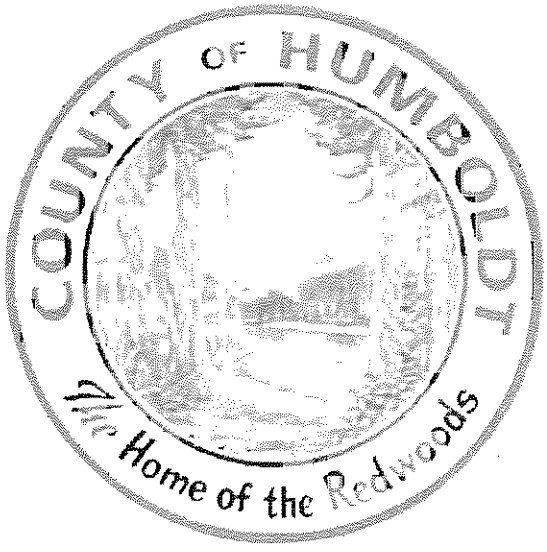

Humboldt County
Child and Family Services Review
System Improvement Plan

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SIP Cover Sheet

County:	Humboldt
Responsible County Child Welfare Agency:	Department of Health and Human Services Social Services Branch
Period of Outcomes Data:	**(1) Quarter ending 06/2005**
Date Submitted:	**(2) 01/19/2007**
	County Contact Person for County System Improvement Plan
Name:	Beverly Morgan Lewis
Title:	Social Services Branch Director
Address:	929 Koster Street, Eureka, CA 95501
Phone/Email:	(707) 476-4700 / blewis@co.humboldt.ca.us
Submitted by each agency for the children under its care	
Submitted by:	**County Child Welfare Agency Director (Lead Agency)**
Name:	Beverly Morgan Lewis
Signature:	B Morgan Lewis
Submitted By:	**County Chief Probation Officer**
Name:	Doug Rasines
Signature:	Douglas Rasines

AGENDA ITEM NO.
C-17

COUNTY OF HUMBOLDT

For the meeting of: February 13, 2007

Date: January 25, 2007

To: Board of Supervisors

From: Phillip R. Crandall
Director, Department of Health and Human Services

Subject: Approval of Social Services Branch, Child Welfare Services' California Child and Family Services Review, Humboldt County System Improvement Plan (SIP)

RECOMMENDATIONS:

1. That the Board of Supervisors approve the three year California Child and Family Services Review, Humboldt County System Improvement Plan (2007-2009) for the Child Welfare Services (CWS) Division of the Social Services Branch (SSB); and

2. Authorize Director of Social Services Branch and Chief Probation Officer to sign plan.

SOURCE OF FUNDING:

Social Services Funds

Prepared by Vonnie Davison, Administrative Analyst I CAO Approval

REVIEW:
Auditor _____ County Counsel _____ Personnel _____ Risk Manager _____ Other Probation (DP)

TYPE OF ITEM:
__X__ Consent
____ Departmental
____ Public Hearing
____ Other _____

PREVIOUS ACTION/REFERRAL:

Board Order No. _____

Meeting of: _____

BOARD OF SUPERVISORS, COUNTY OF HUMBOLDT
Upon motion of Supervisor GEIST
Seconded by Supervisor SMITH WOOLLEY
And unanimously carried by those members present,
The Board hereby adopts the recommended action contained in this report.

Dated: February 13, 2007
Kathy Hayes, Clerk of the Board
By: Nicole Turner

AGENDA ITEM NO.

COUNTY OF HUMBOLDT

For the meeting of: February 13, 2007

Date: January 25, 2007

To: Board of Supervisors

From: Phillip R. Crandall
Director, Department of Health and Human Services

Subject: Approval of Social Services Branch, Child Welfare Services' California Child and Family Services Review, Humboldt County System Improvement Plan (SIP)

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Prepared by Vonnie Davison, Administrative Analyst I ____ CAO Approval _____

REVIEW:
Auditor _____ County Counsel _____ Personnel _____ Risk Manager _____
Other _____

TYPE OF ITEM:
__X__ Consent
_____ Departmental
_____ Public Hearing
_____ Other _____

PREVIOUS ACTION/REFERRAL:

Board Order No. _____

BOARD OF SUPERVISORS, COUNTY OF HUMBOLDT
Upon motion of Supervisor
Seconded by Supervisor
And unanimously carried by those members present,
The Board hereby adopts the recommended action
contained in this report.

DISCUSSION:

In 1997, the Federal Adoption and Safe Families Act (ASFA) became law. This act mandated the development of outcome measures for safety, permanency, and child/ family well-being. The Child and Family Services Review (CSFR) was created to measure outcomes in these areas; and to ensure that child welfare agency practice is in conformity with federal child welfare requirements. The federal government then began to audit child welfare systems in all 50 states using the Child and Family Services Review (CSFR). So far, no states have passed this audit. As a result, the federal government required states to develop and implement a Program Improvement Plan (PIP).

In response to the federal review, in 2001, California enacted AB 636 into law as the Child Welfare Services Improvement and Accountability Act of 2001. As part of this Act and California's Program Improvement Plan (PIP), all 58 counties in California are required to participate in the California Child and Family Services Review (C-CSFR). The California Child and Family Services Review (C-CSFR) is comprised of three parts: County Self-Assessment (SA), County System Improvement Plan (SIP), and Peer Quality Case Review (PQCR).

The California Child and Family Services Review Self-Assessment was completed in September 2006, with input from Mental Health Branch, Public Health Branch, State Adoptions (California Department of Social Services), California Youth Connection, Child Welfare Services Social Workers and Supervisors, Parent Partners, Foster Parents, Probation Department, Arcata Police Department, Eureka Police Department, Ferndale Police Department, Northern California Regional Training Academy, Fortuna School District, Humboldt County Office of Education, Eureka Adult School, Two Feathers Native American Family Services, Bear River Band of Rohnerville Rancheria, Big Lagoon Rancheria, Blue Lake Rancheria, Elk Valley Rancheria, Hoopa Valley Tribe, Yurok Tribe, Trinidad Rancheria, Resighini Rancheria, Smith River Rancheria, Foster Family Agencies, and other community partners. Prior to that, the Review Peer Quality Case Review (PQCR) was completed in March 2006, with input from Child Welfare Services, Probation Department, and organizations and groups that play a role in the lives of children and families.

The California Child and Family Services Review County System Improvement Plan (SIP) is written for a three-year period and updated annually. The SIP is considered an operational agreement between the County and the State outlining how the County will improve its system of care for children and youth. The plan forms an important part of the system for reporting on progress toward meeting agreed upon goals using the C-CSFR outcomes and indicators. The SIP will produce gradual change in Child Welfare Services.

The Peer Quality Case Review, Self-Assessment, and System Improvement Plan input and feedback was collected from a series of focus and work groups as well as data provided in the California Child Welfare Services Outcome & Accountability County Data Report. The groups identified the specific areas to address in the System Improvement Plan. These areas had already been identified in the Peer Quality Case Review and the Self-Assessment as areas for improvement. Work group feedback was integrated into the SIP through Improvement Goals, Strategies, and Milestones.

The SIP focuses on outcomes. Data outcomes are provided by the State on a quarterly basis and are based on information entered into the statewide case management system Child Welfare Services/ Case Management System (CWS/CMS). Each area identified by the County that will be addressed in the SIP will have a plan that includes milestones, timeframes, and proposed improvement goals for the County to achieve.

FINANCIAL IMPACT:

The Department of Health and Human Services staff will be assigned additional duties in terms of planning and implementation of the System Improvement Plan (SIP). The fiscal year 2006/2007 Child Welfare Services allocations will provide the funding for these services. There will be no additional financial impact to the County General Fund.

OTHER AGENCY INVOLVEMENT:

To develop and revise the System Improvement Plan (SIP) of Humboldt County Child Welfare Services (CWS), input was received from representatives from the following areas:

Arcata Police Department
Bear River Band of the Rohnerville Rancheria
California Youth Connection
Child Abuse Prevention Coordinating Council of Humboldt County
Children, Youth and Family Services (Mental Health Branch)
Child Welfare Services
Community Partners
Department of Health and Human Services
Environmental Alternatives
Foster Parent Association (local chapter) – New Directions
Head Start/Early Head Start
Humboldt Child Care Council
Humboldt Domestic Violence Services
North Coast Children's Services
Probation Department
Public Health Branch
Resource Families/Foster Parents
Social Services Branch
St. Joseph Hospital System
State Adoptions, California Department of Social Services
Transition-Age Youth (TAY)
Two Feathers Native American Family Services
Yurok Tribe

ALTERNATIVES TO STAFF RECOMMENDATIONS:

The Board can choose not to approve the plan.

ATTACHMENTS:

The California Child and Family Services Review Humboldt County System Improvement Plan.

California Child and Family Services Review
Humboldt County System Improvement Plan

In 1997, the federal government enacted the Adoption & Safe Families Act (ASFA), which mandated the development of outcome measures for safety, permanency and child/family well-being. The Child and Family Services Review (CFSR) was created to measure outcomes in these areas. The CFSR is comprised of three parts: County Self-Assessment; County System Improvement Plan (SIP); and Peer Quality Case Review (PQCR). The PQCR for Humboldt County was completed in January, 2006 with the participation of six entities state-wide. The Self-Assessment for Humboldt County was completed on September 20, 2006 with input from sixteen organizations and groups that play a role in the lives of children and families. The SIP is the third part of the CFSR to be completed. It will cover the three-year period of 01/01/2007 to 12/31/2009. The SIP is considered an operational agreement between the County and the State outlining how the County will improve its system of care for children and youth. It is the system for reporting on progress toward meeting agreed upon improvement goals using the CSFR outcomes and indicators. The SIP focuses on safety outcomes and measures as well as systemic factors. Data outcomes are provided by the State on a quarterly basis and are based on information entered into the statewide electronic case management system: Child Welfare Services Case Management System (CWS/CMS). Each area identified by the County that is addressed in the SIP has a plan that includes proposed improvement goals, milestones and timeframes for the County to achieve.

The Department of Health and Human Services (DHHS) in conjunction with the Probation Department have chosen the following five areas for improvement:

- Recurrence of Maltreatment
- Rate of Recurrence of Abuse and/or Neglect in Homes Where Children Were Not Removed
- Timely Social Worker Visits with Child
- Building Partnerships with Native American Tribes
- Social Worker, Probation Officer, and Resource Family Recruitment, Retention, and Training

Local Planning Bodies

To develop the SIP and the Self-Assessment, input was received from representatives from the following areas:

- Arcata Police Department
- Bear River Band of the Rohnerville Rancheria
- California Youth Connection
- Child Abuse Prevention Coordinating Council of Humboldt County
- Children, Youth and Family Services (Mental Health Branch)
- Child Welfare Services
- Community Partners
- Department of Health and Human Services
- Environmental Alternatives
- Foster Parent Association (local chapter) – New Directions
- Head Start/Early Head Start
- Humboldt Child Care Council
- Humboldt Domestic Violence Services
- North Coast Children's Services
- Probation Department
- Public Health Branch
- Resource Families/Foster Parents
- Social Services Branch
- St. Joseph Hospital System
- State Adoptions, California Department of Social Services
- Transition-Age Youth (TAY)
- Two Feathers Native American Family Services
- Yurok Tribe

Humboldt County is one of only three California counties that have an Assembly Bill (AB) 1259 waiver, continued by AB 1881 that facilitated the consolidation of the Departments of Social Services (SSB), Mental Health

(MHB) and Public Health (PHB) into one department, the Department of Health and Human Services. Since the consolidation DHHS continues to develop partnerships and collaborations with community-based organizations and other public agency networks. Some of the interagency collaborations that positively impact outcomes for children and families are: full integration and access to Mental Health and Public Health services, Family Intervention Team (FIT), Community Partners, Differential Response (DR), Team Decision Making (TDM), and the implementation of Evidence-Based Practices (EBPs) such as Incredible Years (IY), Parent Child Interaction Therapy (PCIT), and Functional Family Therapy (FFT).

FIT, mentioned earlier is an interagency team comprised of the Humboldt County DHHS, the Humboldt County Probation Department, Humboldt County Office of Education, Eureka City Schools, Local Tribes, and the Redwood Coast Regional Center (RCRC). The mission of FIT is to provide a comprehensive interagency system of care for at-risk children/youth utilizing the resources of the family and extended family in managing clinical and fiscal risk. The FIT Team makes recommendations on behalf of their agencies regarding out-of-home placements. The team monitors the child's/youth's placement in care to ensure that the child/youth is receiving appropriate services. The team also helps coordinate services for children returning to the community for the purpose of treatment and educational planning. Community Partners is a local planning and focus group centered on Child Welfare Services (CWS) issues. Since July 2002, DHHS has held regular Community Partners meetings as one way to communicate system changes and seek input.

Humboldt County's DHHS and the Probation Department have made a commitment to using evidence-based practices in all prevention, early intervention and treatment strategies. This long-term strategic decision permeates all aspects of County agency activity, and extends to Community Partners. This is a foundation for successful community and family interventions. The EBPs that are implemented in Humboldt County are: Aggression Replacement Training (ART), Family to Family (F2F), FFT, IY, Multi-dimensional Treatment Foster Care, and Parent Child Interaction Therapy.

Representatives from the following groups and/or agencies attended the SIP planning meetings which were held weekly in November and December of 2006:

- Community Partners
- Child Abuse Prevention Coordinating Council of Humboldt County (CAPCC)
- Child Welfare Services
- Department of Health and Human Services
- Foster Parent Association (FPA), local chapter – New Directions
- Head Start/Early Head Start
- Humboldt Domestic Violence Services
- Children, Youth, and Family Services (MHB)
- North Coast Children's Services
- Probation Department
- Public Health Branch
- Resource Families/Foster Parents
- Social Services Branch
- State Adoptions, California Department of Social Services
- Yurok Tribe

Prevention partnerships and collaborative activities are embedded in many of the DHHS' activities. These collaborations within the Department as well as with our community partners impact aspects of keeping children safe and protected. The collaborations allow for a wide selection of services as well as set the foundation to increase and expand services. Integration has allowed the branches to work closely together in serving the families and community by delivering services that keep families safe and healthy. The Human Services Cabinet (HSC), which is an assembly of management staff of the three branches and the Probation Department, furthers integration. HSC meets monthly to improve service coordination and to promote, develop and maintain a continuum of services that encourage prevention and early intervention activities.

In accordance with Assembly Bill 636, Humboldt County Department of Health and Human Services initiated the Child Welfare Services Outcomes Improvement Project (CWSOIP) and continued our development of Child Welfare Resign which includes Differential Response, utilization of the Structured Decision Making (SDM) Tool, and Safety and Permanency for Youth practices. The following Redesign concepts were implemented in 2002 by the State of California: increased focus on prevention and strengthening families, a new intake process, engaging extended families as partners, permanent connections, supported transitions, focus on Outcomes, excellence in the workforce, and fairness and equity. The concepts of the CWS Redesign resulted in the formation of the Compliance Committee comprised of Administration, Program Managers, Analysts, DHHS Compliance and

Quality Assurance, Supervisors, and Social Workers from CWS in Humboldt County. This committee allowed Humboldt County to apply for and receive CWSOIP monies offered by the State for fiscal year 2005/2006. Differential Response is an approach to ensuring child safety by expanding the ability of child welfare agencies to respond to reports of child abuse and neglect. The concepts behind Differential Response include seeing families as part of the solution and community partnerships. These are concepts that Humboldt County is in the process of integrating into its Child Welfare/Probation Continuum of Care.

Findings that Support Qualitative Change

March 2006 PQCR Findings and Analysis

The selected focus area was Relative/Non-Related Extended Family Member (R/NREFM) placements related to reunification.

Social Workers identified several areas as promising practices including the engagement of clients and families through a strength-based model, the numerous beneficial training opportunities, good identification of relatives for placement, utilizing the child's input when developing the case plan, review of relative placements, and utilization of community service providers in the case plan. Social Workers also identified the following promising practices: community services, such as Bridge House; using Probation as a resource; multiple attempts to engage the family as well as the level of services provided to them; the use of SDM; the use of blending (connection of case plan) to address safety issues and family needs; and working closely with supervision.

Probation Officers also identified staffing with a panel of supervisors, involving the Tribes, searching for the "good" placement, and providing services that addressed safety and risk issues as promising practices.

Focus Groups identified the TDM process as "the promise and the hope". They also noted that CWS supervision is very supportive of R/NREFM placements. In addition, consistent review of cases by supervisors in regards to R/NREFM placements will support promising practices. The Courts and Judges were identified as being supportive of R/NREFM placements. It was noted that the Judges also understood the Indian Child Welfare Act of 1978 (ICWA). The Kinship Emergency Fund was identified as a resource that supports relative placements. Public Health was also noted as a promising practice through the Alternative Response Team (ART).

Humboldt County has implemented six EBPs to improve the outcome areas of the CFSR and Child Welfare Improvement Activities. Humboldt County is committed to utilizing EBPs where available in prevention, early intervention, and treatment strategies. The TDM component of a promising practice, F2F, was identified through the PQCR process as an outstanding promising practice.

Social Workers, Probation Officers, and the Focus Groups comprised of the former plus community based organizations, education, and the Tribes identified the following challenges in supporting and increasing R/NREFM placement:

- Insufficient number of relative placements.
- Lack of residential treatment facilities within Humboldt County for women with children and minors.
- Lack of foster homes within the State and County system.
- Lack of sexual offender treatment programs and facilities.
- Lack of, or minimal respite care, child care, training, and resources materials for R/NREFMs.
- Stringent licensing criteria for R/NREFM.
- Staff turnover in CWS and Probation.
- Centralized services that are not easily accessible in the rural areas of the County.
- Lack of Native American foster care homes.

The inclusion of Public Health and Mental Health in the TDM process was identified as a strength. Focus Groups identified the TDM process as "the promise and the hope".

Outcome/Systemic Factor: Recurrence of Maltreatment AB 636 Outcome Measure 1A

This measure reflects the percent of children who were victims of child abuse/ neglect with a subsequent report of abuse/ neglect within specific time periods.

County's Current Performance: The Humboldt County Self-Assessment report identified the recurrence of maltreatment as an area that needs improvement. Data on this outcome received after the Self-Assessment reflects that this continues to be an area that needs improvement. Based upon the California Child Welfare Services Outcome & Accountability Data Report, the percentage of children who were victims of child abuse/neglect with a subsequent substantiated report of abuse/neglect within specific time periods in Humboldt County is:

04/01/05-03/31/06 8.5%
01/01/05-12/31/05 7.8%
10/01/04-09/30/05 8.0%
07/01/04-06/30/05 9.0%

The federal standard for recurrence of maltreatment is less than 6.1%

Improvement Goal 1.0 Decrease recurrence of maltreatment to 6.1% by improving integrated service coordination, program functioning, and program access, increasing utilization of culturally appropriate prevention and early intervention activities, and by expanding the safety net for at-risk families and children.

Strategy 1.1 Make Incredible Years (IY) or it's culturally appropriate counterpart, the first refined parenting class for 95% of families with children ages 3-8 years coming into Child Welfare Services (CWS)/Probation (siblings) that are at risk of or exhibit conduct or behavior disorders.

Strategy Rationale IY is an effective Evidence-Based Practice (EPB) that has demonstrated increased parenting effectiveness and a reduction in children's aggression and behavior problems and increasing social competence at home and at school.

Milestone	Timeframe	Assigned to
1.1.1 Identify children ages 3-8 years coming into CWS/Probation (siblings) that are at risk of or exhibit conduct or behavior disorders, through monthly reports prepared by Analysts for Social Workers and Supervisors. Quarterly reports will be distributed to Program Managers.	December, 2009	CWS Analysts, Probation Analysts
1.1.2 Ongoing collaboration and education through cross-training with Community Partners, Family Resource Centers (FRCs), Department of Health and Human Services (DHHS) Branches, Tribes, and the Probation Department to raise awareness of IY.	December, 2009	IY Program Lead, IY Staff from Social Services (SSB), Mental Health Branch (MHB), and Public Health Branch (PHB)
1.1.3 For our culturally diverse population, obtain a culturally appropriate parent education program (a culturally appropriate version of IY).	December, 2009	CWS, Probation, DHHS Office of Client and Cultural Diversity, DHHS Research and Evaluation, (R&E), IY Program Lead, Program Managers, Community Partners from the culture represented (Native American, Hispanic or Latino, Asian or Pacific Islander)
1.1.3.1 Provide cultural competency training to FRCs to further support the implementation of IY.	December, 2009	DHHS Office of Client and Cultural Diversity, DHHS Training, Education and Supervision Unit (TES), Community Partners, Hispanic or Latino, Asian or Pacific Islander, Tribes and Native American Agencies
1.1.4 Increase the number of referrals to IY by 75% over three years through ongoing collaboration, education, and cross-training with Community Partners, FRCs, DHHS Branches, Tribes, and the Probation Department to raise awareness of IY.	December, 2009	CWS; Probation; Community Partners; FRCs; IY Program Lead; IY Staff from SSB, MHB, and PHB; Referring Agencies
1.1.5 Increase voluntary participation of families in IY (or culturally appropriate version of IY) within DHHS, Tribes, and FRCs by using strategy in 1.1.4.	December, 2009	CWS, Probation, Community Partners, FRCs, MHB, PHB, Referring Agencies, Tribes
1.1.6 Create referral monitoring process to create a baseline for program participation.	December, 2009	CWS Analysts, Probation, DHHS Compliance and Quality Assurance, Community Partners, FRCs, IY Lead, Referring Agencies, Tribes
1.1.7 Implement referral monitoring process.	December, 2009	CWS Analysts and Probation Analysts create reports for

					Program Managers
	1.1.8 Identify gaps in referral process to improve the referring process.		December, 2009		CWS, Probation, Community Partners, FRCs, IY Lead, Referring Agencies, Tribes
Strategy 1.2 Develop a process to refer families from one EBP to another as their needs dictate (IY to Parent-Child Interaction Therapy [PCIT], PCIT to IY, IY to Functional Family Therapy [FFT], and/or IY to Alternative Response Team [ART]) in order to maintain a continuum of services that encourages prevention and early intervention activities.			**Strategy Rationale** Improving parental capacity to protect children, through the utilization of EBPs, will reduce the recurrence of maltreatment. Partnerships with Community Partners and Tribes will improve the safety of children and families in a culturally respectful way.		
Milestone	**1.2.1** Develop protocol to identify the EBP for appropriate referral to meet a family's needs (including cultural and linguistic needs).	**Timeframe**	December, 2009	**Assigned to**	CWS, Probation, CWS Supervisors, DHHS R&E, MHB, PHB, Social Workers
	1.2.2 Develop a process to refer families to additional EBPs as needs dictate.		December, 2009		CWS, Probation, DHHS R&E, CWS Supervisors, MHB, PHB, Social Workers
	1.2.3 Implement process.		December, 2009		All IY Referral Points
	1.2.4 Develop a process to track a family's movement through EBPs, completion of the EBP, and which EBPs were utilized.		December, 2009		CWS, Probation, DHHS R&E, DHHS Compliance and Quality Assurance, CWS Supervisors, MHB, PHB, Social Workers
	1.2.5 Implement tracking process for EBP use and completion.		December, 2009		DHHS R&E with IY staff (moving it into the branch location)
Strategy 1. 3 Expand IY concepts into home, school, and community of children and families.			**Strategy Rationale** IY is a whole environment program for children, including family, home, daycare, group therapy, and classroom with strategies to promote children's social and emotional competence as well as to improve parenting skills and classroom participation.		
Milestone	**1.3.1** Train FRCs in Dina Dinosaur Social Skills and Problem-Solving Curriculum. This is a training program designed to train children in social skills, problem-solving strategies and emotional language.	**Timeframe**	December, 2009	**Assigned to**	IY Staff
	1.3.2 Implement support/monitoring for FRCs process including utilization of telephone conferences, by IY at CWS.		December, 2009		CWS, Probation, FRCs, Community Partners, IY Lead, and Tribes
	1.3.3 Offer to train school personnel in Dina Dinosaur.		December, 2009		CWS, IY Staff
Strategy 1.4 Increase the use of Structured Decision Making (SDM) at all decision points to include Reunification Units and Permanency Planning Units.			**Strategy Rationale** SDM is a set of tools to be used at key decision points. The Family Strengths and Needs Assessment (FSNA) is one of those tools used in case plan development. The consistent use of SDM enables differentiated service provision by identifying cases with lesser and greater service needs, thus reducing the potential for the recurrence of maltreatment.		
Milestone	**1.4.1** Develop a process to monitor the use of SDM through the use of Caseload Inventory Forms and Case Checklists.	**Timeframe**	December, 2009	**Assigned to**	CWS Analysts reporting to Program Managers, CWS Compliance Committee, CWS Supervisors, Social Workers
	1.4.2 Implement process to monitor the use of SDM. Process/report to be created by Analysts and provided to Social Workers, Probation Officers, Supervisors, and Program Managers.		December, 2009		CWS, Probation, CWS Analysts, CWS Supervisors, Program Managers, Social Workers
	1.4.3 Create and distribute SDM usage reports to supervisors and Program Managers.		December, 2009		CWS Analysts to Program Managers
Strategies 1.5 Develop, implement, or obtain a program to meet the needs of families with children birth to 2 years.			**Strategy Rationale** Programs that are designed to focus on children aged birth to 2 years of age are effective in reducing child maltreatment among high-risk families. These programs are designed to help low income, first-time parents develop healthy maternal and child functioning early in life. This program will target children from birth to 2 years.		

Milestone	Timeframe	Assigned to
1.5.1 Utilize Rapid Cycle process to identify the EBP, determine feasibility, cultural appropriateness, and program location (within branch).	December, 2009	CWS, Probation, DHHS Compliance and Quality Assurance, DHSS R&E, FRCs, Human Service Cabinet (HSC), MHB, PHB
1.5.2 Train Social Workers on developmental stages of children.	December, 2009	CWS, Probation
1.5.3 Implement and track the EBP.	December, 2009	CWS, Probation, DHHS Compliance and Quality Assurance, DHSS R&E, FRCs, HSC, MHB, PHB

Strategy 1.6 Improve community awareness of Law Enforcement, Probation, and CWS roles regarding mandated reporting.

Strategy Rationale There needs to be clear understanding of Law Enforcement, Probation, and CWS roles in mandated reporting to raise Mandated Reporter awareness to protect children and provide help and resources for the parent or caretaker to prevent the risk of further abuse.

Milestone	Timeframe	Assigned to
1.6.1 Create curriculum component identifying Law Enforcement's role versus CWS' role to integrate into Mandated Reporter training provided by CWS.	December, 2009	CWS, Probation, DHHS TES, Law Enforcement
1.6.2 Create a component to integrate Probation's role into Mandated Reporter training.	December, 2009	CWS, Probation, DHHS TES, Law Enforcement
1.6.3 Continue to provide Mandated Reporter training.	December, 2009	CWS, Probation

Strategy 1.7 Maintain youth in the community whenever possible by utilizing a systems' approach to expand local services toward the DHHS goal that no child or youth leaves the County due to a lack of service availability and ensure the safety of the child in the most appropriate placement.

Strategy Rationale Assembly Bill (AB) 636 created a new CWS Outcome and Accountability System to assess County performance outcomes pertaining to safety, permanence and well-being. AB 490 provides that in all instances educational and placement decisions shall be based on the best interest of the child. Both assembly bills support keeping children and youth safe within their homes, families, communities, and schools.

Milestone	Timeframe	Assigned to
1.7.1 Team Decision Making (TDM) Meetings to be used at every potential placement move.	December, 2009	CWS Placement Unit, Probation
1.7.2 Utilize search tools whenever a child or youth comes into CWS or Probation to locate relatives or extended family members.	December, 2009	CWS, Probation
1.7.3 Strengthen Alcohol and Other Drugs (AOD) detoxification, assessment, and treatment programs for adults and youth.	December, 2009	CWS, Probation, DHHS R&E, MHB, PHB
1.7.4 Utilize Rapid Cycle process to identify the EBP, determine feasibility, cultural appropriateness, and program location (within branch) that allows children to reside with their parent in treatment.	December, 2009	CWS, Probation, DHHS R&E, MHB, PHB
1.7.5 Create local service delivery options for children with high-end needs. Utilize Rapid Cycle process to identify the EBP, determine feasibility, cultural appropriateness, and program location (within branch).	December, 2009	CWS, Probation, DHHS R&E, MHB, PHB, Tribes
1.7.6 Improve collaboration with local Tribal Courts and Tribal Social Service Agencies to improve service availability.	December, 2009	CWS, Probation, Tribes
1.7.7 Coordinate with Community Partners to meet community needs (Adoptions, Probation, CWS, Retired and Senior Volunteer Program [RSVP], Senior Resource Center, FRCs, Humboldt Switchboard, and Volunteer Center of the Redwoods) through better connections with what is currently in place.	December, 2009	Workgroup of CWS, Probation, FRCs, Humboldt Switchboard, Tribes
1.7.8 Recruit mentors from local community resources to provide specific services (tutoring, health education).	December, 2009	Workgroup of CWS, Probation, FRCs, Humboldt Switchboard, Tribes

1.7.9 Strengthen partnerships between County Services, Community Partners, and Tribes as well as build community capacity and improve service delivery. Strengthen and continue linking process for families with community resources (RSVP, Humboldt State University [HSU] Senior Students, F2F, Foster Care, FRCs, and Tribal Social Services).		December, 2009	Workgroup of CWS, Probation, FRCs, Humboldt Switchboard, Tribes
1.7.10 Implement linking process for families to services to improve outcomes and protect children.		December, 2009	Workgroup of CWS, Probation, FRCs, Humboldt Switchboard, Tribes
1.7.11 Monitor implementation of linking process for families to services.		December, 2009	Workgroup of CWS, Probation, FRCs, Humboldt Switchboard, Tribes
1.7.12 Strengthen families through the use of life skills instruction for parents. Utilize Rapid Cycle process to identify the EBP, determine feasibility, cultural appropriateness, and program location (within branch).		December, 2009	CWS, Probation, DHHS R&E
1.7.13 Increase number of referrals to Head Start Programs (Early Head Start) for children to reduce the recurrence of maltreatment for children birth to two years old.		December, 2009	Workgroup of CWS, Case Managers, Community Partners (Head Start Programs), CWS Supervisors, FRCs, Parent Partners, Social Workers, Tribes

Describe Systemic changes needed to further support the improvement goal. DHHS must continue to strengthen community outreach (through education and partnership) around both AB 1881 and AB 636. Continued support of the systemic infrastructure that has been created with the DHHS Integrated Services and Supports, DHHS Research and Evaluation Unit, DHHS Training, Education, and Supervision Unit, and the DHHS Office of Client and Cultural Diversity. SSB, PHB, MHB, and Probation must continue to develop cross-branch programs and policies to support integration.

Describe educational/training needs (including technical assistance) to achieve the improvement goals. Ongoing collaboration and education through cross-training with Community Partners, FRCs, DHHS Branches, and the Probation Department to raise awareness of IY, train FRCs in Dina Dinosaur/IY, offer to train school personnel in Dina Dinosaur/IY, train Community Partners and the Tribes in SDM to increase understanding of the CWS decision-making process, mandated reporting training regarding cross knowledge of CWS, Probation, and Law Enforcement roles.

Identify roles of the other partners in achieving the improvement goals.
CWS - increase number of referrals to IY; create a referral monitoring process; develop protocol to identify EBPs to meet a family's need; implement support and monitoring process for FRCs training in Dina Dinosaur; develop forum content in regards to training Community Partners and Tribes in the use of SDM; present quarterly forums throughout the County regarding SDM; develop, implement and monitor education of the Courts and Mandated Reporters; support "Beyond the Bench" meetings; clarify Law Enforcement, Probation, and CWS roles regarding mandated reporting; strengthen AOD and other treatment programs for adults and youth by educating the community.
Community Partners – increase enrollment in IY; create a referral monitoring process; support development of FRC in Arcata.
Mental Health Branch – full integration and access to Mental Health and Public Health services, increase enrollment in IY; develop protocol to identify EBPs to meet a family's need; educate the community regarding programs that are available.
Probation – increase number of referrals to IY; create a referral monitoring process; develop protocol to identify EBPs to meet a family's need; implement support/monitoring process in regards to training of FRCs in Dina Dinosaur; develop forum content in regards to training Community Partners and Tribes in the use of SDM; present quarterly forums throughout the County regarding SDM; develop, implement and monitor education of the Courts and Mandated Reporters; support "Beyond the Bench" meetings; clarify Law Enforcement, Probation, and CWS roles regarding mandated reporting; strengthen AOD and other treatment programs for adults and youth by educating the community.
Public Health Branch - full integration and access to Mental Health and Public Health services, increase enrollment in IY; develop protocol to identify EBPs to meet a family's need; educate the community regarding programs that are available.
Referring agencies - increase enrollment in IY; create a referral monitoring process.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. CWS needs more flexibility in Releases of Information and in the agreement processes between DHHS and Probation and DHHS and the FRCs/Community Partners/Tribes.

Outcome/Systemic Factor: Rate of Recurrence of Abuse and/or Neglect in Homes Where Children Were Not Removed AB 636 Outcome Measure 2A

This measure reflects the occurrence of abuse and/or neglect of children who remain in their own homes.

County's Current Performance: The Humboldt County Self-Assessment report identified the recurrence of abuse/ neglect in homes where children were not removed as an area that needs improvement. Data on this outcome received after the Self-Assessment reflects that this continues to be an area that needs improvement. The California Child Welfare Services Outcome & Accountability Data Report shows that of all the children with an allegation (inconclusive or substantiated) during the 12-month study period who were not removed, the percentage that had a subsequent substantiated allegation within 12 months in Humboldt County is:

04/01/04-03/31/05 10.4%
01/01/04-12/31/04 10.8%
10/01/03-09/30/04 10.6%
07/01/03-06/30/04 11.1%

There is no federal standard for recurrence of abuse/ neglect in homes where children were not removed.

Improvement Goal 1.0 Decrease the rate of recurrence of abuse and/or neglect of children who remain in their own homes through building system capacity, working collaboratively to eliminate service acquisition and provision barriers, enhancing prevention approaches, and reducing service fragmentation.

Strategy 1.1 Open the family coming into CWS to Mental Health services.

Strategy Rationale Children who have experienced a traumatic event may have mental health issues. Ensuring they and their families are open to Mental Health services provides greater possibility of participation in EBPs.

Milestone	Timeframe	Assigned to
1.1.1 Assign Mental Health Clinicians (MHCs) to FRCs for Differential Response (DR) Path 1 referrals. MHCs will assist families in accessing MHB services and appropriate EBPs.	December, 2009	CWS, FRCs, MHB, MHCs
1.1.2 Continue to utilize MHCs assigned to ART to assist families in accessing MHB services and appropriate EBPs.	December, 2009	CWS, Probation, MHCs, PHB
1.1.3 Assign MHCs to CWS for DR Path 2 and 3. MHCs assigned to CWS will assist families in accessing MHB services and appropriate EBPs.	December, 2009	CWS, FRCs, MHB, MHCs
1.1.4 Develop a process to monitor the referral to MHB.	December, 2009	Workgroup of CWS, FRCs, MHB, PHB
1.1.5 Implement process to monitor referral.	December, 2009	CWS, FRCs, MHB, PHB
1.1.6 Develop protocol to utilize the Mental Health Screening Tool (MHST) to screen for Mental Health service referrals for Path 1 at the FRCs. Expand the MHST protocol for Path 2 and 3 at CWS.	December, 2009	CWS Emergency Response (ER) Units Supervisors, FRCs, MHCs (assigned to CWS ER), PHB, Social Workers
1.1.7 Develop MHST protocol pilot for Path 1, 2, and 3 referrals.	December, 2009	CWS, FRCs, MHB, MHCs, PHB
1.1.8 Evaluate MHST pilot and make adjustments if necessary.	December, 2009	CWS Supervisors, FRCs, MHB, MHCs, PHB, Social Workers
1.1.9 Roll out MHST protocol county-wide.	December, 2009	CWS Supervisors, FRCs, MHB, MHCs, PHB, Social Workers

Strategy 1.2 Develop a Parent Partners Program in CWS and Probation. Parent Partners in CWS are paid individuals who have been through the CWS system and do not have a current open case.

Strategy Rationale The Parent Partners Program works with families coming into CWS or Probation and assists families in navigating through the Continuum of Care in these departments. They will also support families accessing services such as EBPs through DR.

Milestone	Timeframe	Assigned to
1.2.1 Recruit and train CWS Parent Partners.	December, 2009	CWS, Probation, CWS Supervisors, Program Managers, Probation Supervisors
1.2.2 Research funding sources for Probation Parent Partners. When funding is identified and obtained, complete 1.2.3-1.2.7 for Probation.	December, 2009	Probation, DHHS R&E, DHHS Resource Development
1.2.3 Develop a survey to solicit feedback from families regarding emerging needs, required services, service gaps, and successful services that could have prevented an allegation of subsequent abuse or neglect.	December, 2009	CWS, CWS Analysts, DHHS R&E, FRCs, Parent Partners
1.2.4 Administer survey.	December, 2009	CWS Analysts, FRCs, Parent Partners

	1.2.5 Compile survey results and report to CWS and Probation.	December, 2009	CWS Analysts, Probation Analysts, DHHS R&E
	1.2.6 Identify service gaps and needs. Respond to survey results by creating and developing consistent and expanded resources to meet families' needs. Use Rapid Cycle for new program needs.	December, 2009	Analysts to CWS (Social Workers, Supervisors, Program Managers, Deputy Director, and Director), DHHS R&E, FRCs
	1.2.7 Identify service gaps and needs.	December, 2009	Workgroup of CWS, Probation, FRCs, MHB, Parent Partners, PHB
	1.2.8 Incorporate the survey results into service delivery plans for families that come into the CWS and Probation system of care and for children who remain at home.	December, 2009	CWS, Probation, FRCs, MHB, PHB
	1.2.9 Train Community Partners, FRCs, Probation, MHCs, Parent Partners, PHB, MHB, Social Workers, and Tribes regarding needs in regards to implementing a Parent Partners Program.	December, 2009	Workgroup to develop training specific to trainee population comprised of partners from CWS, Probation, DHHS, Community Partners, MHB, PHB, SSB, FRCs, Tribes
	1.2.10 Monitor that needs are addressed in case plans in CWS/CMS by creating a monitoring system reported to Social Workers, Supervisors, Program Managers, and the Deputy Director.	December, 2009	Workgroup of CWS, Probation, CWS Analysts, CWS Supervisors, FRCs, Social Workers, Case Managers
Strategy 1.3 Broadcast and publicize EBPs to promote high quality, efficient, effective outcome-based practices that reduce the recurrence of maltreatment and are consistent with diverse cultural, ethnic, and community values.		**Strategy Rationale** EBPs are practices informed by research, which include adherence to fidelity, accountability for results, best practices, coordination, and integration of services and programs throughout DHHS. EBPs are viewed as a foundation for successful community and family interventions. Information about EBPs needs to become embedded in the community consciousness in order to promote increased program utilization to improve outcomes for children and families.	
Milestone		**Timeframe**	**Assigned to**
	1.3.1 Develop separate, targeted, user-friendly EBP guides for: 1) Internal DHHS/CWS/Probation distribution, 2) FRCs/Community Partners/Tribes distribution, and 3) public distribution.	December, 2009	Workgroup of Probation, Community Partners, DHHS Public Education and Outreach Officer (PEO), EBP Program Leads, FRCs, PHB, Tribes
	1.3.2 Improve internal information dissemination within DHHS Branches and Probation regarding EBPs.	December, 2009	CWS, Probation, DHHS Information Systems (IS), DHHS Integrated Systems and Support, DHHS PEO, Program Managers
	1.3.3 Continue development and utilization of DHHS and CWS website for EBP information and contacts.	December, 2009	CWS, Probation, DHHS IS, DHHS PEO
	1.3.4 Create and implement DHHS proactive media campaign with regular press releases around EBPs.	December, 2009	CWS, Probation, DHHS IS, DHHS PEO
	1.3.5 Provide ongoing "Booster Sessions" for EBP participants following program completion.	December, 2009	EBP Program Leads implement, Analysts track, and report out at monthly EBP meetings
	1.3.6 Further support FRCs and Community Partners to assist with community self-sufficiency and self-reliance through increased participation in EBPs.	December, 2009	CWS, Probation, Community Partners, FRCs
	1.3.7 Promote relationships and increased trust between families, Tribes, and community resource agencies through the workgroup process outlined in all Outcome Measures, community meetings, and Multi-Tribal Roundtable (MTR) meetings to improve community awareness of EBPs.	December, 2009	CWS, Probation, Community Partners, FRCs, MHB, PHB, Tribes
	1.3.8 Increase collaborative service planning and client/stakeholder involvement in culturally relevant and inclusive practices.	December, 2009	CWS, Probation, DHHS Office of Client and Cultural Diversity
	1.3.9 Maximize fiscal resources toward integration of programs. Include a payment method section on every EBP referral (Early Periodic Screening, Diagnosis, and Treatment [EPSDT], Medi-Cal billing, private insurance, and private pay with sliding scale).	December, 2009	Workgroup of CWS, Probation, Community Partners, DHHS Fiscal, EBP Program Leads, FRCs, PHB, Tribes

	1.3.10 Monitor the community's understanding of EBPs through surveys – as developed in 1.2.3-1.2.6.		December, 2009	Workgroup of CWS, Probation, Community Partners, DHHS R&E, EBP Program Leads, FRCs, PHB, Tribes

Describe systemic changes needed to further support the improvement goal. Fiscal and billing issues may need to be simplified so as not to be a barrier when a family is accessing services; program knowledge (EBPs, Parent Partner progress specific to the SIP and the Mental Health Services Act [MHSA] – as examples) needs to be embedded in the agencies; inform families and other agencies regarding what EBPs and programs are available specific to their needs through Humboldt Switchboard; management of information delivery; development of a flier to give to families with specific information about agencies and programs in their area; releases of Information need more flexibility regarding confidentiality concerns between all agencies; expand the utilization of Public Health Nurses (PHNs) through ART.

Describe educational/training needs (including technical assistance) to achieve the improvement goals. Ongoing cross training (CWS, Law Enforcement Chief Association [LECA], Probation, Community Partners, FRCs, MHB, Tribes, PHB, Schools, Attorneys and Court, Foster Care/Resource Families, R/NREFMs, Redwood Coast Regional Center [RCRC], and Court Appointed Special Advocates [CASA]); development of a training on an evaluation tool of success; development of training on team approach; developing program knowledge continuity between agencies.

Identify roles of the other partners in achieving the improvement goals. Strengthening and increasing partnerships between DHHS Branches, Probation, and the community (FRCs, Community Partners, Tribes, etc.) will lead to improved outcomes for children and families within the CWS and Probation Continuum of Care. Using the model developed for the Child Death Review Team (CDRT), review cases within the safety outcomes identified in this SIP. Preventing families from becoming overwhelmed with the number of people helping them from different agencies by communicating and coordinating with each other.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. Streamline agreement development and adherence process between all agencies; releases of Information need more flexibility (standing court orders); front-end may need to be extended from 30 days to 45 or 60 days to succeed in plan; review legal definition of physical abuse versus "inappropriate parenting" at the legislative level; review Health Insurance Portability and Accountability Act of 1996 (HIPAA) policies regarding working relationships between partners to create a better Continuum of Care. Child Health and Disability Prevention Program (CHDP) needs to adjust funding allocation to match the program direction of the SIP and Child Welfare Services Outcome Improvement Project (CWSOIP) activities.

Outcome/Systemic Factor: Timely Social Worker Visits with Child AB 636 Outcome Measure 2C

This is a process designed to determine if Social Workers are seeing the children on a monthly basis when that is required.

County's Current Performance: The Humboldt County Self-Assessment report identified timely Social Worker visits as an area that needs improvement. Data on this outcome received after the Self-Assessment reflects that this continues to be an area that needs improvement. The California Child Welfare Services Outcome & Accountability Data Report shows that of the children that required a visit the percent that actually received a visit in Humboldt County is:

Q1 2006 87.90%
Q4 2005 86.00%
Q3 2005 78.57%
Q2 2005 84.70%
Q1 2005 81.17%

The federal standard for timely Social Worker visits is greater than 90%.

Improvement Goal 1.0 Increase timely Social Worker visits by 5% over the first year of this SIP and continue improvement percentages to meet 100% over the following two year period by increasing the Social Worker's capacity to correctly enter visits in CWS/CMS in a timely manner.

Strategy 1.1 Identify ways to simplify the court participation process for Social Workers and Probation Officers waiting appearances in order to make better use of their time to improve case contact/visit database documentation.	**Strategy Rationale** Social Workers spend a significant amount of time waiting to appear in court. Time management for data entry into CWS/CMS has been identified as an area needing improvement to accurately measure performance for timely Social Worker visits.

Milestone	Timeframe	Assigned to
1.1.1 Continue to use and expand the paging system to call Social Workers and Probation Officers to court.	December, 2009	CWS, Probation, Court
1.1.2 Expand the availability of QuickPADs, laptops, cell phones, and pagers for Social Workers and Probation Officers to utilize while waiting for court appearances. Install and provide access as appropriate.	December, 2009	CWS, Court, County of Humboldt, DHHS IS, MHB, PHB

Strategy 1.2 Continue to improve the timeliness of data entry into CWS/CMS through continued use of SafeMeasures. CWS (line staff to management) have identified timely data entry as having a significant impact on the measurement of Social Worker visits.

Strategy Rationale Better quality case documentation will improve the quality and quantity of services resulting in improved outcomes for children and families.

Milestone	Timeframe	Assigned to
1.2.1 Review the database documentation process to explore utilizing Data Entry Operators (DEOs) or the Clerical Unit to enter case contacts/visits. Develop recommendations and present to CWS Management.	December, 2009	Workgroup of CWS Clerical Staff, CWS Supervisors, DEOs, Social Workers
1.2.2 Develop policies and procedures for data entry.	December, 2009	CWS Clerical Staff, CWS Analysts, CWS Supervisors, Program Managers, Social Workers
1.2.3 Provide staff training on policies and procedures of data entry.	December, 2009	CWS Analysts, CWS Supervisors, CWS Training Unit (CWTU)
1.2.4 Continue to monitor data entry fields related to timely Social Worker visits, utilizing SafeMeasures.	December, 2009	CWS Analysts, CWS Supervisors, Social Workers
1.2.5 Continue to use CWS compliance meetings to proactively address logistics to enhance data entry and practice. Continue to manage resources, evaluate processes, and increase accountability through weekly meetings.	December, 2009	CWS Analysts, CWS Supervisors, CWTU, DHHS Compliance and Quality Assurance, Program Managers, Social Workers
1.2.6 Continue to utilize reports capable of assisting workers and units in achieving compliance (SafeMeasures/Business Objects).	December, 2009	CWS Analysts, CWS Supervisors, Program Managers, Social Workers
1.2.7 Continue to have CWS Supervisors monitor timely Social Worker visits through weekly Social Worker supervision meetings with SafeMeasures reports and weekly Supervisor/Program Manager supervision.	December, 2009	CWS Supervisors, Program Managers, Social Workers
1.2.8 Improve process of communication with Court Staff, Social Workers, Probation Officers, and CASA through improved utilization of Court Improvement meetings. Continue to utilize the guideline regarding when court appearances are necessary versus when they are not.	December, 2009	CWS, Probation, CASA, Court, CWS Supervisors, Social Workers

Strategy 1. 3 Improve access and utilization of County Car Pool.

Strategy Rationale Providing resources to Social Workers to accomplish timely visits is essential to creating improved measurement of timely visits.

Milestone	Timeframe	Assigned to
1.3.1 Stagger maintenance and repair schedule and obtain loaner from the car pool.	December, 2009	CWS Car Pool Facilities at the SSB Campus, Humboldt County Motor Pool
1.3.2 Provide loaner cars while cleaning, repairing, and maintaining CWS vehicles.	December, 2009	CWS Car Pool Facilities at SSB Campus, Humboldt County Motor Pool
1.3.3 Develop a survey regarding use and availability of County cars. Compile results and report out to Compliance Committee in order to identify areas that could be simplified and/or improved. Have Compliance Committee create process to implement findings.	December, 2009	CWS Analysts, CWS Car Pool Facilities at the SSB Campus, CWS Compliance Committee, CWS Supervisors, DHHS R&E, Program Managers, Social Workers

Strategy 1.4 Identify areas of Social Worker and Probation Officer workflow that could be simplified, standardized, and/or streamlined in order to efficiently and effectively utilize their time.

Strategy Rationale Streamlining workflow processes will increase efficiency and improve service delivery and outcomes for children and families within the CWS and Probation Continuum of Care by enabling Social Workers and Probation Officers to spend more time providing services.

Milestone	Timeframe	Assigned to
1.4.1 Analyze workflow, identify tasks that Clerical Staff and Vocational Assistants (VAs) could complete (e.g. data entry; arranging visitation, facilitating, and car seats; coordinating TDMs; phone messages; etc.). Reassign appropriate tasks. Re-evaluate and make revisions as necessary.	December, 2009	CWS Analysts, DHHS Compliance and Quality Assurance Analyst, Program Managers
1.4.2 Develop a template within a contact in CWS/CMS to ensure the visits are recorded correctly and counted by SafeMeasures.	December, 2009	CWS Analysts, CWS Information Technology Technician, CWS Supervisors, CWTU, SSB Training Unit (SSB TU)
1.4.3 Continue to provide SafeMeasures training annually to Social Workers, CWS Analysts, and Supervisors.	December, 2009	CWTU, SSB TU
1.4.4 Explore acquisition and use of time management tools and techniques.	December, 2009	CWS Supervisors, Program Managers, Social Workers
1.4.5 Continue to monitor visits to identify training issues (when visits are not being made) and address performance issues as appropriate.	December, 2009	CWS Supervisors, Program Managers, Social Workers

Strategies 1.5 Develop, implement, and monitor education of the Courts, community, and Mandated Reporters by CWS and Probation.

Strategy Rationale CWS and Probation are court-driven programs so Mandated Reporters and the Court need to understand current department policies and procedures as they relate to Division 31 and AB 636.

Milestone	Timeframe	Assigned to
1.5.1 Develop education for Courts and Mandated Reporters regarding Policies and Procedures (Division 31, AB 636).	December, 2009	Workgroup of CWS, Probation, DHHS TES
1.5.2 Implement semi-annual educational meetings with Court, CWS, and Probation in order to provide information and training on current programs, practices, and philosophy changes. (HOPE, F2F, EBPs, Team Decision Making Meetings (TDMs), and SDM, and strength-based court reports). Provide continuing legal education units for educational meetings (follow the model used to create the ICWA training for the Courts).	December, 2009	CWS, Probation, Courts
1.5.3 Monitor education for Court Staff and Mandated Reporters.	December, 2009	CWS Analysts, Probation Analysts
1.5.4 Support continuing development of local "Beyond the Bench" inclusive of AB 636 (CWS Redesign) programs and progress.	December, 2009	CWS, Probation through Court Improvement Meetings
1.5.5 Develop presentations to share the SDM process with Community Partners, FRCs, and Tribes to increase their understanding of the CWS decision-making process. Incorporate into mandated reporter training provided by CWS and Probation.	December, 2009	Workgroup of CWS, Probation, DHHS TES, CWS SDM Trainers
1.5.6 Present bi-annual forums throughout the County to share the SDM process presentation with Community Partners, FRCs, and Tribes.	December, 2009	CWS, Probation, CWS SDM Trainers
1.5.7 Develop and distribute a survey to monitor the effectiveness of training presentations.	December, 2009	Workgroup of CWS, Probation, and DHHS R&E
1.5.8 Collect data, analyze results of survey, and present findings to CWS and Probation.	December, 2009	Workgroup of CWS, Probation, and DHHS R&E

Describe systemic changes needed to further support the improvement goal. Establish DEOs, VAs, or Social Worker Aids possible reallocation of job duties and positions within CWS surrounding Social Worker time. Adjustments to Court process and availability and utilization of QuickPADs, laptops, cell phones, and pagers by Social Workers and Probation Officers.

Describe educational/training needs (including technical assistance) to achieve the improvement goals. Enhance the purpose and utilization of Court Improvement Meetings.

Identify roles of the other partners in achieving the improvement goals. Probation and CWS will need to collaborate on the creation of community and court trainings to insure continuity in the materials and message.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. Increase DHHS/SSB's ability to increase availability and utilization of QuickPADs, laptops, cell phones, and pagers by Social Workers and Probation Officers. In CWS/CMS, attempts count toward compliance in Emergency Response (ER) and consistency needs to be developed for Permanency Planning regarding attempts when families are not able to be located.

Outcome/Systemic Factor: Building Partnerships with Native American Tribes.

County's Current Performance: The Humboldt County Self-Assessment identified that effectively working with Native American Tribes is a Systemic Factor that needs continuous improvement. Expanding effective and collaborative working relationships between CWS, Probation, and Native American Tribes will improve all aspects of service delivery and outcomes for Native American children and families and decrease the over-representation of Native American children in Humboldt County's CWS and Probation Continuum of Care. Building and expanding trusting relationships with Tribes will improve the safety of all Humboldt County Native American children and families in a culturally respectful manner.

Improvement Goal 1.0 Increase mutual understanding (between CWS, Probation, Courts, and Tribes) of individual sovereign Tribal governments in relation to culturally appropriate child welfare proceedings.

Strategy 1. 1 Form and expand broad-based partnerships with local Tribal courts and Tribal Social Service Agencies to improve service availability and delivery to Native American youth and families.

Strategy Rationale Recognizing there is a legal and moral responsibility to treat Tribes as sovereign governments, honoring cultural norms, and cultivating a commitment at all levels to improve working relationships with Tribes can facilitate open and effective cross-cultural communication to improve outcomes for Native American children and families.

Milestone	Timeframe	Assigned to
1.1.1 Create CWS ICWA Unit with Social Worker IVs (SW IVs) and clerical support through the use of technical assistance provided by Annie E. Casey Foundation and California Department of Social Services (CDSS).	December, 2009	CWS Administration, Program Managers, CWS Supervisors, Annie E. Casey Foundation, CDSS
1.1.2 Identify ICWA eligible children early in the CWS/ Probation process by having the CWS Relative Placement Specialist present at detention hearings. Complete Parental Notification of Indian Status (Juvenile Court) (JV130) at first court appearance.	December, 2009	CWS Court Liaison, CWS Relative Placement Specialist, Probation Officers
1.1.3 ICWA Unit Social Worker will continue to attend ongoing Two Feathers Native American Family Services MTR monthly meetings and weekly CWS ICWA Sub-Committee meetings to inform CWS management of trends, changes, and challenges in complying with ICWA requirements.	December, 2009	CWS Analysts, CWS Supervisors, ICWA Unit, Program Managers, Social Workers
1.1.4 With direction from CWS develop agreements with Tribes to address court-related issues such as jurisdiction and how to handle future referrals on child abuse/neglect, as well as service provision.	December, 2009	Courts, CWS Administration, CWS Analysts, CWS Court Unit, CWS Supervisors, ICWA Unit, Program Managers, SSB, Tribes
1.1.5 Share the Tribal Affiliation Tribal Government website for ICWA Noticing Purposes with DHHS, Probation, and Community Partners by inclusion in cross-training on ICWA, CWS, and Probation Desk Guides and the DHHS and Probation Newsletters. Expand the TDM model to increase participation and foster communication/ collaboration in a joint effort to support Native American children and families in the CWS and Probation Continuum of Care.	December, 2009	CWS, Probation, DHHS IS, Tribes
1.1.6 Create a forum for case review of successful and non-successful ICWA outcomes.	December, 2009	CWS, Probation, Tribes

Strategy 1.2 Through education, increase the understanding of roles and responsibilities of as well as build trust between CWS, Probation, and Tribes.

Strategy Rationale There are historical and cultural reasons why people who identify as Native American tend not to utilize dominant culture services and institutions. Individual tribes have diverse needs and wants and require individual treatment. Ongoing, collaborative training needs to be developed and provided to share information about individual Tribal cultures, practices, available services, and contacts. Opportunities need to be available for staff to network/ socialize outside of case management/ crisis situations in order to build and improve interpersonal relationships and trust. Protecting the best interests of Native American children and acknowledging Tribal and social considerations are acknowledged imperatives.

Milestone	Timeframe	Assigned to
1.2.1 Provide ongoing ICWA training to educate that ICWA grants Tribes the right to intervene in child custody proceedings and protects and preserves the bond between Native American children and their Tribe and culture.	December, 2009	CWTU, Probation, Community Partners, FRCs, Tribes
1.2.2 Coordinate with DHHS Office of Client and Cultural Diversity, HSU Native American Studies Department, and United Indian Health Services (UIHS) to provide cultural competency training for CWS, Probation, FRCs, and Community Partners.	December, 2009	CWS, Probation, DHHS Office of Client and Cultural Diversity, Community Partners, FRCs, Humboldt State University, UIHS
1.2.3 Expand U.C. Davis Core Social Work Training for new Social Workers to include cultural competency and rules of engagement with cultures other than that of the Social Worker.	December, 2009	CWS Administration, CWS TU, SSB TU, Tribes, U.C. Davis Northern Regional Training Academy
1.2.4 Expand new Probation Officer training to include cultural competency.	December, 2009	Probation Administration, Probation Training Unit, Tribes
1.2.5 Explore collaborative development of sustainable, in-depth cultural competency curriculum and certification program at Community College. Imbed cultural sensitivity in HSU/Masters of Social Work curriculum.	December, 2009	CWS, Probation, College of the Redwoods, HSU, Tribes
1.2.6 Provide support to continue "Workshop on Wheels"/Introduction to Indian Country.	December, 2009	CWS, Probation, Two Feathers Native American Family Services
1.2.7 Imbed cultural competency training into ongoing training for Social Workers, Probation Officers, Community Partners, FRCs, and Tribes.	December, 2009	CWS, Probation, Community Partners, FRCs, Tribes, U.C. Davis Northern Regional Training Academy
1.2.8 Improve coordination between the CWS and Probation training units. Utilize the monthly DHHS Newsletter, Probation Newsletter, as well as the training coordinators at CWS and Probation to provide timely notification of trainings and consistency in curriculum.	December, 2009	CWS TU, Probation Training Unit, CWS Program Managers, Probation Directors

Strategy 1.3 Build on prior outreach activities from the previous SIP.

Strategy Rationale The 2004 CWS/ Probation SIP provided a foundation to increase understanding of Tribal governments in relation to child welfare proceedings and explore strategies for CWS, Probation, and Tribes to collaborate when Native American children are involved with the DHHS/ Probation Continuum of Care. Continuing to increase trust and build relationships are essential in meeting improvement goals.

Milestone	Timeframe	Assigned to
1.3.1 Continue annual meetings at Humboldt Area Foundation for Tribes.	December, 2009	CWS Administration, Probation, ICWA Unit Staff, MHB, PHB, Tribes
1.3.2 Provide an overview of CWS activities toward building outreach to Tribal Councils as requested. CWS and Probation will inform CWS, Probation, and DHHS Staff about Tribal Council presentations.	December, 2009	CWS, Probation, Tribal Councils
1.3.3 Provide follow up letters and phone calls to those Tribes who have not yet received a presentation.	December, 2009	CWS, Probation

Describe systemic changes needed to further support the improvement goal. We have not identified any systemic changes to support this goal.

Describe educational/training needs (including technical assistance) to achieve the improvement goals. Constant review as well as the creation of culturally appropriate EBPs and CWS/Probation practices needs to be ongoing.

Identify roles of the other partners in achieving the improvement goals. FRCs and Community Partners need to be included in the work that CWS and Probation are doing to build partnerships with the Tribes.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. The challenge of Tribes to provide the match in Title IV-E funding must be mitigated through negotiations and agreements at the Federal and State level.

Outcome/Systemic Factor: Social Worker, Probation Officer, and Resource Family Recruitment, Retention, and Training.

County's Current Performance: Evidence suggests that Social Worker recruitment and retention challenges can affect children's safety and permanence. Staff turnover disrupts the continuity of services. Large caseloads and staff turnover can hamper the attainment of some key federal safety and permanence goals. The turnover rate for CWS Social Workers from June 1, 2005 to July 31, 2006 was 22%. The turnover rate for Probation Officers assigned to the Juvenile Division is approximately 20%.

Resource Family recruitment requires concentrated pro-active planning, action, and follow-up. Relative finding is a key strategy to increase permanence for children. CWS and Probation continually work to develop a network of family foster care that is more neighborhood-based, culturally sensitive, and located primarily in the communities in which the children live. There are some youth for whom placement resources are scarce, including older and special needs youth. Appropriate additional placements need to be developed.

There are no federal requirements concerning CWS staffing, case management, or Resource Family recruitment, retention, and training.

Improvement Goal 1.0 Improve efforts to recruit, retain, and support Social Workers, Probation Officers, and Resource Families through proactive and coordinated activities designed to improve communication, training, and professionalism.

Strategy 1.1 Improve the recruitment of CWS Social Workers and Probation Officers.

Strategy Rationale CWS faces a number of challenges in recruiting and retaining Social Workers and Supervisors. CWS continues to implement various practices to improve recruitment and retention including engaging in university-agency education/training partnerships, hiring Social Workers with a Masters Degree (MSWs) and Social Workers who are on track to gain licensure, and enhancing supervision. The Probation Department is addressing these issues by examining the infrastructure and by providing more information to individuals outside of Probation about Probation as a career. They also meet with committee chairs at HSU and accept individuals who would like to perform their internship at the Probation Department. We encourage those interested in corrections to apply as a Work Study employee. Staffs from Probation, Juvenile Hall, and Regional Facility participate at local Job Fairs.

Milestone	Timeframe	Assigned to
1.1.1 Participate in Career Days at local schools (high schools, HSU, College of the Redwoods [CR], Eureka Adult School, etc.).	December, 2009	CWS, Humboldt County Personnel, DHHS Employee Services (ES), HSU, CR, Schools, Eureka Adult School
1.1.2 Have DHHS Public Education and Outreach Officer (PEO) develop an effective and pro-active recruitment campaign for outreach to other counties through colleges.	December, 2009	CWS, DHHS ES, DHHS PEO, Humboldt County Personnel
1.1.3 Collaborate with HSU, other colleges, and counties to recruit Social Workers with Bachelor Degrees (BSWs), MSWs, licensed and prelicensed associates (ASWs), and Probation Officers using the recruitment campaign developed in 1.1.2.	December, 2009	CWS, Probation, DHHS ES, DHHS PEO, Humboldt County Personnel Department, HSU
1.1.4 Explore utilization of "realistic job preview" video to inform applicants about interaction with clients, casework, practices, and protocols in CWS and Probation. Implement use of video and track effectiveness.	December, 2009	CWS, Probation, DHHS ES
1.1.5 Create a workgroup to collaborate with the National Association of Social Workers (NASW) to enhance the professional growth and development of Social Workers and maintain professional standards.	December, 2009	CWS, DHHS ES, NASW
1.1.6 Infuse the CWS and Probation Mission Statements into the culture of the Agencies to promote the values and philosophy by making it visible and accessible.	December, 2009	CWS, Probation, DHHS PEO
1.1.7 Identify current Social Worker and Probation Officer ideas for recognition. Implement and track satisfaction.	December, 2009	CWS Analysts, Probation Analysts, DHHS Administration, Probation Administration
1.1.8 Educate Income Maintenance Staff (Eligibility Workers, Integrated Case Workers, and Employment Training Workers) about the transfer opportunities to Social Worker position. (California Social Worker Education Center [CalSWEC] – weekends, tuition and time).	December, 2009	CWS, DHHS ES, Merit System Services

	1.1.9 Create a survey to identify how staff decided to become Social Workers. Distribute and analyze findings to CWS Supervisors, Program Managers, SSB Administration, and DHHS ES in order to target recruitment efforts.		December, 2009		CWS, DHHS ES, DHHS R&E, CWS Supervisors, Program Managers, SSB Administration, SW IVs
Strategy 1.2 Increase the number and type of Resource Families (Relative/ Non-Relative Extended Family Member [R/NREFM], foster, adoptive, respite for CWS and Probation, and emergency care).			**Strategy Rationale** There is a growing need for foster, kinship, and adoptive families that are more culturally appropriate and located in the neighborhoods where children live. CWS and Probation utilize a variety of strategies to recruit Resource Families including relative searches using the search tools to create and enhance permanency, collaborative efforts with the CWS Relative Placement Specialist and Foster Care Coordinator to place children with relatives, and ongoing outreach activities. Probation has designated a Deputy Probation Officer II to recruit, develop, and support Resource Families and work in collaboration with the CWS Foster Care Coordinator.		
Milestone	**1.2.1** Expand outreach to the following groups: a.) Parent/Teacher/Student Organizations, Schools b.) Faith-Based Community c.) Caregiver Community Groups (animal shelter, volunteers and adoptive individuals, horticultural societies) d.) Family Resource Centers e.) Boards (Juvenile Justice Commission, service organizations) f.) R/NREFMs g.) Local businesses h.) Medical provider's offices i.) Community organizations and Community Policing agencies	**Timeframe**	December, 2009	**Assigned to**	CWS Foster Care Coordinator, Deputy Probation Officer II
	1.2.2 Evaluate outreach efforts by determining how future Resource Families find out about the program (through a-i in 1.2.1).		December, 2009		CWS Foster Care, CWS Analyst, Deputy Probation Officer II
	1.2.3 Distribute informational materials utilizing: a.) bookmarks b.) pizza boxes c.) videos d.) brochures e.) flyers f.) pens g.) newspaper ads h.) theater on-screen ads i.) coffee cup sleeves		December, 2009		CWS, Probation, DHHS POE
	1.2.4 Train CWS and Probation Staff in their responsibility to be recruiters for Resource Families.		December, 2009		CWS Foster Care Recruiter/Kinship Recruiter, Probation Foster Care Recruiter, MHB, PHB
	1.2.5 Implement F2F "Fosterware Parties". Confer with Foster Parent Association (FPA). Develop specific guidelines for organizing and holding parties. Inform staff and Foster Parents of protocol. Identify Foster Parents to host/sponsor parties. Hold one "Fosterware Party" a quarter. Monitor number of applications submitted by attendees. Evaluate effectiveness of Fosterware after one year.		December, 2009		CWS, Probation, FPA
	1.2.6 Create a workgroup to explore developing a toll-free telephone number for prospective Resource Families and protocol that explains options and upcoming trainings.		December, 2009		CWS, Probation, FPA

	1.2.7 If feasible, implement toll-free number, track toll-free telephone number use, evaluate the service by identifying the number of Resource Families coming into the program that need the toll-free number.		December, 2009		CWS, Probation, CWS Analysts, FPA
	1.2.8 Explore development of a Heart Gallery Project to disseminate Resource Family information into the community through local photographers and artists. Implement and track if determined feasible.		December, 2009		CWS, Probation, FPA, Independent Living Skills (ILS) Staff
	1.2.9 Improve collaboration with College of the Redwoods Foster Care Education Program (CRFCEP) in order to communicate with and provide follow-up for the graduates.		December, 2009		CWS, Probation, CR, FPA
	1.2.10 Develop survey regarding why people became Foster Parents and ways to improve recruitment efforts. Distribute and analyze findings to target recruitment.		December, 2009		CWS, Probation, CRFCEP, FPA, CWS Analysts
Strategy 1.3 Improve the retention rate of Social Workers and Probation Officers.			**Strategy Rationale** A stable and highly skilled workforce is necessary to effectively provide child welfare services that meet federal goals to protect the safety, permanence, and well-being of children and families. Demanding and complex caseloads and related administrative requirements affect retention.		
Milestone	**1.3.1** Provide regular ongoing supervision and feedback to Social Workers and Probation Officers.	**Timeframe**	December, 2009	**Assigned to**	CWS, CWS Supervisors, Probation Supervisors
	1.3.2 Locate units in same space for both CWS and Probation.		December, 2009		CWS, Probation, DHHS, Humboldt County
	1.3.3 Revise Social Worker On-Call protocol to include CWS Supervisors as well as adjusting business hours to meet community needs by utilizing extended work schedules.		December, 2009		DHHS ES, CWS Supervisors, Program Managers, Social Workers, SSB Administration
	1.3.4 Implement Social Worker case partners, a program in the workplace that allows new Social Workers to shadow experienced Social Workers.		December, 2009		CWS Supervisors, Social Workers, Program Managers
	1.3.5 Maintain caseloads at a practical level, (refer to SB 2030 recommendations and guidelines) as staffing permits by filling vacancies in a timely manner.		December, 2009		DHHS ES, CWS Supervisors, Program Managers, SSB Administration
	1.3.6 Provide knowledgeable, available, and consistent supervision.		December, 2009		CWS, Probation, CWS Supervisors, Program Managers
	1.3.7 Provide appropriate work space and supplies as future needs become identified.		December, 2009		DHHS, Program Managers, SSB Administration, DHHS Facilities
	1.3.8 Recognition of a job well done through "You make a difference" cards, notes, acknowledging decision making at lowest level, and the Sunshine Committee (Probation).		December, 2009		CWS, Probation, Program Managers, CWS Supervisors, Probation Supervisors
	1.3.9 Continue to revise CWS case transfer protocol. Implement and track.		December, 2009		CWS Analyst, Probation Analyst
Strategy 1.4 Improve retention of Resource Families through ongoing support, training, and recognition.			**Strategy Rationale** Promoting stability in foster care placements improves outcomes for children and families. Minimal placement failures and subsequent placement moves are accomplished by retaining and supporting experienced Resource Families.		
Milestone	**1.4.1** Explore creation of a "Warm line" for Resource Family telephone calls monitored by staff during business hours. Develop protocol, implement, and track.	**Timeframe**	December, 2009	**Assigned to**	CWS, Probation, FPA
	1.4.2 Enhance respite care for ongoing Resource Families by using new Resource Families who may not be yet ready to take a child full-time, to provide respite. Develop a plan to transition these part-time (respite) families to full-time Resource Families.		December, 2009		CWS, Probation, FPA
	1.4.3 Institute monthly check in – beyond required Social Worker and Probation Officer visits by Resource Family recruiters.		December, 2009		CWS Foster Parent Recruiter/Kinship Recruiter, Probation Recruiter

	1.4.4 Provide Resource Families with appreciation, respect, emotional support, and personal involvement through formal and informal activities.		December, 2009		CWS, Probation, FPA
	1.4.5 Continue to support the local chapter of FPA.		December, 2009		CWS, Probation, FPA
	1.4.6 Provide mentors to support each new Resource Family throughout the first year of placement.		December, 2009		CWS, Probation, FPA
	1.4.7 Support five year project – Recruiting Rural Parents for Indian Children (RRPIC) which is a culturally-driven parent recruitment plan for Indian child permanency with Indian or tribally-approved families.		December, 2009		CWS, CWS Analysts, Program Managers, SSB Administration, Tribes
Strategy 1.5 Provide ongoing training and technical assistance to Social Workers and Probation Officers to support their efforts to achieve safety, permanence, and well-being for the children and families in their care.			**Strategy Rationale** Providing an array of training and technical assistance with an emphasis on lessons learned and best practices will improve service delivery, increase the efficiency of workers, and improve outcomes for children and families within the CWS and Probation Continuum of Care.		
Milestone	**1.5.1** Explore the feasibility of utilizing the Humboldt County Personnel Education/Training Reimbursement Program to encourage continuous learning and sharing of current information.	**Timeframe**	December, 2009	**Assigned to**	CWS, DHHS ES, Program Managers, SSB Administration
	1.5.2 Check-ins to offer praise and develop ideas for the future.		December, 2009		CWS, Probation, CWS Supervisors, Probation Officers, Probation Supervisors, Social Workers
	1.5.3 Adjust our training to the X-Y Generation concepts (people born after 1965) which include multiculturalism, social responsibility, and incorporating information technology into everyday life.		December, 2009		CWTU, SSB TU, DHHS TES
	1.5.4 Develop a desk guide that explains all the programs, EBPs, available services, and how to access them to meet the needs of specific families.		December, 2009		Workgroup of CWS, Probation, Social Workers, CWS Supervisors, Probation Officers, Probation Supervisors, MHB, PHB, SSB
	1.5.5 Train all staff on F2F principles and values (Recruitment, Development, and Support of Resource Families; Building Community Partnerships, TDMs, and Self Evaluations).		December, 2009		CWS, Probation, F2F Leads, CWTU, SSB TU, and DHHS TES
Strategy 1.6 Enhance existing training of Resource Families, utilizing the Foster Family Agency model.			**Strategy Rationale** Providing effective, quality support and training to Resource Families promotes their self-sufficiency, confidence, and resilience, provides tools for problem solving, and significantly increases the potential for permanent placements. Support provided to Resource Families helps build stronger partnerships to improve child and family outcomes		
Milestone	**1.6.1** Provide PCIT, IY, and FFT training to Resource Families.	**Timeframe**	December, 2009	**Assigned to**	CWS, DHHS TES, SSB TU
	1.6.2 Survey Resource Families to see if weekly support groups would enhance their work. If so, identify partner to provide weekly meeting site with child care.		December, 2009		CWS, Probation, FPA
	1.6.3 Continue to support the use of CWS and Probation liaisons for Resource Families.		December, 2009		CWS, Probation, Foster Parent Recruiter/Kinship Recruiter
	1.6.4 Continue to utilize TDMs.		December, 2009		CWS, Probation, TDM Facilitators
	1.6.5 Develop quarterly "brown bag" meetings as a way to improve relationship building, communication, and networking between Social Workers, Probation Officers, and Resource Families.		December, 2009		CWS, Probation, FPA
	1.6.6 Train all agency staff to treat Resource Families as full partners on the treatment team.		December, 2009		CWS, Probation, Resource Families
Describe systemic changes needed to further support the improvement goal. Consolidating the location of all CWS Staff within the three year plan will require active efforts on the part of DHHS. Effectively focusing CWS and Probation Staff on the F2F core values, as they relate to their day to day work will require a multi-pronged approach (training changes in practice, changes in policy and procedure) to insure its infusion from Administration to Line Staff to Support Staff.					

Describe educational/training needs (including technical assistance) to achieve the improvement goals. We have identified two strategies that focus entirely on training: training staff on F2F principles and values and training staff to treat Resource Families as full partners on the treatment team.
Identify roles of the other partners in achieving the improvement goals. Probation and the FPA will be actively involved in the implementation of the Systemic Factor within this three year plan.
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. We have not identified any regulatory or statutory changes needed to support this goal.

ATTACHMENT

HUMBOLDT COUNTY
CHILD AND FAMILY SERVICES REVIEW PART 1
COUNTY SELF-ASSESSMENT 2006

SUMMARY ASSESSMENT

Discussion of System Strengths and Areas Needing Improvements

Child Welfare Services

We continue to look at how the Public Health nursing role can be expanded in the CWS setting. CWS would like to expand public health nursing services to our children with special health care needs and prevention services to the families we work with. There is a shortage of nutritionists. Parenting classes need to include more on nutrition in addition to discipline issues. Better nutrition for children may lead to better overall health. Parents need education about healthy food choices, nutritious meals, and issues like how to make and follow a grocery list.

A multi-agency on-call crisis team is in development to provide a coordinated response to emergency situations. This team should include representatives of all DHHS Branches (including CWS), Law Enforcement, and local safety agencies.

The need was identified for a local respite option to provide a cooling-off location for foster youth and respite for foster parents and families. Time spent at the respite option could be as little as one day but no longer than 72 hours. It would provide cooling-off time for the youth and substitute caregiver and would provide an alternative to a substitute caregiver giving a seven day notice.

Services are needed for parenting teens such as childcare and respite when school is/ is not in session. The Retired Senior Volunteer Program, sponsored by the Area One Agency on Aging, might be a resource for healthy, active grandparents to provide in-home respite and childcare. Another program mentioned was a mentoring program for pregnant girls, through Big Brothers, Big Sisters.

Resource information needs to be accessible and centrally located. The Humboldt Community Switchboard is the optimal source for local information. Service providers need to be utilizing this valuable resource.

Independent Living Skills Programs need to be available to youth starting at 12 years in order to prepare them with life and social skills for transition to adulthood. The program for youth 12-15 years needs to be separate from the older youth. Other counties provide services to youth ages 14-15 years such as life coaches, life skills workshops, and tutoring through contracts with the local community college foundation.

Adult mental health services need to be more available for the parents of children and youth in the CWS Continuum of Care. If parental mental health issues cannot be addressed with family counseling, and the parent cannot access the services necessary to resolve mental health issues, reunification of families can be delayed.

A CWS strength is the professionalizing of Social Workers (SW) by hiring SW IVs. This will improve field assessments. Another is the creation of an ICWA specialist. Beyond ensuring ICWA compliance, this builds trust with Tribal Social Services.

Team Decision Making maintains relationships and develops plans to support placements. Differential Response will be a key process that keeps youth safe from abuse and/or neglect. In order to assist youth in transitioning to adulthood, foster parents are included in Family to Family training. Substitute caregivers are trained how to parent another's child since there are unique abilities involved.

Utilizing the FFA model, CWS could create and provide enhanced supports for Foster Parents. Weekly support groups could be facilitated by CWS MSW Interns. Trainings could be provided on how to deal with foster youth behavior issues. The Interns could serve as a liaison between Foster Parents and SW. This would free Social Workers' time and it would provide valuable training for the Interns. Currently Foster Parent phone calls may not be returned as promptly as needed due to competing workload requirements. Foster Parents become frustrated and feel their concerns are not being heard. The 7-day notice is often used as a way to get immediate attention and a TDM. One of the reasons that there are a limited number of TDMs is that there is one full time TDM facilitator and one half-time facilitator. The half-time facilitator has other responsibilities and doesn't always get to spend the entire

50% time on TDMs. With the assignment of the new SW IVs to caseloads October 2006, this issue will be mitigated.

Care providers are a resource and need to be viewed as such. A component of fostering that needs to be built into the system is required regular meetings to help develop skills and further collaboration even when there are no immediate issues. Just as a Supervisor holds weekly meetings with staff to share ideas and concerns, Foster Parents need similar support and an opportunity to express their concerns, share information, and build relationships. DHHS and CWS should increase opportunities to communicate appreciation in person at foster parent events. The personal touch cannot be underestimated.

SW attitudes toward Foster Parents may need to be examined/ changed. Relationships need to be strengthened. Quarterly lunch meetings could be offered as a way to network and improve collaboration between SW and Foster Parents. One suggestion was to provide a monthly "Make and Take" craft session for Foster Children while the Foster Parent meeting is taking place.

Currently Social Workers (SW) make all the contacts to coordinate the TDM. It may be a more productive use of SW time to acquire clerical support to fulfill those tasks. Research may be needed to secure a contract with an outside provider for 800# services to allow multiple telephone participants in the TDM meeting. Transportation or other issues may be barriers to participation but providing teleconferencing might increase TDM participation.

A potential support resource for Relative/ Non-Relative Extended Family Member caregivers could be the utilization of experienced foster parents to serve as mentors. The current CWS Foster Parent Coordinator and/or Relative Placement Specialist could facilitate a mentoring program. Kinship care providers only have access to non-needy relative caregiver funding, which is substantially less than the licensed foster care providers' allotment. There is a need to increase the available financial assistance for relative care providers. Relative caregivers are less likely to request counseling/ therapy for children in their care, for many reasons. Supports for relative caregivers need to be improved and strengthened. Paid foster care providers have little hesitation to access services for children in placement.

Some of the problems of youth transitioning to adulthood have to do with multiple placement changes. If there is placement instability, developing necessary skills for independent living becomes more challenging. In order to prevent numerous placement moves for teens in the foster care system, a two-year commitment by potential foster parents was a workgroup suggestion. This arrangement would work simultaneously with efforts to establish permanency. Training is a key piece for foster parents of older youth. The foster parents may need support to help youth despite the youth's possible challenging behaviors.

Further research may be needed regarding access to computer software for genograms. A genogram resembles a family tree however; it includes additional relationships among individuals. This would provide an additional tool to identify relatives/ support people in a child's life to increase the potential pool of substitute caregivers and life long connections to family and support people.

CWS/ Probation are working to strengthen/ maintain family relationships to prevent children going to group homes in and out of county. The SW/ Probation Officer (PO) focus is shifting to an asset/ strength-based mindset. Out of county placement issues include reducing the use of group homes, increasing the service capacity, and better utilization of Community Care Licensing. Group homes tend to operate from a business model whereas small family homes (specially licensed) maintain a family perspective. It may be possible to use Promoting Safe and Stable Family (PSSF) funding as a match for a larger grant that helps to fund resources to develop services so youth can remain in the county.

There appears to be many separate efforts to find resource families in Humboldt County. The Probation Department and CWS work closely together in their recruitment process to meet with potential foster families and other community members. There is a monthly meeting to discuss recruitment efforts. This meeting is attended by CWS, Probation, the local Foster Family Association and College of the Redwoods. The local Foster Family Agencies make independent efforts to locate potential foster families. The Probation Foster Family Recruiter is currently approaching established community organizations, including faith-based organizations, service clubs, and teacher/ education-based organizations. Foster Family Agencies and former foster youth could be incorporated into outreach/ recruitment activities in order to present a variety of options/ viewpoints regarding providing foster care services. Some potential foster families may not want to go through the State process. Some may not want to provide foster care 24/7 but respite foster care may be a viable option.

Recruitment and ongoing training for resource families (foster care and relative care) is an area that needs additional development to insure that the resource families are equipped to meet the needs of children in the CWS Continuum of Care. We need more foster care/ resource homes that are willing to work with teens. Starting with August 2006 the CWS Placement Unit will provide a monthly report on foster parent recruitment and training of new foster care homes to the CWS Program Manager. The first report is due in September 2006. This will assist with tracking efforts and strategies as well as outcomes. Coordination of various recruitment efforts is recommended.

Respite for foster families comes up any time there is a discussion about foster parent retention. CWS needs to support the community in the development of more supervised after-school activities for foster youth, which necessarily provides respite for the families who care for them. A traveling respite foster parent providing in-home care would be ideal so the youth didn't have to experience even temporary displacement to allow respite for the foster parents. Foster Family Agencies assist in coordinating respite for their foster parents and provide direction about reimbursement rates.

Enactment of SB 358 added Section 362.04 of the Welfare and Institutions Code (W&I C). The statute allows a caregiver to arrange for occasional short-term babysitting of a foster child without requiring the babysitter to undergo a health screening or cardiopulmonary resuscitation certification, or training. SB 358 also exempts a short-term babysitter from undergoing a criminal background check. The intention of this legislation is to allow the foster parent to attend medical appointments, shop, attend training classes, school-related meetings, or an occasional evening out by the foster parent. The previous requirements for temporary caregivers were viewed as barriers to the recruitment and retention of high-quality foster parents.

Foster Family Agencies could be included in regular meetings for shared ongoing cases. With ongoing cases, the need for a full partner review process was identified. A team could be convened every three to six months to routinely review the existing case plan and identify who is doing what. The team could include service providers, care providers, teachers, family, and community members. The goal is to have routine/ regular team meetings on every case for which a SW has responsibility. This would improve communication with service providers and Substitute Care Providers and identify problems early on.

Employment services for youth are available through the Workforce Investment Act (WIA) and other programs. The challenge for youth is that information about these services is not consolidated. The programs are confusing and eligibility requirements vary. A Youth Resource Center would be ideal to provide a one-stop center for information and referrals to local services. A comprehensive directory of local services/ programs with contact information, eligibility, and other information is essential.

Programs of interest for transitional age youth need to be more available. This includes information on college applications, standardized testing, obtaining legal documents, as well as recreational activities. More affordable housing for youth transitioning out of the foster care system (ages 18-24 years) should be made available. Humboldt County needs more housing options for this age youth including residential alcohol and other drug treatment programs with strong after-care services as well as a detoxification facility. Humboldt County needs more Alcoholics Anonymous (AA) and Narcotics Anonymous (NA) programs for youth. Transportation is often a challenge for youth transitioning out of the foster care system. A Dial-a-Ride system for youth would facilitate youth attending office visits, appointments, and employment services.

The Humboldt County Probation Department is the first Probation Department in the nation to implement the Promising Practice, Family to Family. The four core strategies of Family to Family are Recruitment, Development, and Support of Resource Families (RDS), Building Community Partners (BCP), Team Decision Making (TDM), and Self Evaluation (SE). An additional California strategy is California Connected by 25 Initiative (CC25I) which is a Foster Youth Transitions Reform Initiative (currently in five participating counties). The first stage of Probation's implementation focuses on TDM to save current placements. The next phase will be TDM focusing on returning youth home, to Relative/ Non-Relative Extended Family Member placement, or to permanent care. The final phase will focus TDM on keeping youth in their home, when appropriate. This innovation is an example of a system strength.

Juvenile Justice System Strengths

The major strengths of Humboldt County's juvenile justice system are evident from a standpoint of commitment, collaborative consensus planning, and community participation.

- **Commitment** Humboldt County's juvenile justice system includes a large broad-based coalition of 30 public and private agencies who are committed to working together to support policies and partnership

programs that aid the community in its efforts to address juvenile delinquency, child abuse/neglect, substance abuse, and maintaining children in a safe and healthy environment.

- **Collaborative Consensus Planning** Humboldt County has worked to build policy and operational bridges across departments and branches of government. Consequently, the culture and operations of the county juvenile justice system are based on clear goals, intent, and consistent decision processes when responding to youthful offenders and families. Alternative programming includes prevention, early intervention, and a range of options that focus on needs-based services for youth and families.
- **Community Participation** An integral part of the collaborative, multi-agency work that addresses juvenile needs within the county have involved public input. These discussions allow community representatives from throughout the county to assist in identifying needs, concerns, and possible solutions in relation to prevention, intervention, and accountability issues in their communities. Attendees have included representatives for the Board of Supervisors, Probation, parents, foster parents, law enforcement, business leaders, community-based organizations, judges, youth, and adult citizens.

Juvenile Justice System Weaknesses

- **Management Information Systems** There is a need to develop a comprehensive information management system that will allow the Probation Department to maintain appropriate data for case tracking from intake through disposition, allow for system wide communication, evaluation, and report generation capabilities.
- **Recognizing and Using Demographics** This will enhance Probation's ability to recognize and better understand the significant shift in youth characteristics and cultural demographics of the at-risk and delinquent referral populations.
- **Gender Specific Interventions** The availability of gender specific intervention services that are targeted at female youth offenders needs to be expanded.
- **Tribal Partnerships** There is a continuing need to expand and form broad-based partnerships with local Tribal courts and service agencies to improve service availability to the high-risk youth and provide expanded involvement on juvenile delinquency and out-of-home placement issues.
- **Confidentiality Issues** Changes are needed to the existing confidentiality laws that would remove obstacles and promote information sharing among justice agencies and service providers.
- **Sustainable Funding Sources** Reliable funding sources need to be committed to sustain effective, Evidence-Based Practices and services to serve youth and families.

The Humboldt County Probation Department has identified some areas of need and has developed a list of goals toward which they are continuously working.

- The Probation Department would like to more fully integrate early prevention programs and seek resources to assist youth with risk factors. The county would also like to set up a coordinated and integrated Continuum of Care program, provide more enhanced aftercare services, affordable housing for Transitional Age Youth. Another goal is to sustain currently implemented services such as those provided at the NCRF.
- A common goal shared by both Probation and Native American Tribal Services is to keep youth in the home and out of placements like the California Youth Authority (CYA). Indian youth with high-end mental health issues go through NCRF.

Areas for further exploration through the Peer Quality Case Review (PQCR)

Pursuant to State Law (Assembly Bill 636, Steinberg, Ch. 678, Statutes of 2001), effective January 2004, a new Child Welfare Services Outcome and Accountability System began operation in California. The new system, referred to as the California-Child and Family Services Review (C-CFSR), was developed in accordance with the provision of WIC §10601.2 and focuses primarily on measuring outcomes in safety, permanence and child and family well-being. The new system replaces the former Child Welfare Services Oversight System which focused exclusively on regulatory compliance and brings California's oversight into alignment with the Federal Child and Family Service Review oversight system of the states.

There are four Components to the Outcomes and Accountability System:

1. Quantitative data is reviewed through Quarterly Reports based on CWS/CMS data.
2. Qualitative data is obtained through the Peer Quality Case Review (PQCR) since CWS/CMS can only measure data and not obtain practice patterns. PQCR is a way to obtain this qualitative information from the Child Social Worker (CSW) and Supervising Child Social Worker (SCSW) perspective in structured interviews. PQCR can help identify inconsistencies between offices and is completed **every three years.**
3. Self-Assessment is completed **every three years**. Each county submits a comprehensive analysis of how they are performing on outcomes using the Quarterly Reports and the PQCR.

4. System Improvement Plan (SIP) report to CDSS detailing how the county intends to improve its performance for areas needing improvement, completed **every three years.**

One purpose of PQCR is to provide an understanding of actual practices in the field, for both Social Workers and Probation. Another is for agencies to better understand and assess their organizational support and structures that affect workers' ability to do their best work with children and families in the areas of Safety, Permanency, and Well-Being.

Humboldt County will complete an internal PQCR annually in addition to the PQCR due to the State every three years. In March 2006, the selected focus topic was Relative/Non-Related Extended Family Member (R/NREFM) placements related to reunification. The three remaining focus topics from the 2004 SIP are 1) Improve timely SW visits/ Referrals with a timely response, 2) Reducing the recurrence of maltreatment, and 3) Building partnerships with the Tribes. The internal PQCR focus topic for spring 2007 is reducing the recurrence of maltreatment.

Acronym List

AB	Assembly Bill	1A		2C		
AOD	Alcohol and Other Drugs	1A				
ART	Aggression Replacement Training					
ART	Alternative Response Team	1A				
ASFA	Adoption & Safe Families Act					
ASW	Social Worker with an Associate's Degree in Social Work					R,R&T
BSW	Social Worker with a Bachelor's Degree in Social Work					R,R&T
CalSWEC	California Social Work Education Center					R,R&T
CAPCC	Child Abuse Prevention Coordinating Council of Humboldt County					
CASA	Court Appointed Special Advocates		2A	2C		
CDRT	Child Death Review Team		2A			
CDSS	California Department of Social Services				Tribes	
CFSR	Child and Family Services Review					
CHDP	Child Health and Disability Prevention		2A			
CR	College of the Redwoods					R,R&T
CRFCEP	CR Foster Care Education Program					R,R&T
CWS	Child Welfare Services	1A	2A	2C	Tribes	R,R,&T
CWS/CMS	Child Welfare Services Case Management System		2A	2C	Tribes	
CWSOIP	Child Welfare Services Outcomes Improvement Project		2A			
CWTU	CWS Training Unit			2C	Tribes	R,R&T
DEO	Data Entry Operators			2C		
DHHS	Department of Health and Human Services	1A			Tribes	R,R&T
DHHS ES	DHHS Employee Services					R,R,&T
DHHS IS	DHHS Information Systems			2C	Tribes	
DHHS PEO	DHHS Public Education and Outreach Officer		2A			R,R&T
DHHS R&E	DHHS Research and Evaluation	1A	2A	2C		
DHHS TES	DHHS Training, Education, and Supervision Unit	1A		2C		R,R&T
DR	Differential Response		2A			
EBP	Evidence-Based Practice	1A	2A	2C		R,R&T
EPSDT	Early Periodic Screening, Diagnosis, and Treatment		2A			
ER	Emergency Response		2A	2C		
F2F	Family to Family			2C		R,R&T
FFT	Family Functional Therapy	1A				R,R&T
FIT	Family Intervention Team					
FPA	Foster Parent Association					R,R&T
FRC	Family Resource Center	1A	2A		Tribes	
FSNA	Family Strengths and Needs Assessment	1A				
HIPAA	Health Insurance Portability and Accountability Act of 1996		2A			
HOPE	Humboldt Offers Permanency for Everyone			2C		
HSC	Human Services Cabinet	1A				
HSU	Humboldt State University	1A			Tribes	R,R&T
ICWA	Indian Child Welfare Act of 1978			2C	Tribes	
ILS	Independent Living Skills					R,R&T
IY	Incredible Years	1A				R,R&T
LECA	Law Enforcement Chief Association		2A			

MHB	Mental Health Branch	1A	2A	2C	Tribes	R,R&T
MHC	Mental Health Clinician		2A			
MHSA	Mental Health Services Act		2A			
MHST	Mental Health Screening Tool		2A			
MSW	Social Worker with Master's Degree					R,R,&T
MTFC	Multi-dimensional Treatment Foster Care					
MTR	Multi-Tribal Roundtable		2A		Tribes	
NASW	National Assiociation of Social Workers					R,R&T
PCIT	Parent-Child Interaction Therapy	1A				R,R&T
PHB	Public Health Branch	1A	2A	2C		R,R&T
PHN	Public Health Nurse		2A			
PQCR	Peer Quality Case Review					
R/NREFM	Relative/Non-Relative Extended Family Member		2A			R,R&T
RCRC	Redwood Coast Regional Center		2A			
RRPIC	Reuniting Rural Parents for Indian Children					R,R&T
RSVP	Retired and Senior Volunteer Program	1A				
SDM	Structured Decision Making	1A		2C		
SIP	System Improvement Plan		2A			
SSB	Social Services Branch	1A		2C		
SSB TU	SSB Training Unit			2C	Tribes	R,R&T
SW IV	Social Worker IV				Tribes	
TAY	Transition-Age Youth					
TDM	Team Decision Making	1A		2C	Tribes	R,R&T
UIHS	United Indian Health Services				Tribes	
VA	Vocational Assistant			2C		

Acronyms found in Narrative only