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California's Child and Family Services Review
System Improvement Plan

County:	**Glenn**
Responsible County Child Welfare Agency:	Human Resource Agency
Period of Plan:	**July 2007 to June 2010**
Period of Outcomes Data:	**(1) Quarter ending June 30, 2006**
Date Submitted:	**(2) May 15, 2007**

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Submitted by each agency for the children under its care	
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The following Minute Order of the Board of Supervisors is being sent to you for information or possible action. If you have any questions concerning this matter, please call the Board's office.

Minute Order of the Board of Supervisors
May 15, 2007 Regular Meeting
County of Glenn, State of California

16. **Human Resource Agency – County System Improvement Plan**

Matter:	Recommendation of Human Resource Agency Director Kim Gaghagen to approve the California Child and Family Services Review *County System Improvement Plan*, July 2007 to June 2010 for submission to the California Department of Social Services.
Motion/Second:	Supervisor Amaro/Supervisor Quarne
Order:	Approve the aforesaid matter
Vote:	Unanimous.

California Child and Family Services Review

County System Improvement Plan

July 2007 to June 2010

Elements of the County SIP

I. SIP Narrative

1. Identify Local Planning Bodies

Glenn County has an interagency collaborative, the Children's Interagency Coordinating Council (CICC), that meets monthly. CICC is comprised of family representatives, social welfare, health services, alcohol and substance abuse, probation, juvenile justice, law enforcement, community based organizations, non-profits and many other community partners. The purpose is to identify gaps in services, minimize duplication and combine resources to provide comprehensive services and decrease the incidents of child abuse within Glenn County. This core group has worked on the County's Self-Assessment and provided input for the development of the Self Improvement Plan.

2. Share Findings that Support Qualitative Change

A questionnaire was prepared to facilitate communication on the social welfare redesign in group settings. Discussion items included how the change has been perceived, what needs to change, what parts work well, what barriers exist and suggestions for improvements. A total of eight focus groups were conducted for purposes of assessment and qualitative analysis. Focus groups included parent/foster care representatives, community partners, staff and professionals that work directly with the Child Welfare System (CWS). Groups were strategically scheduled throughout Glenn County, including our primary communities of Willows, Orland and Hamilton City.

A written survey was also circulated randomly to families and youth involved with the Child Welfare System to provide an opportunity for anonymous input. Participants were asked to comment on their level of participation in their plan, cultural sensitivity, respect, how informed they were, and satisfaction with process.

Overall comments from all focus groups revealed that the community is overwhelmingly pleased with the changes over the past few years. There is a notable difference in service delivery that promotes family voice, community involvement and plans for reunification with support. Many community members stated that they are more open towards making referrals as some services are voluntary, geared towards establishing relationship with the family, a source of education, and less punitive than in years past. The focus groups were unanimous in reporting that the process allows for more outreach to extended family members and community partners. It should be noted that Team Decision Making Meetings have had 100% participation from at least one parent.

The results of these focus groups were presented to CICC to develop objectives. Some trends were apparent when focus groups were asked about barriers in the system and areas that need improvement. The concerns provided guidance in the development of objectives for the Self Improvement Plan.

Two primary areas needing improvement were CWS data management and preserving family relationships. Although staff received many compliments, there were some concerns that social workers may not be able to respond quickly to messages, spend enough time with families, and meet deadlines for data entry and face to face visits. The second area involves many factors that all result in the priority to keep children near their homes. Comments included culturally appropriate placements, reduced placements, using extended family members when possible and to keep children within same school districts.

Although the community's feedback did not result in the need to improve efforts to keep children safe, this is a primary target for CWS. As reported in the Self-Assessment, using the Outcome and Accountability County Data Reports for October 2006, the number and rate of children with substantiated referrals, number and rate of first entries, and number and rate of children in care has increased. The data remains above statewide average. These findings have resulted in an increased need to focus on prevention through county efforts and the AmeriCorps contract through Prevent Child Abuse-California, which includes differential response, foster parent recruitment and retention efforts.

3 Attach the Summary Assessment (Section V) of the Self-Assessment.

SUMMARY ASSESSMENT

Outcome 1: Children are, first and foremost, protected from abuse and neglect.

Strengths:
Children in foster care placement do not experience abuse or neglect while in placement. CWS Social Workers and other associated staff have close contact with the foster families as well as the children placed there. One AmeriCorps Member has weekly contact with each foster home as part of the supportive services being provided to retain foster homes. Training and support has increased with foster parents in the last three years.

The Differential Response program that has been developed is working very well. Two AmeriCorps Members have been assigned to work with Community Action Division (CAD) and CWS staff in providing Pathway One Differential Response services. These two members are located in the Orland Family Resource Center. Families are receptive to AmeriCorps and CAD staff.

CWS staff is being viewed by families in a less adversarial way as a result of the Differential Response program. Families are more appreciative, and feel less threatened, by the offer and delivery of Differential Response services from non-CWS staff. In addition, CAD and AmeriCorps Members are careful to present CWS in a positive way while working with families.

Areas needing Improvement:
The county data for 2005 has not indicated improvements as desired in these areas: number and rate of children with substantiated referrals; number and rate of first entries; and number and rate of children in care. The data remains above the statewide average.

The only data representing significant change is that the rate of referrals for 2005 was 88.3 per 1,000 children and for 2002 it was 130.6 per 1,000 children. The rate of referrals decreased by 32% in 2005.

The method that CWS/CMS data is collected and then reported for referrals remains a concern. County and state data may not accurately represent the outcomes in the areas of recurrence of maltreatment. There is not even agreement among the counties on what constitutes a substantiated or inconclusive referral. This discussion has occurred at a regional level as well as locally. There are no standardized ways of entering some of that CWS/CMS data. This remains an issue for the state and the CWS/CMS Project.

The continuation of Differential Response services is likely to improve outcomes in this area. The effect of those services cannot be accurately measured at this time, however a database has been implemented that will provide such data.
A new parenting service provider, Parent Education Network (PEN), is anticipated to have a positive impact as well. New curriculum and the delivery of these services using different strategies are anticipated to bring positive results. Additionally, the local Children's Interagency Coordinating Council is currently working to develop a continuum of parenting instruction.

Wraparound services with flexible funding would improve all outcomes in this area. A collaborative team is in the process of developing the proposal.

Outcome Two: Children are safely maintained in their homes whenever possible and appropriate.

Strengths:

Glenn County does an excellent job of responding to immediate response referrals. The data between 2003 and 2005 remains unchanged. Immediate Response referrals were acted upon in a timely fashion 100% of the time. There is always a Social Worker able to make an immediate response, if needed. Local protocols insure that timely responses will continue.

The Emergency Response Social Workers have a very good working relationship with law enforcement, particularly the Glenn County Sheriff's Office. The good partnerships have expedited response times when law enforcement has been needed.

The implementation of TDMs has reduced the number of petitions filed in Juvenile Court. During the TDM process, services and support can often be arranged to maintain children safely in their own home. TDMs have been the most significant change in CWS practice producing the best outcomes for families. The process has engaged the entire family and given them a voice about important decisions affecting their children. CWS staff has embraced this process although some were initially tentative about the philosophical shift in this new practice. Sharing decision-making was a change to the CWS culture, as well as inviting the family and community to the TDM table.

Areas Needing Improvement:
There is a need to improve the 10 day response referrals. In 2003 they were approximately 91% and they have dropped to an average of 75%. Emergency Response Social Workers have consistently had to carry additional tasks due to the constant staff turnovers and vacancies. These Social Workers have been carrying on-going case loads and making home visits for FR, PP, and FM. These additional duties have hindered their response time for ER.

Data entry procedures still need to be improved to ensure that the on-going Social Worker visits and exceptions are being recorded properly in the CWS/CMS. The on-going Social Workers have at times inherited caseloads with inadequate documentation. Data entry delays are now more common with Emergency Response staff in the last several months due to increased workload.

Stable CWS staffing would reduce caseloads allowing for more data entry time (CWS/CMS and CAT) and most importantly, delivery of services to children, caregivers, and family members. Training would be delivered in a consistent manner both locally and with outside sources, such as UC Davis.

Outcome Three: Children have permanency and stability in their living situations without increasing reentry into foster care.

Strengths:
This is an area of continued strength for the county. Children who are placed in foster care experience limited moves and the number of children needing group home placement is limited. There is concerted effort to stabilize placements and work with foster parents to remedy situations that may lead to seven day notices for removal of the child. CSOC staff has also assisted in those situations by working with the foster parents. State averages are exceeded in these areas.

Children in Glenn County are reunited with their family within 12 months (federal measure) over 80% of the time. This exceeds the rate for the state. TDMs have again been instrumental in improving those outcomes.

The length of time to exit foster care to adoption (federal measure) within 12 months in Glenn County was reported as 100% in the 4/1/05-3/31/06 UC Berkeley data report. The good working relationship with Adoptions staff has been instrumental in this impressive data.

Areas Needing Improvement:
Although children experience few moves, and are being reunited or moved to permanency at a good rate, it is important that efforts continue to be made to increase the number of foster placements in the County. The increase in county foster homes and beds available has been positive. Continued recruitment efforts are important, especially in Willows and outlying areas. Local placements help to ensure that children are proximate to their families, which is optimal for continued success in this area.

The data for the rate of foster care re-entry is an area needing improvement. Additional services in the county, including Wraparound, would be helpful. Substance abuse relapse by the parents remains the most common reason for foster care re-entry. Drug and alcohol services in the county are very minimal.

Outcome Four: The family relationships and connections of children served by the CWS will be preserved as appropriate.

Strengths:
Social Workers understand the importance of placing siblings together. They spend considerable time making numerous phone calls to locate foster homes that can accommodate all of the siblings. Sometimes siblings have to be placed outside of the county so they can all be placed together. The emphasis then becomes keeping the siblings together rather than maintaining them in their own community.

The most noted data (UC Berkeley) for 4/1/05 through 3/31/06 for foster care placements in least restrictive settings is in the shift of initial placements from FFA certified homes to county licensed foster homes. Data indicates that FFA certified homes are being used 40% less for initial placements with the increase going to the county licensed homes and the majority of those being in county. Children are in less restrictive settings and remaining in their own communities more often.

Relative placements have increased in the above referenced Point in Time data, but the increase is not substantial. One Social Worker has been assigned to these assessments and her workload has at least doubled with the number of requests. The assessments are very thorough, the documentation is excellent, and "same standards" requirements are met.

Increased family visitations and phone calls among family members have been a priority as part of the CWS improvement activities. CAD staff and HRA vocational aides have assisted with transportation and supervision of family visits. Cases are being reviewed to determine if supervised visits are truly necessary. Families interact more normally during visitation time if in more comfortable environments. A center for family visits and TDMs has just been created and furnished in Willows that meets this philosophy. Previously visits were often held in the Willows HRA office and it was not a family-friendly environment.

Areas Needing Improvement:
Relative homes continue to be under-represented in this outcome, particularly at the time of initial placement. Relative/NREFM protocols were established as a result of the last SIP. The protocol included emergency placements, but relative and NREFM placements at that stage still do not occur as often as expected. Workload and time of day/night that these emergency placements occur have been cited as possible explanations. In an effort to place children in the least restrictive environment and to keep children with family, the SIP will again address more intensive efforts for relative placements at the initial placement and beyond.

A review of current procedures that ensure early identification of American Indian children and better working relationships with the tribes should insure that Indian children are placed within Indian homes, and with relatives whenever possible. The incidence of these placements is low.

Foster home recruitment efforts will continue to include a component to address the need for culturally appropriate homes. Spanish speaking and American Indian homes are both needed to address the demographics of the caseload. Recruitment materials in Spanish have been developed.

Barriers to placements of several siblings in one home will be addressed, to the extent licensing regulations permit. For those foster homes with more bed capacity, support will be offered to the caregivers to encourage placement of sibling groups.

The state must address the funding and workload issues related to Relative/NREFM assessments. There is, and should be, strong emphasis on placing children with kin or other significant persons in their lives, but the workload is severely under-funded.

The same remains true with the under-funding of foster home licensing activities, particularly in small counties. The recent success experienced with recruitment and retention can be more directly attributed to the diligent work of AmeriCorps Members under the direction of the Licensing Social Worker and Supervisor.

More training needs to be offered by the state for Relative/NREFM assessments and foster home licensing. Counties experiencing high turnover of staff need training offered more often.

Outcome Eight: Youth emancipating from foster care are prepared to transition to adulthood.

Strengths:
The GCOE Foster Youth Services Coordinator works very closely with the youth in placement. Grades, attendance, and graduation status are constantly monitored, including the foster youth placed in Glenn County from other county jurisdictions. GCOE has recently hired a part-time tutor for one of the local group homes to ensure that the tutoring is consistently done for all of the youth and to also make it more convenient for the caregivers.

For the last two years there has been a high school graduation party for the foster youth exiting the system. For those same two years all of our emancipating foster youth graduated from high school. Out-of-county youth, whom are placed in the county, also participate. With the success in youth meeting graduation requirements, the special event has been a way to acknowledge and congratulate the youth.

The ILP Case Manager works very closely with the foster youth of ILP age. AmeriCorps Members have also been active in working with the foster youth. Weekly classes, home visitation, and a wide variety of other life skill activities are offered. The Emancipation Conferences have been the highlighted success.

The Youth Employment Services (YES) program has been a great program for assisting foster youth with learning work skills and providing them with work experience. This is a locally designed, collaborative program that is primarily funded by the Workforce Investment Act (WIA), Glenn County Health Services, Glenn County Probation and Glenn County Office of Education. Additional funding is needed to serve all of the at risk youth population.

Areas Needing Improvement:
Family finding strategies and also the development of lifelong connections for foster youth exiting the foster care system will be the focus of the next SIP. Training is occurring in the immediate future for involved staff.

B. Areas for further exploration through the Peer Quality Case Review

PQCR could assist with the following efforts:

- Continued recruitment and retention of foster families.
- Recruitment and retention of CWS workforce in order to meet mandates and implement best practices in order to improve CWS.
- Strategies for promoting permanency for youth in foster care and those emancipating from the system; family finding practices.
- Better data collection and analysis to ensure progress is being made towards the desired outcomes; consideration of a regionally shared "data specialist"
- Implement TDMs at all placement decisions, not just for those at risk of removal and emergency placements.
- Develop an Ice Breaker Program for foster parents to work with parents at the initial time of placement.

II. SIP Plan Components

Outcome/Systemic Factor:
Outcome 1: Children are, first and foremost, protected from abuse and neglect.

County's Current Performance:
Data has improved since the last System Improvement Plan (SIP) for children who remain in their homes after a report of abuse or neglect have experienced a decrease in the recurrence of maltreatment. Previously reported was 15.9% (federal) with data for 7/1/05-6/30/06 as 5.6% (data for measurement 1A not yet updated by UC Berkeley). The data for California for the same time period is 7.7% (federal). The previous goal was to reduce the federal rate of recurrence by 5%. Glenn county data applying the state standard is 13.7% while California data is 12.3% for 7/1/05-6/30/06.

The measurable impact of the Differential Response (all Pathways) services being provided to Glenn County CWS and non-CWS families still is to be fully discovered. Analysis and interpretation of that data is still in the initial stages. Differential Response services by our community partners have been well received by the families in the county. It is believed that these services have, and will continue to provide families with the necessary support and resources to reduce child abuse and neglect in the county.

Improvement Goal 1.0
The federal standard has been met from the last SIP. However, there is still room for improvement applying the state standard. The goal is to reduce by 2% the rate of recurrence of all children with a substantiated referral during the 12-month study period. (1B)

Strategy 1. 1	**Strategy Rationale**[1]
Insure that Differential Response services are offered to CWS and non-CWS families as appropriate.	Families are far more receptive to Differential Response services since the service providers are community based as opposed to child welfare services (CWS) staff that appear "more adversarial."

Milestone	Timeframe	Assigned to
1.1.1 Review Differential Response protocol between community based partners and child welfare services. As partners, such as GCOE and SOC, have a better understanding of DR, they will become a source of outreach and support for families that can benefit from DR.	June 30, 2007	CWS program manager and Community Services (CS) Program Manager
1.1.2 Review CWS referral data for DR Pathway assignments and compare to Evaluate Out referrals to be sure referrals are being assigned appropriately to DR Pathway 1 services.	Monthly basis beginning July 1, 2007	Data Analyst, CWS and CS Program Managers

[1] **Describe how the strategies will build on progress and improve this outcome or systemic factor**

	1.1.3 Monitor both non-CWS and CWS Differential Response cases. Reconcile referral lists to be certain appropriate referrals are being made and there are no referrals "falling through the cracks."		Monthly basis beginning June 1, 2007		CWS and CS Supervisors
Strategy 1. 2 Utilize family engagement strategies for all family members that build upon the strengths of the members and identify natural supports. Make referrals to all appropriate service providers.		**Strategy Rationale** Utilizing the well-developed resources of the county will strengthen family functioning. Resources are minimal, however the strong interagency collaboration in the county and the established relationships among the service providers promote an excellent service delivery system, such as with Children's System of Care funded through the SAMHSA grant.			
Milestone	**1.2.1.** Promote the use of the two family resource centers in the county that are family-focused and family-driven to better engage families in parenting services and family activities.	**Timeframe**	On-Going Basis	**Assigned to**	Community Services Coordinator and Program Manager
	1.2.2 Provide programmatic oversight for parenting services provided by Parent Education Network (PEN) which include parenting classes, in-home visitation and counseling.		Monthly Basis		CWS Program Manager and PEN Executive Director
	1.2.3 Utilize Children's System of Care for services to reduce recurrence of referrals to CWS. Wraparound Services (SB 163) are being implemented in Glenn County.		June 1, 2007		CWS and SOC Program Managers
Strategy 1. 3 Increase timeliness of emergency response social worker visits by 20% for ten day referrals. Timeliness has decreased from second quarter 2003 of 93.3% to second quarter 2006 of 70.3% due to chronic staff vacancies and higher caseloads.		**Strategy Rationale** Improved timelines for ten day responses helps assure that children are first and foremost protected and safe.			
Milestone	**1.3.1** ER social workers will meet with their supervisor once a week to report on timely responses for 10 day referrals.	**Timeframe**	Immediate	**Assigned to**	CWS/ER supervisor

1.3.2 Business Objects reports will be requested with timeliness of contact information for 10 day responses.	May 1, 2007	CWS Program manager and data analyst
1.3.3 ER social workers will not be assigned any on-going cases to allow focus on ER activities. Efforts will be made to hire at least one more ER social worker with the current recruitment.	Immediate	CWS/ER Supervisor

Improvement Goal 2.0
Outcome/Systemic Factor:
Outcome 4: The family relationships and connections of children served by CWS will be preserved as appropriate.

County's Current Performance:
Improvements have been made in increasing the number of licensed foster homes in Glenn County since the last SIP. Family to Family recruitment, development, and support (RDS) strategies in the last two and ½ years are becoming evident in the increase in foster home licensing inquiries and applications in the last 6-9 months. AmeriCorps members have played, and continue to play, an active role in the RDS efforts in the last two years. As of February 2007, licensed homes have increased by 67% since the last SIP which exceeded the outcome target of 50%. The efforts to meet this target were substantial and the success has enabled youth to remain within their own communities. More bi-cultural homes are needed for American Indian, Latino, and Hmong/Lao children. The Willows community continues to have a significant need for licensed family foster homes. Family connections and visitations are more easily facilitated when the foster homes are in proximity of the child's home of removal. The length of time of family reunification services prior to the return of the child to the home is reduced. Homes that can accept large sibling groups are also needed to avoid sibling separation.

The last SIP addressed the need for improvement in placing children with relatives and Non-related extended family members. The initial placement data from second quarter 2003 to second quarter 2006 shows little change. The primary placement data is also relatively unchanged. The most noted change and improvement is in the "point in time" placement data which went from 15.4% to 29.4%. The data indicates that children are not being placed with relatives/NREFM'S until the child has been in placement for several weeks or months, but they are eventually getting there and only 7.1% below the state average.

Improvement Goal 2.0 Increase the number of licensed foster home within Glenn County by 20%.					
Strategy 2. 1 Continue to use AmeriCorps members for RDS activities to increase the number of licensed homes with an emphasis on bicultural and the Willows area.			**Strategy Rationale**[2] The RDS efforts of AmeriCorps and the RDS Family to Family team are beginning to demonstrate positive results.		
Milestone	**2.1.1** Continue to use an AmeriCorps member for RDS activities. The member has been now co-located with the Licensing social worker and supervisor. Create list of RDS activities for the fiscal year 2007-08.	**Timeframe**	July 1, 2007	**Assigned to**	Licensing supervisor, Licensing social worker and AmeriCorps member
	2.1.2 Participate in community events for purposes of recruiting and community outreach. Emphasis to be on other cultures and the Willows area.		On-Going Opportunities During Year		F2F/RDS team members, Licensing SW and AmeriCorps members
	2.1.3 Encourage more participation of foster parents in F2F team meetings, CICC, and other trainings with CWS staff and partners. Maintain communication with foster parents on regular basis. Foster parents are the best recruiters.		May 1, 2007		AmeriCorps members, Licensing social worker, CWS supervisors and CWS program manager

Outcome/Systemic Factor: Systemic Factor A: Management Information Systems (CWS/CMS)
County's Current Performance: Timely Social Worker visits-need to improve the face to face contacts to meet the compliance threshold. Data quarterly reports: 80.9% for second quarter 2006; 81.0% for second quarter 2003-no change. Prolonged staff vacancies contribute to the issue of timely contacts and data entry. Delays in data entry sometimes occur months later. Current information is often missing in the system due to the inability of the social worker to keep up to date. The benefit of the electronic system cannot be fully appreciated with the delays in entering the necessary information.

[2] **Describe how the strategies will build on progress and improve this outcome or systemic factor**

Improvement Goal 3.0 Goal is to improve contact time at least by 10%.					
Strategy 3. 1 Timely social worker contacts in FR, PP, and FM programs with children are the priority. Contacts will be entered into the CWS/CMS system as evidence of the completed contact. Additional social worker staff is anticipated with the current recruitment		**Strategy Rationale**[3] Social worker contacts are most often completed within the regulatory timeframes even with staff vacancies. Children are seen by their social worker on a monthly basis to determine their continued safety and well being. With the filling of the social worker vacancies, data entry can be completed following the face to face contact with the child.			
Milestone	**3.1.1** CWS supervisors will review caseload distribution for each social worker to maximize efficiency and complete required contact timeframes as well as enter the contact into the CWS/CMS system.	**Timeframe**	June 1, 2007 (following the hiring of new social workers)	**Assigned to**	CWS Supervisors and CWS Manager
	3.1.2 CWS supervisors will review social worker caseloads on a monthly basis to ensure the contacts are being made per case plan requirements.		In Progress		CWS Supervisors

Improvement Goal 4.0

Outcome/Systemic Factor: Reliable data is fundamental to program analysis, the associated changes in CWS practice, and accurate outcome measurements.

CWS staff and agency partners will receive the necessary training to support CWS activities. Regular review of data/outcome reports will inform CWS practices in those areas of strength and weakness. Agency and community partners have indicated that more training regarding CWS would be beneficial to them to better assist the activities of CWS Redesign. CWS staff has indicated that additional training to support social worker duties would increase their efficiency and overall program knowledge. Social workers have to learn "on the job" for many of the day to day activities. The CORE training through the Northern Regional Training Academy (RTA/UCD) is the fundamental and foundational training that new staff receives. Social worker staff continue to have training and coaching needs from their supervisor that occur on a daily basis.

[3] **Describe how the strategies will build on progress and improve this outcome or systemic factor**

Milestone	Timeframe	Assigned to
4.1.1 Team Decision Making facilitators will prepare and provide training on roles and responsibilities of the TDM participant. The TDM protocol will be provided and reviewed for clarity and understanding.	August 1, 2007	The Family to Family (F2F) trained TDM facilitators and other F2F team members.
4.1.2 CWS social workers will all receive the mandated training provided by the RTA. Additional training and mentoring will occur for each social worker by their supervisor to learn CWS skills not provided by CORE training. Local policy and procedure will be part of this training.	July 1, 2007 and on-going following the hiring of new social workers.	RTA, CWS Supervisors and CWS Manager.
4.1.3 Agency and community partners will receive CWS overview training, including mandated reporter training.	July 1, 2007	CWS supervisors, CWS social workers, CWS manager, and CS staff.

Strategy 4. 2	Strategy Rationale
Well-developed local data reports will be important in reviewing CWS activities and subsequent outcomes. The supportive activities of agency and community partners will also be reflected in these statistical reports. CAT data reports have not yet been available due to inconsistent usage of CAT tools at all Standard Areas of Review (SAR) of the referral and case.	It is important to have valid data available for CWS management and key stakeholders. CWS Redesign is dependent on data to inform practice and improve outcomes for family and children.

Milestone	Timeframe	Assigned to
4.2.1 The Statistical Quality Assurance Team will meet on a monthly basis to determine the type of data reports that are needed.	June 2007	CWS Manager, Data Analyst, and CS Manager
4.2.2 The Statistical Quality Assurance Team will review the data reports to determine where practice changes are needed.	June 2007	CWS Manager, Data Analyst, and CS Manager

	4.2.3 CWS staff will fully utilize all the CAT tools. CAT data will be available through the SPHERE Institute. Filling social worker vacancies will improve completion of all CAT tools.	August 1, 2007	CWS social workers, CWS supervisors, and CWS Manager

Describe any additional systemic factors needing to be addressed that support the improvement plan goals.

1. Differential Response (DR): These essential supportive services are dependent on continued state and federal funding. Community partners are unable to sustain DR services without funding administered through CWS/SSD. DR has been one of the most successful approaches implemented in the county as a result of CWS Redesign. DR is not integrated into CWS/CMS. Community partner tracking of data is outside CWS/CMS once CWS is no longer involved. ACIN 1-03-07 dated January 25, 2007 states that DR/CBO contacts are to be entered in CWS/CMS. Not all CBOs have access to CWS/CMS to perform this task.

2. Comprehensive Assessment Tool (CAT): Implementation of CAT without integration into CWS/CMS has been problematic and has significantly increased social worker and supervisor workload. "Concurrent" CWS/CMS status will ease some of the workload, but neither CAT nor Structured Decision Making (SDM) are supported in CWS/CMS. Systems must support initiatives to increase likelihood of consistent and full implementation among counties. CWS practice changes and data reliability improve when "workarounds" are not a necessity for implementation.

Describe educational/training needs (including technical assistance) to achieve the improvement goals.
General CWS training needs to be provided to school personnel, agency and community partners. Training would include "refresher" training regarding new CWS initiatives for continuing staff in other agencies and the community, as well as CWS "101" for new partners. The Northern RTA (UCD) could perhaps provide this training in conjunction with experienced CWS staff.

CWS staff lacks some CWS training at a local level due to the current overextended workloads of the two CWS supervisors. CORE training has been the primary training received by the "newest" current social workers. In the past, social workers were sent within about three months to CORE. The practice has changed to not send social workers until later, within 3-6 months, due to the need to immediately assign cases to new staff. Also, new social workers are not being sent immediately because of social worker retention issues to avoid the investment of time and expenses of staff that do not remain in the position for more than a few months. With the anticipated hiring of new social workers by the end of May 2007, it will be necessary to provide local training as well as training by the RTA, and Family to Family faculty.

The Northern RTA will be providing an "assessment" of CWS in the county to look at systemic and programmatic issues. The RTA will then make recommendations to improve efficiency, streamline tasks, achieve better CWS outcomes, and develop better strategies for CWS staff recruitment and retention, including training of new and ongoing staff. It is anticipated this will be completed within the next three months. Results of that assessment will be used to develop further steps towards improvement.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.
Clarification of abuse and neglect allegations is needed at the State and CWDA level. Allegations (i.e. "substantial risk") are defined differently by each county. The conclusion of those allegations varies from county to county. The county specific and statewide maltreatment data is unreliable. Well-intending CWS staff des not always recognize the broad range consequences to an "alleged perpetrator" erroneously entered into DOJ/CACI. Agreements must be made with CDSS, CWDA and the California Department of Justice (DOJ). Statewide training will be a necessity to insure conformity among the 58 counties.

III. Process

Glenn County Children's Interagency Coordinating Council (CICC) actively participated in the compilation of data and input from county partners throughout the Self-Assessment and Systems Improvement Plan. The County has organized the CICC as a forum to collaborate on an interagency level on all issues related to children. The structure enables projects, such as this, to be evaluated, designed and implemented by all county partners.

The Self-Assessment included focus groups with two parent organizations, United Families and Orland Family Resource Center, the Child and Family Resource Network which is a networking organization that includes public agencies, CBOs, community members and parent partners, the Management and Planning Team (MAP) which is an interdisciplinary committee that discusses issues related to Child Welfare, Systems of Care, Probation, and Glenn County Office of Education. Focus groups were also held at CICC and at the Child Welfare Staff Meeting. As part of the statewide evaluation of Child Welfare Redesign, partners also participated in focus groups hosted by The Results Group. Child Welfare was provided a summary of those groups. Child Welfare also sent surveys to families currently involved with the Child Welfare System. Approximately 10% of the surveys sent were completed and returned.

The data received from the County Data Reports, in conjunction with the input from the above sources, was compiled and evaluated to complete the Self-Assessment. The Self-Assessment was then used as a tool to guide the efforts of the CICC to develop outcomes for the System Improvement Plan. Because the commitment from CICC exists, the SIP not only defines tasks required of Child Welfare and Probation, but reflects a county wide approach towards improving the Child Welfare System and decreasing child maltreatment.

IV. County SIP Team Composition

List of Participants in Self-Assessment and/or Self Improvement Plan

- Kristine Green, CPS Supervisor
- Cheryl Harrison, CPS Supervisor
- Laurie Chandler, Social Worker III HRA
- David Pratt, Social Worker III HRA
- Jenny Rodrigo, Social Worker III HRA
- Jene Rindlisbacher, SW IV HRA
- Kelly Scanlon, Social Worker IV HRA
- Nancy Garcia, Social Worker III HRA
- Bryan Hoyt, Social Worker II HRA
- Kris Ogle, Social Worker III HRA
- Edy Lowe, Public Health Nurse HSA
- Kim Vasco, HRA Administrative Services Officer
- Hamilton City United Families, Parent Representatives and Community Members
- Orland Family Resource Center, Parent Representatives and Community Members
- Child and Family Resource Network, Community Partners
- Tara Flewelling, Probation Officer
- Rick Beatty, Supervising Probation Officer
- William Spears, Willows Police Department Chief
- Bob Pasero, Orland Police Department Chief
- Larry Jones, Glenn County Sheriff
- Mike Lyon, United Public Employees of California, Local 792, Labor Representative
- Nyal Homsher, Regional Training Academy
- Cole Cross, Grindstone Rancheria
- Cindy Ross, Systems of Care
- Adoptions
- Foster Parents
- CICC Membership (inclusive of the following members)
  - Kim Gaghagen, Human Resource Agency (HRA) Director
  - Brandon Thompson, Probation Chief
  - Robyn Krause, HRA Chief Deputy Director

Chellie Gates, Social Welfare Program Manager
Scott Gruendl, Health Services (HSA) Director
Maureen Hernandez, HSA Drug and Substance Abuse Deputy Director
Kathy Montero, HSA Systems of Care Program Manager
Cheri Hagen, HRA Community Action Division, Deputy Director
Grinnell Norton, HSA Public Health Deputy Director
Honorable Angus Saint-Evens, Juvenile Justice
Arturo Barrera, Office of Education Superintendent
Steve Olmos, Willows Unified Superintendent
Chris Von Kleist, Orland Unified Superintendent
Terry Basile, Parent Education Network Executive Director
Lisa Rodriguez, Child Abuse Prevention Coordinator
Justin Gibbs, Sheriff Deputy
Roy Applegate, SELPA Director
Joyce Rupp, Local Child Care Resource and Referral
Mary Ann Hagen, Local Child Care Resource and Referral
Jiame Gonzalez, Migrant Education Coordinator
Heather Aulabaugh, Local Child Care Planning Council
Joy Amaro, First 5 Executive Director
Kathryn Hood, First 5 Interim Director
Irene Garcia, Parent Representative
Jim Miller, Parent Representative
Bob Michels, Northern Valley Catholic Social Service Executive Director
Jim Bettencourt, Not In Our Town Executive Director
Lee Ann Grigsby-Puente, Citizens In Action Board Member
Phil Zabell, Glenn Communities Working Together Director

- Approved by the Board of Supervisors

V. State Review Team for the County System Improvement Plan

State agencies that may be involved in reviewing and providing feedback on the County Self-Assessment and System Improvement Plan include:

- CDSS Children's Services Operations Bureau
- Office of Child Abuse Prevention
- Child and Youth Permanency Branch
- CDSS Estimates
- CDSS Community Care Licensing