/NMD is only used when it is necessary for safety reasons to move a youth/NMD from one place to another and all other means have been exhausted.
 - ii) Staff members shall communicate to the youth/NMD as to why they are being physically escorted from one place to another.
 - iii) Escorts shall always be done with a minimum of two Pro-Act trained staff.
 - iv) An escort shall be processed with the youth/NMD in a similar manner to a restraint (see below).
 - v) Any escort shall be documented in a Special Incident Report and communicated to other staff in the same manner as a restraint.
- c) Restraint
- i) Physical restraints shall only be used in an emergency, e.g., a youth/NMD is actively trying to hurt self or others and after all other interventions have been unsuccessful. The use of other interventions such as the Individualized Treatment Plan, a self-time out, staff directed time-out, room time-out, and verbal interventions shall precede the use of restraint.
 - ii) Restraint should always be conducted with at least two staff members.
 - iii) Only staff members that have received Pro-Act shall initiate a restraint.
 - (1) Physical restraint is a technique of containment and shall not be a fight or a battle.
 - (2) Restraint shall not be used as punishment or discipline.
 - iv) Staff members shall remain with the youth/NMD until the youth/NMD has returned to an adequate level of self-control.
 - v) During a restraint, staff members shall constantly monitor the youth/NMD's wellbeing, verbally and non-verbally,

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| Applicant/Licensee Name New Haven Youth and Family Services, Inc. | Facility Number, if known 374600210, 37600200, 374600204, 374601789,374600208, 374602811 |
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and take all necessary actions to reduce harm to the youth/NMD.

- vi) Staff members shall process the restraint and the conditions that precipitated the restraint with the youth/NMD after the restraint is completed. Processing shall include why such measures needed to be taken to ensure the youth/NMD's or other's safety, as well as the youth/NMD's feelings about what occurred and how they might handle a similar situation differently in the future.
- vii) Staff members shall be sensitive to the well-being of other youth/NMDs in the home and to request assistance for supervision from other staff when possible. After the restraint has been completed, staff members shall check in with other youth/NMDs who witnessed the restraint and assess their needs.
- viii) Staff members using a restraint will complete a Special Incident Report before the end of their shift and forward it for their Program Specialist to review and debrief.
- ix) Staff members shall document the restraint in the Communication Log.

17) Time-Outs

Time-outs are psycho-educational tools used to support youth/NMD self-management skills. The time-out allows the youth/NMD a period of time to de-escalate and reorganize his thinking toward more appropriate behavior in a reduced stimulus environment.

Time-outs are given for the minimum amount of time necessary for a youth/NMD to regain self-control; they typically last from two to five quiet minutes.

A staff member shall discuss with the youth/NMD the youth/NMD's experience of the time-out after the completion of the time-out.

The procedures for a time-out are described below.

a) Specific Time-Out Guidelines and Procedures:

- i) Time-out shall only be used for dangerous behaviors of a youth/NMD that are not effectively addressed using less restrictive methods. If staff members have questions concerning the appropriate use of time-out, staff members shall consult their supervisor for guidance.
- ii) The youth/NMD shall be informed of the behavior that has resulted in a time-out and is directed to take a time-out in a designated time-out area.
- iii) If the youth/NMD is not able to calm down and becomes "out of control" and unsafe, Pro-Act procedures will be followed for managing a youth/NMD who is physically assaultive, dangerously self-abusive, or otherwise dangerous to those around him.
- iv) In the residential facility, time-out takes place within the facility or other safe location where the staff member can continue to supervise the youth/NMD.
- v) In the school, time-out occurs in an area designated by a member of the school's faculty.
- vi) During off-grounds activities when a time-out is warranted, the staff member shall select a safe location that can be easily observed by staff but that minimizes any stigma or ridicule that may be directed at the youth/NMD.

b) Self-Time-Out. In the case where the Treatment Team has determined that a self-time-out should be included as LIC 9106A [OPTIONAL USE – PUBLIC] (10/27/16) Recreated by New Haven YFS, Inc.

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part of the client's Treatment Plan, the client may take a self-time-out in a specified location. The Treatment Plan should specify any specific instructions for the individualized expectations and procedures for self-time-outs.

- i) This time-out procedure involves the youth/NMD requesting a self-time out in a designated area (staff members may also suggest a self-time out for a youth/NMD when appropriate).
- ii) The time-out shall be completed under the supervision of a staff member who visually monitors the youth/NMD.
- iii) Once the time-out is successfully completed, the youth/NMD shall discuss the matter with a staff member, after which time the youth/NMD returns to full participation in program activities.

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Emergency Intervention Plan - Runaway Plan

Runaway reduction begins with healthy and appropriate relationships with each youth/NMD. A youth/NMD may run away from the program for a variety of reasons, including: cries for help, fear, anger, seeking pleasure, avoiding pain, or an attempt to escape his current life situation. The way we intervene with runaways may reduce or increase the frequency or duration of future runaways. Staff members shall not be punitive in addressing youth/NMD who runaway; staff members shall seek to understand the underlying issues that may reinforce the running away and work with the youth/NMD's Program Specialist to develop a Behavioral Support Plan to reduce runaways.

If a youth/NMD enters the New Haven Program with a history of runaway behaviors, the Program Specialist shall coordinate with the Treatment Team to develop intervention strategies to minimize the frequency and duration of runaways and integrate the strategies into the youth/NMD's Individual Service Plan.

Staff Members shall respond to a runaway of a youth/NMD as follows:

1. As soon as a staff member becomes aware that a youth/NMD may have runaway, they shall immediately conduct a search of the surrounding area to ensure that the youth/NMD is not simply "playing" or "hiding." Staff Members shall remain alert to the needs of the other youth/NMD under their supervision and conduct the search in such a way as to maintain appropriate supervision of the youth/NMD and to minimize raising anxiety or fear within the youth/NMD.
2. If the youth/NMD has not been located in the initial search, the staff member shall make note of the time and contact the Program Specialist to inform him/her that a youth/NMD has runaway.
3. The Program Specialist shall consult with the staff member and determine the potential risk of harm for the youth/NMD and risk to the community from the youth/NMD for each specific runaway. Items to consider are:
 - a. The age, cognitive abilities, and developmental level of the youth/NMD,
 - b. Physical health issues such as asthma or diabetes,
 - c. History of similar behaviors,
 - d. Area that the youth/NMD ran from,
 - e. Current clinical issues for the youth/NMD, such as depression, substance abuse, anger, gang affiliation, Individual Service Plan for Runaway, etc.
 - f. Expectations of legal guardian and/or placement worker,
 - g. Time of day,
 - h. Is the youth/NMD dressed appropriately for the weather, and
 - i. Prescribed medications
4. The Program Specialist in consultation with the staff member and, if needed with the Clinical Director shall determine if the youth/NMD's current runaway is in a medium or high risk category.
5. The staff member and Program Specialist shall respond to the runaway using the table below as a guide:

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| Risk Level | When to Contact Law Enforcement | PS Responsibilities | Child Care Counselor Responsibilities | Behavioral Intervention | Public School Students | When a Special Incident Report is Required |
|------------|--|--|---|---|---|--|
| High | Immediately | <ol style="list-style-type: none"> 1) Immediately contact the Clinical Director to determine the best course of action. 2) Immediately contact the legal guardian of the youth/NMD. 3) When the youth/NMD returns, conduct an individual and/ or family therapy session within 1 business day concerning the runaway behavior. 4) Determine if a BSP/BIP is needed | <ol style="list-style-type: none"> 1) Maintain supervision ratio with other youth/NMD. 2) Immediately print out an emergency sheet to give to law enforcement to aid in the search. 3) Secure the youth/NMD's possessions until the situation is resolved. | <ol style="list-style-type: none"> 1) Record 1's in Behavioral Assessment Form (BAF) for each BAF period the youth/NMD was away. Calculate behavioral consequences based upon New Haven Phase and Level System. 2) Follow any additional instructions in current Behavioral Intervention Plan or Behavior Support Plan. | Program Specialist shall ensure that public school staff is aware to contact them immediately if the youth/NMD is determined to be missing or has run away from school. | Child Care Counselor shall write a Special Incident Report according to New Haven procedures after a runaway has lasted two (2) Hours after first identified; if less than 2 hours then create a Clinical Alert. |
| Medium | 2 Hours after youth/NMD is unaccounted for (per law enforcement standards) | <ol style="list-style-type: none"> 1) Shall contact the Clinical Director to determine the best course of action. 2) Contact the legal guardian of the youth/NMD after two hours have elapsed. 3) When the youth/NMD returns, conduct an individual and/ or family therapy session within 1 business day concerning the runaway behavior. 4) Determine if a BSP/BIP is needed. | <ol style="list-style-type: none"> 1) Maintain supervision ratio with other youth/NMD. 2) Secure the youth/NMD's possessions until the situation is resolved. 3) Print out an emergency sheet to give to law enforcement to aid in the search. | <ol style="list-style-type: none"> 1) Record 1's in Behavioral Assessment Form (BAF) for each BAF period the youth/NMD was away. Calculate behavioral consequences based upon New Haven Phase and Level System. 2) Follow any additional instructions in current Behavioral Intervention Plan or Behavior Support Plan. | Program Specialist shall ensure that public school staff is away to contact them immediately if the youth/NMD is determined to be missing or has run away from school. | Child Care Counselor shall write a Special Incident Report according to New Haven procedures after a runaway has lasted two (2) Hours after first identified; if less than 2 hours then create a Clinical Alert. |

If the runaway occurs at New Haven School, the school staff shall immediately contact the New Haven Director of Education who shall immediately contact the appropriate Program Specialist to initiate the procedures above.

Special procedure for Riverside Department of Social Services or Probation

Program Specialist/Treatment Manager shall call the Central Intake Center (CIC Hotline) to report any of the following incidents when the incident occurs after hours (Monday - Thursday 5:00 PM – 7:00 AM) and/or anytime on Fridays, Weekends, or Holidays:

- a. Runaway (AWOL)
- b. See New Haven R1200 Special Incident Reports procedures for additional information

Special procedure for San Diego Department of Social Services or Probation

Program Specialist shall contact the New Haven Director of Operations, and the New Haven Director of Operations or LIC 9106A [OPTIONAL USE – PUBLIC] (10/27/16) Recreated by New Haven YFS, Inc.

Short-Term Residential Therapeutic Program

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designee shall contact Community Care Licensing within three (3) hours during normal business hours.

Program Specialist shall speak with a Placing Agency Representative within three (3) hours during normal business hours.

If the incident occurs outside normal business hours, the Program Specialist shall speak with a Placing Agency Representative at the start of the next business day.

The Program Specialist is responsible for contacting Law Enforcement, Clinical Director, Residential Director, and the Placing Agency upon the youth/NMD's return to the program.

The Residential Director shall contact Community Care Licensing upon the youth/NMD's return to the program.

The Program Specialist shall forward any Clinical Reports for runaway (less than 2 hours) to a Placing Agency Representative.

The Residential Director or designee shall forward any Special Incident Reports for AWOL (2 hours or greater) to a Placing Agency Representative and Community Care Licensing.

- a. See New Haven R1200 Special Incident Reports procedures for additional information

Root Cause Analysis

It is imperative that the root cause(s) of runaway behaviors are identified for each youth/NMD and the program adapted to address the root cause(s). It is the responsibility of the Program Specialist to conduct an emergency treatment team meeting according to New Haven procedures to engage the team, including the youth/NMD, in developing a plan (Behavior Support Plan or Behavior Intervention Plan) to reduce or eliminate runaway behaviors.

Secure Youth/NMD Possessions

If a youth/NMD runs away, residential and school staff shall secure his possessions until the runaway episode is resolved by the youth/NMD's return or his termination from the New Haven program.

Check for Contraband

Upon return from a runaway episode, in order to maintain a safe and therapeutic environment, staff members shall check for contraband according to New Haven Policy and Procedure R0200 Contraband. Please see attached R.0200 Contraband procedure

Contraband Policy and Procedure



Contraband
R.0200

New Haven Youth and Family Services

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|-----------------------------|-------------------------------------|-------------------------------------|---|-------------------------------------|
| Number: | R.0200 | Title: | Contraband | |
| Review Schedule (Check one) | 6 months | <input checked="" type="checkbox"/> | Owner: Director of Operations Revision Date: 04/20/17 Brief Description / Comments Regarding contraband and search and confiscation. | |
| | 1 year | <input type="checkbox"/> | | |
| | 2 years | <input type="checkbox"/> | | |
| Key Words | | | | |
| Administrative | | | Medications | |
| Admissions | | | Nurse | |
| Direct Care Worker | <input checked="" type="checkbox"/> | | Parent/Family/Kin | |
| Discharge | | | Personnel | |
| Discipline | | | Physician | |
| Education | | | Program Specialist | |
| Emergency | | | Residential | <input checked="" type="checkbox"/> |
| Fiscal | | | Safety | <input checked="" type="checkbox"/> |
| Food/Diet/Nutrition | | | Training | |
| Form | | | Transportation | |
| Health | | | | |
| Medical | | | | |

Approval: _____
Procedure Owner Date

Approval: _____
Quality Assurance Team Date

Approval: _____
CEO Date



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When probable cause exists, it is necessary for staff to search an individual and/or his personal belongings or bedroom, as well as the facility in which he is assigned, including the school. Probable cause is defined as a condition or situation which causes a reasonable suspicion for the concern of the health, welfare and/or safety of residents and/or staff. All searches will be conducted in a manner that is dignified and respectful of the resident's rights about being protective of his personal belongings.

1. Specifically, the following circumstances may qualify as probable cause:
 - a. Being off grounds without permission (AWOL)
 - b. Threats that the resident possesses contraband and will use it
 - c. Tips or hints from a credible informant, including other residents
 - d. Suspicious behaviors that may indicate the possession of contraband, i.e., smell of alcohol or acting in such a way that may indicate the resident is under the influence of a controlled substance
 - e. Return from an off-campus activity, particularly if there is a history of returning with contraband
 - f. Other credible information legally gained that may indicate the possession of contraband, such as bragging or rumors
2. If a staff member believes probable cause exists, s/he shall contact the Program Specialist without the knowledge of any residents and confirm probable cause exists
3. If it is determined that probable cause for a search exists, the staff member and Program Specialist shall strategize a plan to conduct an appropriate search. Specifically, the plan shall address the following issues:
 - a. Upon return from a home pass or approved outing, the resident should be questioned as to whether he returned with any contraband
 - b. A time and location of the search is established that ensures all residents remain under appropriate levels of supervision, but that the search is witnessed by at least one other staff member; a search may include the facility grounds, the facility itself, the resident's bedroom and all of the resident's belongings
 - c. Searches should include looking under mattresses, under beds, in pockets of dirty and clean clothes, in radios, drawers, storage areas, toilet tanks, electrical outlets, storage containers, vents, holes in walls behind furniture, roofs, and in pillowcases
 - d. Unless a resident/staff member's safety is in jeopardy, a staff member is not to use physical intervention to confiscate any items
 - e. If a resident refuses to follow staff member's directive to surrender contraband, staff is to immediately contact the Program Specialist or supervisor for further direction
 - f. A resident should never be strip searched; while conducting a search, staff will never physically touch a resident; for example, no pat downs or frisks; however, if staff members strongly suspect the presence of dangerous or illegal contraband, staff shall consult with their supervisor
 - i. Staff members shall always use their best judgment in conducting a search and/or seizure; staff members shall show respect of the youth's space and belongings and minimize the probability that a youth will escalate into violence or other negative behaviors

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Contraband
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- ii. With the supervisor's and youth's permission, two male staff members shall respectfully ask a resident to undress down to his underwear to enable a more thorough search; if two male staff members are not available, the Program Specialist shall be contacted for direction
 - iii. With the supervisor's permission, but with the youth refusing to be searched, the youth shall immediately be placed and remain on Constant Watch until released from Constant Watch by the youth's Program Specialist or designee; with permission from the Program Specialist, a refusal by a youth to be searched shall result in the youth experiencing the same consequences as if a search had been conducted and contraband found
- g. Notes regarding the search, including any items confiscated, are documented in the shift report
- h. A Search and Seizure Form is completed and signed
- i. Upon discovery of any non-approved or contraband item, Child Care Counselors shall immediately confiscate it, label it with the resident's name and inventory the item, store it in a secure location, and contact the Program Specialist for disposal direction
 - ii. The Program Specialist shall determine disposition of confiscated items including: returning items back home to parents/guardians, destroying the items, or in the case of unlawful possession, appropriate law enforcement may be notified; the Program Specialist and Child Care Counselor shall determine if a Special Incident Report needs to be generated
4. Limited access items:
- a. Approved toiletries that are potentially dangerous such as razors, shavers and after-shave will be locked up and offered to the resident for use when appropriate.
 - b. Tools such as screwdrivers, hammers, and nails or art materials such as paints and markers shall be kept locked up unless in use and under the direct supervision of staff.
 - c. Clothes irons may only be used by residents at appropriate times, in appropriate locations, and under the direct supervision of staff members
 - d. Food and soda must be stored in the personal box of the resident and kept locked in a staff-controlled cabinet
 - e. Personal money of residents must be accurately inventoried and kept under the control of the Program Specialist
5. Residents may not possess the following non-approved items:
- a. Any weapon including, but not limited to: firearms, slingshots, explosives, fireworks, forks, screwdrivers, knives or other sharp objects, bats, sticks, socks, pillowcases, or other items stuffed with weighted items, wire, string, clubs, scissors, any item that can be used as a weapon by being propelled or thrown, or any other sharp, sharpened, or manufactured item
 - b. Cigarettes, cigars, chewing tobacco, snuff, pipes, rolling papers, vaping equipment or supplies, other tobacco products, and items used to inhale or consume nicotine, including but not limited to e cigarettes, or smoking paraphernalia including, but not limited to lighters, matches, or any other smoking material
 - c. Spray paint, modeling glue, or any other inhalant
 - d. Any controlled substance including, but not limited to, alcohol or other drugs, including marijuana, beer, eatables; drug paraphernalia.

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- e. All alcohol-based products including, but not limited to, mouthwash, after-shave, or witch hazel
- f. Any medication, including over-the-counter medication such as cough medicine vitamins, herbs, or other supplements.
- g. Aerosol cans, including any/all sample size body or deodorant sprays
- h. Posters, music items, or artwork such as sexually inappropriate, pornographic, profane, racially or sexually derogatory material
- i. Items belonging to other youth, staff members, or New Haven property
- j. Pagers, flashlights, and cameras
- k. Any material or item that reasonable or prudent standards may interpret to be gang related
- l. Markers
- m. Any clothing that violates the New Haven Dress Code
- n. Any chemical agent, including but not limited bleach, gasoline, alcohol, or hydrogen peroxide.
- o. Anything that may connect to the Internet except as approved by the youth's treatment team.
- p. Parental advisory CDs
- q. Any movies that are rated other than G, PG, or PG13 or deemed thematically inappropriate by a Program Specialist
- r. Any video games rated other than E or T or deemed thematically inappropriate by a supervisor
- s. Any item prohibited in a youth's individual treatment plan.

USE OF ENTERTAINMENT EQUIPMENT

6. Each New Haven home is equipped with a television set and one DVD player for community use. Additionally, each of the homes have entertainment equipment such as video games, radios, pool table, foosball table, ping pong table etc. These community items are used during designated activity times with staff permission. The television times are designated after dinner during the weekdays and after all other daily requirements have been completed by the youth (i.e. chores, homework, and hygiene).
7. The monthly activity calendar is posted in each house also designates some evenings for rented videos and for video games. It is the policy of New Haven that non-rated, "R", "MC-17" or "X" rated or horror and violent movies of any rating are prohibited. Only "PG-13", "PG", and "G" rated movies are allowed. When renting movies or choosing a television show staff are responsible for insuring that the shows chosen adhere to New Haven standards for ratings.
8. Clients can have radios and small hand held video games in their rooms. Any music or artwork that is considered sexually inappropriate, pornographic, profane, or racially/sexually derogatory will be considered contraband and will be confiscated and locked in a safe place until it can be sent home to the parent/guardian. Youth may possess their own cell phone unless use or possession is limited through court order or a fully executed treatment plan due to the individual treatment needs of the youth.

EXPECTATIONS REGARDING ENTERTAINMENT

This procedure is provided to New Haven employees, volunteers, interns, and other business associates (hereafter referenced as "New Haven staff" or "staff") to provide clear expectations for the use of entertainment involving New Haven Residents. Please also refer to New Haven Policy and Procedure R0500 concerning shift responsibilities.

Due to the special needs of New Haven residents and/or students, special consideration shall be applied prior to the use of entertainment or educational enrichment activities involving New Haven youth. Entertainment or educational enrichment activities include, but are not limited to staff members providing or allowing the use at New Haven of:

- Videos, including YouTube, television shows, movies, documentaries, live streams or other video clips;

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- Video games;
 - Still images, including drawings, photographs, cartoons or visual images;
 - Audio, including songs, comedy routines, or other audio live or recorded;
 - Live action including theater, plays, psychodrama, live action, poetry, or other forms of live or recorded entertainment or educational enrichment activities
1. The primary guiding principle concerning use of entertainment and educational enrichment activities at New Haven is that *all New Haven sponsored or approved activities shall be used to promote the emotional, cognitive, physical, or spiritual growth of youth which is developmentally, clinically, and emotionally appropriate for the youth and other clients of New Haven.*
 2. New Haven staff members shall neither expose youth nor listen, view, or otherwise use on or about New Haven property or New Haven vehicles inappropriate entertainment or educational enrichment activities. Activities are not allowed that promote, joke about, or aggrandize:
 - a. Alcohol, tobacco, or other drug use of any kind, including legal uses;
 - b. Violence, harassment, teasing, or cruelty toward humans or other creatures
 - i. New Haven has a zero tolerance for harassment of any type
 - c. Weapon use, including guns and knives
 - d. Sexual content and/ or nudity
 - e. Criminal or gang life
 - f. Promote one religious or political group over others
 - g. Horror, occult, or gore
 3. While the Motion Picture Association of America ratings of movies and television provides some helpful guidance, even greater scrutiny must be applied to entertainment or educational enrichment activities prior to exposing our youth.
 - a. Films rated anything other than G or PG are expressly forbidden from use at New Haven unless written prior permission from the Chief Executive Officer of New Haven or designee is provided.
 - b. Staff members should not assume that films rated G or PG are "automatically approved" for use at New Haven. The test of content described in this document must be applied prior to providing such films or television shows.
 4. Video game ratings by the Entertainment Software Rating Board (ESRB) also are only guidelines for use of video games at New Haven.
 - a. Video games rated other than C, E, E+, or T are expressly forbidden from use at New Haven unless written prior permission from the Chief Executive Officer of New Haven or designee is provided.
 - b. Staff members should not assume that video games rated C, E, E+, or T are "automatically approved" for use at New Haven. The test of content described in this document must be applied prior to providing such video games.
 5. If a youth brings inappropriate content into New Haven, this issue shall be reviewed with the Treatment Manager and Clinical Supervisor to determine the most clinically appropriate path to take concerning such content.
 6. Staff members are not allowed to view, listen to, or participate in entertainment or educationally enriching activities prohibited in this document while on New Haven property or in a New Haven vehicle even if youth are not present or are asleep.
 7. Only the Chief Executive Officer of New Haven or designee may make exceptions to the procedures provided in this document.

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- a. Any exceptions must be requested prior to use in writing from the assigned Treatment Manager, Teacher, or Program Specialist.
 - b. A log of all written exceptions shall be maintained by the Director of Operations.
8. Failure to follow the procedures detailed in this document shall result in corrective action.

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Short-Term Residential Therapeutic Program

Applicant/Licensee Name

New Haven Youth and Family Services, Inc.

Facility Number, if known

374600210, 37600200, 374600204,
374601789, 374600208, 374602811**PROGRAM STATEMENT****23. NEIGHBORHOOD COMPLAINT PROCEDURES [Reference: HSC 1524.5]**

- Describe the facility's procedure for handling neighborhood complaints.

Please check one of the following:

- Initial Submission Date: _____
- Revision Date: _____

Short-Term Residential Therapeutic Program

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| Applicant/Licensee Name New Haven Youth and Family Services, Inc. | Facility Number, if known 374600210, 37600200, 374600204, 374601789,374600208, 374602811 |
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Neighbor Complaints

If a neighbor of New Haven contacts a staff member to voice a concern, the staff member shall thank the neighbor for sharing her/his concern, gather the neighbor's name and contact information, and immediately contact her/his supervisor, Program Specialist. The Program Specialist shall immediately contact the Chief Quality Officer. The Chief Quality Officer shall attempt contact with the complainant as soon as possible, but no later than one business day after the complaint. The Chief Quality Officer shall work with the neighbor and New Haven staff and administrators to resolve any complaint in a mutually beneficial, positive, and expeditious manner that protects the health, welfare, and confidentiality of all involved. If the complaint cannot be resolved to the satisfaction of all parties, the Chief Quality Officer shall provide the complainant with the address and contact information for Community Care Licensing.

The Chief Quality Officer shall notify the San Diego County COTR within forty-eight (48) hours of receipt of any material complaints including, but not limited to complaints referring to issues concerning San Diego County Department of Social Services or Department of Probation pertaining to abuse or quality of care submitted verbally or in writing regarding New Haven's program or facilities. Similar reporting requirements to other placing agencies shall be implemented as required.

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|---|--|
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New Haven Youth and Family Services

| | |
|----------------|-------------------|
| Number: R.0200 | Title: Contraband |
|----------------|-------------------|

| | | | |
|--------------------------------|----------|-------------------------------------|-------------------------------|
| Review Schedule (Check one) | 6 months | <input checked="" type="checkbox"/> | Owner: Director of Operations |
| | 1 year | <input type="checkbox"/> | |
| | 2 years | <input type="checkbox"/> | |

Revision Date: 04/20/17

Brief Description / Comments

Regarding contraband and search and confiscation.

Key Words

| | | | |
|---------------------|---|--------------------|---|
| Administrative | | Medications | |
| Admissions | | Nurse | |
| Direct Care Worker | X | Parent/Family/Kin | |
| Discharge | | Personnel | |
| Discipline | | Physician | |
| Education | | Program Specialist | |
| Emergency | | Residential | X |
| Fiscal | | Safety | X |
| Food/Diet/Nutrition | | Training | |
| Form | | Transportation | |
| Health | | | |
| Medical | | | |

Approval: _____
Procedure Owner
Date

Approval: _____
Quality Assurance Team
Date

Short-Term Residential Therapeutic Program

Applicant/Licensee Name

New Haven Youth and Family Services, Inc.

Facility Number, if known

374600210, 37600200, 374600204,
374601789,374600208, 374602811

Approval: _____

CEO

Date

When probable cause exists, it is necessary for staff to search an individual and/or his personal belongings or bedroom, as well as the facility in which he is assigned, including the school. Probable cause is defined as a condition or situation which causes a reasonable suspicion for the concern of the health, welfare and/or safety of residents and/or staff. All searches will be conducted with at least two staff members in a manner that is dignified and respectful of the resident's rights about being protective of his personal belongings.

1. Specifically, the following circumstances may qualify as probable cause:
 - a. Being off grounds without permission (AWOL)
 - b. Threats that the resident possesses contraband and will use it
 - c. Tips or hints from a credible informant, including other residents
 - d. Suspicious behaviors that may indicate the possession of contraband, i.e., smell of alcohol or acting in such a way that may indicate the resident is under the influence of a controlled substance
 - e. Return from an off-campus activity, particularly if there is a history of returning with contraband
 - f. Other credible information legally gained that may indicate the possession of contraband, such as bragging or rumors
2. If a staff member believes probable cause exists, s/he shall contact the Program Specialist without the knowledge of any residents and confirm probable cause exists
3. If it is determined that probable cause for a search exists, the staff member and Program Specialist shall strategize a plan to conduct an appropriate search. Specifically, the plan shall address the following issues:
 - a. Upon return from a home pass or approved outing, the resident should be questioned as to whether he returned with any contraband
 - b. A time and location of the search is established that ensures all residents remain under appropriate levels of supervision, but that the search is witnessed by at least one other staff member; a search may include the facility grounds, the facility itself, the resident's bedroom and all of the resident's belongings
 - c. Searches should include looking under mattresses, under beds, in pockets of dirty and clean clothes, in radios, drawers, storage areas, toilet tanks, electrical outlets, storage containers, vents, holes in walls behind furniture, roofs, and in pillowcases
 - d. Unless a resident/staff member's safety is in jeopardy, a staff member is not to use physical intervention to confiscate any items
 - e. If a resident refuses to follow staff member's directive to surrender contraband, staff is to immediately contact the Program Specialist or supervisor for further direction
 - f. A resident should never be strip searched; while conducting a search, staff will never physically touch a resident; for example, no pat downs or frisks; however, if staff members strongly suspect the presence of dangerous or illegal contraband, staff shall consult with their supervisor
 - i. Staff members shall always use their best judgment in conducting a search and/or seizure; staff members shall show respect of the youth/NMD's space and belongings and minimize the probability that a youth/NMD will escalate into violence or other negative behaviors
 - ii. If there is a suspicion of dangerous object or weapon on the person of the youth/NMD, potentially

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jeopardizing the safety of youth/NMD or staff, law enforcement will be contacted for assistance.

- iii. With the supervisor's permission, but with the youth/NMD refusing to be searched, the youth/NMD shall immediately be placed and remain on Constant Watch until released from Constant Watch by the youth/NMD's Program Specialist or designee; with permission from the Program Specialist, a refusal by a youth/NMD to be searched shall result in the youth/NMD experiencing the same consequences as if a search had been conducted and contraband found

g. Notes regarding the search, including any items confiscated, are documented in the shift report

h. A Search and Seizure Form is completed and signed

- i. Upon discovery of any non-approved or contraband item, Child Care Counselors shall immediately confiscate it, label it with the resident's name and inventory the item, store it in a secure location, and contact the Program Specialist for disposal direction
- ii. The Program Specialist shall determine disposition of confiscated items including: returning items back home to parents/guardians, destroying the items, or in the case of unlawful possession, appropriate law enforcement may be notified; the Program Specialist and Child Care Counselor shall determine if a Special Incident Report needs to be generated

4. Limited access items:

- a. Approved toiletries that are potentially dangerous such as razors, shavers and after-shave will be locked up and offered to the resident for use when appropriate.
- b. Tools such as screwdrivers, hammers, and nails or art materials such as paints and markers shall be kept locked up unless in use and under the direct supervision of staff.
- c. Clothes irons may only be used by residents at appropriate times, in appropriate locations, and under the direct supervision of staff members
- d. Food and soda must be stored in the personal box of the resident and kept locked in a staff-controlled cabinet
- e. Personal money of residents must be accurately inventoried and kept under the control of the Program Specialist

5. Residents may not possess the following non-approved items:

- a. Any weapon including, but not limited to: firearms, slingshots, explosives, fireworks, forks, screwdrivers, knives or other sharp objects, bats, sticks, socks, pillowcases, or other items stuffed with weighted items, wire, string, clubs, scissors, any item that can be used as a weapon by being propelled or thrown, or any other sharp, sharpened, or manufactured item
- b. Cigarettes, cigars, chewing tobacco, snuff, pipes, rolling papers, vaping equipment or supplies, other tobacco products, and items used to inhale or consume nicotine, including but not limited to e cigarettes, or smoking paraphernalia including, but not limited to lighters, matches, or any other smoking material
- c. Spray paint, modeling glue, or any other inhalant
- d. Any controlled substance including, but not limited to, alcohol or other drugs, including marijuana, beer, eatables; drug paraphernalia.
- e. All alcohol-based products including, but not limited to, mouthwash, after-shave, or witch hazel
- f. Any medication, including over-the-counter medication such as cough medicine vitamins, herbs, or other supplements.
- g. Aerosol cans, including any/all sample size body or deodorant sprays
- h. Posters, music items, or artwork such as sexually inappropriate, pornographic, profane, racially or sexually derogatory material
- i. Items belonging to other youth/NMD, staff members, or New Haven property
- j. Pagers, flashlights, and cameras

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- k. Any material or item that reasonable or prudent standards may interpret to be gang related
- l. Markers
- m. Any clothing that violates the New Haven Dress Code
- n. Any chemical agent, including but not limited bleach, gasoline, alcohol, or hydrogen peroxide.
- o. Anything that may connect to the Internet except as approved by the youth/NMD's treatment team.
- p. Parental advisory CDs
- q. Any movies that are rated other than G, PG, or PG13 or deemed thematically inappropriate by a Program Specialist
- r. Any video games rated other than E or T or deemed thematically inappropriate by a supervisor
- s. Any item prohibited in a youth/NMD's individual treatment plan.

USE OF ENTERTAINMENT EQUIPMENT

- 6. Each New Haven home is equipped with a television set and one DVD player for community use. Additionally, each of the homes have entertainment equipment such as video games, radios, pool table, foosball table, ping pong table etc. These community items are used during designated activity times with staff permission. The television times are designated after dinner during the weekdays and after all other daily requirements have been completed by the youth/NMD (i.e. chores, homework, and hygiene).
- 7. The monthly activity calendar is posted in each house also designates some evenings for rented videos and for video games. It is the policy of New Haven that non-rated, "R", "MC-17" or "X" rated or horror and violent movies of any rating are prohibited. Only "PG-13", "PG", and "G" rated movies are allowed. When renting movies or choosing a television show staff are responsible for insuring that the shows chosen adhere to New Haven standards for ratings.
- 8. Clients can have radios and small handheld video games in their rooms. Any music or artwork that is considered sexually inappropriate, pornographic, profane, or racially/sexually derogatory will be considered contraband and will be confiscated and locked in a safe place until it can be sent home to the parent/guardian. Youth/NMD may possess their own cell phone unless use or possession is limited through court order or a fully executed treatment plan due to the individual treatment needs of the youth/NMD.

EXPECTATIONS REGARDING ENTERTAINMENT

This procedure is provided to New Haven employees, volunteers, interns, and other business associates (hereafter referenced as "New Haven staff" or "staff") to provide clear expectations for the use of entertainment involving New Haven Residents. Please also refer to New Haven Policy and Procedure R0500 concerning shift responsibilities.

Due to the special needs of New Haven residents and/or students, special consideration shall be applied prior to the use of entertainment or educational enrichment activities involving New Haven youth/NMD. Entertainment or educational enrichment activities include, but are not limited to staff members providing or allowing the use at New Haven of:

- Videos, including YouTube, television shows, movies, documentaries, live streams or other video clips;
- Video games;
- Still images, including drawings, photographs, cartoons or visual images;
- Audio, including songs, comedy routines, or other audio live or recorded;
- Live action including theater, plays, psychodrama, live action, poetry, or other forms of live or recorded entertainment or educational enrichment activities

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1. The primary guiding principle concerning use of entertainment and educational enrichment activities at New Haven is that *all New Haven sponsored or approved activities shall be used to promote the emotional, cognitive, physical, or spiritual growth of youth/NMD which is developmentally, clinically, and emotionally appropriate for the youth/NMD and other clients of New Haven.*
2. New Haven staff members shall neither expose youth/NMD nor listen, view, or otherwise use on or about New Haven property or New Haven vehicles inappropriate entertainment or educational enrichment activities. Activities are not allowed that promote, joke about, or aggrandize:
 - a. Alcohol, tobacco, or other drug use of any kind, including legal uses;
 - b. Violence, harassment, teasing, or cruelty toward humans or other creatures
 - i. New Haven has a zero tolerance for harassment of any type
 - c. Weapon use, including guns and knives
 - d. Sexual content and/ or nudity
 - e. Criminal or gang life
 - f. Promote one religious or political group over others
 - g. Horror, occult, or gore
3. While the Motion Picture Association of America ratings of movies and television provides some helpful guidance, even greater scrutiny must be applied to entertainment or educational enrichment activities prior to exposing our youth/NMD.
 - a. Films rated anything other than G or PG are expressly forbidden from use at New Haven unless written prior permission from the Chief Executive Officer of New Haven or designee is provided.
 - b. Staff members should not assume that films rated G or PG are "automatically approved" for use at New Haven. The test of content described in this document must be applied prior to providing such films or television shows.
4. Video game ratings by the Entertainment Software Rating Board (ESRB) also are only guidelines for use of video games at New Haven.
 - a. Video games rated other than C, E, E+, or T are expressly forbidden from use at New Haven unless written prior permission from the Chief Executive Officer of New Haven or designee is provided.
 - b. Staff members should not assume that video games rated C, E, E+, or T are "automatically approved" for use at New Haven. The test of content described in this document must be applied prior to providing such video games.
5. If a youth/NMD brings inappropriate content into New Haven, this issue shall be reviewed with the Treatment Manager and Clinical Supervisor to determine the most clinically appropriate path to take concerning such content.
6. Staff members are not allowed to view, listen to, or participate in entertainment or educationally enriching activities prohibited in this document while on New Haven property or in a New Haven vehicle even if youth/NMD are not present or are asleep.
7. Only the Chief Executive Officer of New Haven or designee may make exceptions to the procedures provided in this document.
 - a. Any exceptions must be requested prior to use in writing from the assigned Treatment Manager, Teacher, or Program Specialist.
 - b. A log of all written exceptions shall be maintained by the Director of Operations.
8. Failure to follow the procedures detailed in this document shall result in corrective action.