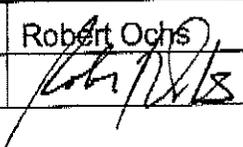


California's Child and Family Services Review System Improvement Plan	
County:	Sonoma
Responsible County Child Welfare Agency:	Family Youth & Children's Division Sonoma County Human Services Department
Period of Plan:	July 2007-June 2009
Period of Outcomes Data:	(1) Q ending September 30, 2006
Date Submitted:	(2) 7/31/07
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Signature:	

Summary Assessment

Sonoma County System Improvement Plan

Outcomes/Strengths/Focus Areas: Year 1



I. Outcomes

During Year 1, Sonoma County was successful in improving outcomes for the following measures:

- ❖ **1A Recurrence of Maltreatment (Federal)**
⇒ Decrease from 7.00% (1/03-12/03) to 5.2% (1/04-12/04) (State: 8.4%) (Federal Target 6.1%)
- ❖ **1B Recurrence of Maltreatment (State)**
⇒ Decrease from 14.2% (10/01-9/02) to 9.9% (1/03-12/03) (State: 11.6%)
- ❖ **1B Recurrence of Maltreatment**
⇒ Decrease from 14.5% (7/02-6/03) to 10.5% (1/03-12/03) (State: 14.9%)
- ❖ **2C Timely Social Worker Visits (State)**
⇒ Increase from 62.8% (4/03) to 99.3% (12/04) (State: 90.9%)
- ❖ **3A Length of time to Exit Foster Care**
⇒ Increase from 21.0% (4/02-3/03) to 34.1% (1/03-12/03) (State: 36.8%)
- ❖ **3E Timely Reunification**
⇒ Increase from 38.5% (4/03-4/04) to 68.1% (1/04-12/04) (State: 66.8%) (Federal: 76.2%)



Outcomes Narrative



Sonoma County has made impressive gains in all identified focus areas during Year 1 of our System Improvement Plan. The county has decreased incidences of repeat maltreatment, with reference to all state and federal measures. Timely social worker visits have jumped to nearly 100%, timely reunification percentages have more than doubled and compliance in the length of time for children to exit foster care measure has increased 13%. All social workers, supervisors and managers have been trained on CWS/CMS and the county has an on-site trainer with a fully functioning training lab. A Foster Parent Recruitment and Retention workgroup has been formed to address foster parent issues and to brainstorm ways to recruit new foster homes.



Sonoma County has set up agency-wide training in cultural competency, established the Fairness and Equity Planning Committee and enhanced partnerships with community based organizations to address disproportionality in child welfare. The Year 1 decrease in the recurrence of maltreatment indicates that Sonoma County is progressing, but more needs to be done to identify under-served populations and deliver culturally responsive services to them.

Sonoma County is currently assessing and revising methods of tracking racial and ethnic data in CWS/CMS and Safe Measures, as well as in reporting and assessment tools. Sonoma County has reviewed its use of the category “substantial risk” by intake staff and training in this area is ongoing. Sonoma County is also examining data sets and gross numbers in its programs to determine if there are underlying causes for the overrepresentation of certain ethnic groups in some child welfare programs. Sonoma County does not substantiate referrals for these populations in any greater numbers, so other factors, such as family size and number of children in substantiated families need to be considered. These and other factors, where training is not necessarily an issue, need to be addressed.

CWS/CMS training has been developed and delivered to all social work staff, supervisors and managers. New employee orientation and refresher courses are offered and the training lab is now fully functional. Child welfare has an experienced social worker who performs Information Technology (IT) services and coordinates all CWS/CMS training. Sonoma County’s 31% increase in timely social worker visits is directly due to more timely documentation of visits, which were actually being made within specified time frames, but were inconsistently documented into CWS/CMS. Supervisors and managers now routinely monitor compliance in this area through Safe Measures.



Sonoma County has steadily increased its compliance percentage regarding the length of time to exit foster care. We reviewed our policy and procedures on trial home visits and have made changes. A determination was made that no trial home visit would start after

the 18 month hearing, all trial home visits must be concluded by the 18 month review, and any child at home after that must be under the supervision of Court Ordered Family Maintenance. These new changes have been clearly communicated to social work staff. Previously, placements were not routinely closed following Family Reunification, but in accordance with the new guidelines, supervisors now routinely monitor placement episodes via Safe Measures, to ensure that the status of children on trial home visits are correctly coded to Court-Ordered Family Maintenance.



Sonoma County has also improved its methods for recruiting and retaining foster parents. A Foster Care Recruitment and Retention workgroup has been established and meets quarterly. Training has been offered to both social workers and foster parents on communication and on transitioning children. New outreach methods have been developed to interest prospective foster parents. Current foster parents have been enlisted to brainstorm ideas for recruitment and to assess reasons why foster parent numbers are declining. Inquiries by individuals are now routinely responded to within one day, rather than waiting until after an event or class to 'batch' responses.



The Kinship Initiative Network of Services (KINS) has been established to offer programs, training and support to relative caregivers and Non Related Extended Family members to encourage and retain families who take in dependent children. Grandparents Parenting... Again, the Junior League of Napa/Sonoma and Sunny Hills Gardens have signed a Memo of Understanding to develop programs such as respite care, legal referrals and guardianship clinics, case management, educational advocacy, emergency assistance, financial counseling and other services. The Human Services Department was instrumental in the organization of this effort on behalf of its relative caregivers and serves in an advisory capacity for the collaboration.



A Lifelong Connections program is being established, with the technical assistance of the California Permanency for Youth Project and funding from Child Welfare Improvement Activities. The program offers 'youth-centered' services to older foster children in their search for lifelong mentors, guardians or adoptive parents, who are committed to maintaining ties with youth after emancipation. A successful Lifelong Connections program will enable some youth to exit foster care at a more expedited rate. Some children, who were considered 'un-adoptable', may find 'forever homes with newly identified relatives. All children in the program will be better prepared for emancipation and every child will have the opportunity to leave placement with a significant adult who will help them meet life's challenges. Many youth will also have the opportunity to reunite with biological parents, even if years have passed, if the parents have overcome the difficulties that caused their children to be removed.

II. Outcomes/Focus Areas



As noted above, Sonoma County will continue to explore the multiple factors that contribute to the overrepresentation of African American and Native American children in child welfare programs. The county receives an inordinately high number of referrals on African American and Native American children, although Sonoma County does not substantiate referrals on these populations at any higher rate than for others. When the county does substantiate referrals on African American or Native American families, there are few corresponding services in the community for them.

Outcomes for pre-placement prevention, placement and placement stability for African American and Native American children will continue to be improved through ongoing training and practice in cultural responsiveness, outreach to community groups and organizations, an assessment of mandated reporter trends and ongoing review of reporting and assessment tools. The Bay Area Academy has partnered with Family, Youth and Children's Division to implement a Fairness and Equity Planning Committee, which will address these racial and ethnic issues in child welfare. The committee will also address how the Human Services Department and Community Based Organizations can work together to identify and deliver resources to under-served populations.



III. Systemic Factors/Strengths

Sonoma County continues to develop and maintain strong collaborations with other agencies, the courts, Juvenile Probation and the community. Collaborations include:



- ◆ **Valley of the Moon Children's Home Foundation**, which was instrumental and successful in the campaign to raise funds for a new children's home. On June 1, 2005 the children in the 'Old Moon' moved into their spacious new quarters. The 'New Moon' was specifically designed to offer children the most homelike atmosphere possible, with attractive bedrooms, a restaurant style kitchen with a chef, playgrounds, park areas, a new school, computer stations and a 'beauty shop'. The VOMCH Foundation has also committed 3 million dollars for Phase III, which will house administrative offices, medical and mental health services, and alcohol and drug treatment services.
- ◆ **The Sonoma County Youth & Family Partnership** continues to offer oversight for county children's programs.
- ◆ As part of the Sonoma County Youth and Family Partnership, the **Case Management Council** meets to review specific cases, and the **Mid-Level Managers Committee** addresses policy issues.
- ◆ **Project ESP** is in Phase II of a Linkages Project to integrate Child Welfare and CalWORKS services.
- ◆ **PSSF** services are offered at four community-resource centers, with Child Welfare social workers out-stationed at 3 schools.
- ◆ **Differential Response** is delivered at four sites and is soon to be expanded through support from Child Welfare Improvement funding and the **Children and Families Commission**.
- ◆ The **HSD** participated in focus and work groups to design mental health services to under-served children and transitional youth under **Proposition 63, the Mental Health Initiative**.
- ◆ The **HSD** participates on **Maternal and Child Health Board**, the **Human Services Commission and the School Attendance Review Board**.
- ◆ The **HSD** maintains strong partnerships with **Santa Rosa Junior College**, which provides our Independent Living Program youth and foster parents with training; **Sonoma State University**, **Bay Area Academy** and **U.C. Davis** train child welfare and Community Based Organization staff, as well as Title IV E interns.
- ◆ **Indian Child Welfare Act Roundtable**: with Juvenile Probation, tribal representatives and attorneys, to safeguard the rights of Native American children in child welfare

- ◆ **Runaway Roundtable:** meets monthly to address ways to prevent runaways youth, to find and encourage runaways to return, and to ensure that youth have access to needed services
- ◆ **California Permanency for Youth Project:** The HSD is offered technical assistance and support by CPYP and its pioneer counties
- ◆ **Lifelong Connections** is funded through child welfare improvement monies
- ◆ **Kinship Initiative Network of Services (KINS):** established to offer information, training, support and resources to relative caregivers and Non-Related Extended Family Members (NREFM). The HSD is partnering with Grandparents Parenting... Again, the Junior League of Napa/Sonoma and Sunny Hills Garden.
- ◆ The **Child Abuse Prevention Coordinating Council**, through the **Human Services Commission**, has oversight for a number of community grants and programs.



IV. Systemic Factors/Focus Areas



Sonoma County continues to explore methods of linking services to clients. Through Project ESP, staff from child welfare and SonomaWORKs can better serve clients. Through the Fairness and Equity Planning Committee, resources for under-served populations can be delivered more effectively. Through collaborations with community partners, the HSD can expand preventive services locally, and allow clients to access services at one place in their own neighborhoods.



Plans for Year 2 SIP

I. Outcomes/Systemic Factors: Strengths

Sonoma County evidences strengths in its current performances in outcomes:



- ◆ **1A/1B (Recurrence of Maltreatment):** As noted above, consistent improvement in this areas is due to training, monitoring of systems, development of equity programs and a county philosophy that early reunification may suggest a premature removal.
- ◆ **Timely 10-day Response:** A 95% compliance rate, matching the state’s average.
- ◆ **Timely Monthly Visits:** 99.3% compliance, due to training interventions on CWS/CMS and monitoring, through Safe Measures. As noted before, social workers were meeting their visit deadlines, but were inconsistent in timely documentation in CWS/CMS.
- ◆ **Multiple Placements:** As of 12/04, Sonoma County’s average was 92.4%, exceeding the Federal Standard of 86.7%.
- ◆ **Least Restrictive Environment:** Sonoma County’s averages for children in initial placement for 2004 were 20.5% in relative placement, 35.3% in foster homes, 32.7% in Family Foster Agencies. Sonoma County’s averages exceeded the state’s in all three of these placement types.
- ◆ **Information Systems:** Staff are fully trained on CWS/CMS; everyone has access to Safe Measures; Business Objects can run reports not available with other systems; additionally, CWS/CMS has an on-site trainer and a training lab.
- ◆ **Quality Assurance:** Monitored by Safe measures; regular staff conferences and unit meetings to impart information; quarterly reports to the HSD by family resource centers.



II. Focus Areas

Focus Areas Narrative



There are four area/outcomes that Sonoma County has identified as our focus areas for improvement. Current performance in meeting 10-day response time averages 95%, but timely response to immediate response referrals has been erratic, due to staff shortages and caseload size. At issue, as well, understanding the state's definition of immediate, which constitutes as 'same day', since the state defines the day after a referral as day two, even if the response occurred within 24 hours. This means that all immediate response times must have an attempted contact made on the same day as the referral. Sonoma County's goal is to continue to address ways for social workers to meet these timely responses. The county has been actively recruiting SW IV's for months, but one intake unit is still operating at half-capacity.



Sonoma County is also in the process of assessing intake procedures to ensure that complete information is being gathered on referrals and communicated to the Emergency Response field workers. Ongoing training has been implemented for staff from other units who are available to assist Intake and ER units. Appropriate assignment of time frames is only possible if all information possible is in the referral.

Mandated Reporter Training is ongoing. Members of the Family, Youth and Children's Division Speaker's Bureau regularly train community organizations, medical personnel, school personnel and law enforcement on reporting laws and Child Protective Services issues. In 2004, dozens presentations were made by four experienced child welfare staff. New mandated reporter materials are being developed to include information on racial and ethnic issues, and two bilingual staff have been added to the Speaker's Bureau Roster for 2005-2006.



Sonoma County has consistently improved its performance in outcome 3E, Timely Reunification. Sonoma County's trial home visit procedure has been reviewed and training was offered to ensure that social workers were documenting placement closures after Family Reunification. Previously, lack of documentation on placement closures made it appear that the number of children in FR was larger than it was. Sonoma County has historically had a low removal rate, preferring to offer intensive preventive and pre-placement services instead. Thus the families in FR have typically been the ones with multiple barriers to early return of the children.

Supervisors and managers will continue to monitor Safe Measures to ensure compliance in this area. Systemic factors, such as service array and collaborations with community partners should ensure that in future, every effort is made to offer parents and their children every opportunity to expedite their reunification.



Sonoma County's performance in Timely Adoption rates has fluctuated, exceeding the federal and state measures at some points and falling below at other points. Systemic factors, such as a lack of adoptive homes, the perception of older youth as 'unadoptable' and an inconsistent method of tracking children by age, length of placement and suitability for adoption have historically inhibited efforts to serve children in this area. An early prognosis tool for adoption is currently in use and updated concurrent planning procedures have been implemented. Participation in the California Permanency for Youth Project (CPYP), and child welfare improvement funding, will enable the county to immediately begin the Lifelong Connections program, which is designed to assist youth in finding persons who will commit to being a mentor, guardian or adoptive parent, even after emancipation. These programs are 'youth-centered', in that they allow the youth full participation in the process and in decision-making.



Sonoma County has programs for emancipating youth such as the Independent Living Program and the Transitional Housing Placement Program. The county is deeply aware that outcomes for emancipated youth are not good, on a statewide basis, and that former foster children are over-represented in the populations of the poor, the homeless and the addicted. This is why Sonoma County has committed to improving the outlook for older teens to find a sustaining relationship, through mentoring, guardianship or adoption that will support them for many years after emancipation or even forever. Sonoma County also adheres to the philosophy that, while biological parents may have been unable to overcome obstacles, such as drug addiction or criminal activity, when their children were first removed, through time and maturity many of these parents have become stable and self-sustaining and are, at last, able to offer their children a healthy and stable relationship. The county is committed to re-visiting biological parents' current situations, to assess for possible reunification, even if years have passed and parental rights have been terminated. Lifelong Connections and CPYP will allow Sonoma County to explore multiple options for emancipating youth, which previously had seemed impossible.



I. Safety Indicator 1B (State Enhanced Measure)

Outcome Measure 2B: Recurrence of Maltreatment

County's Past Performance: For children with a first substantiated referral, the percentage with a subsequent referral within twelve months was 12.40 % (in 2002), compared to the State average of 13.10 %. For children with one or more referrals in a year, the percentage with a subsequent referral within twelve months was 13.10% while, the State average was 14.80 %. Overall, performance in the area of recurrence is strongly affected by the agency policy (as of 2000) of using "at substantial risk but not abused" in order to open voluntary Family Maintenance cases. "Substantial risk" dispositions are not counted as substantiated cases. It has had the net effect of increasing the recurrence ratio (the ratio of recurrence incidents to substantiated cases of abuse) without any indication that recurrence incidents have been increasing since 2000 (see Sonoma County Self Assessment of 2004 for a detailed analysis).

The recurrence rates for Native American and African American are of particular concern as they are 2 and 3 times the rate respectively of the Caucasian and Hispanic groups. Due to the small overall population of the Native American and African American groups (approximately 3.1 % combined population) in Sonoma County, any planned improvement in recurrence rates for these two groups would have a small effect on the overall recurrence rate.

County's Current Performance: Recurrence of maltreatment has steadily declined from 12.40% in 2002 to 9.90% in December of 2003. Sonoma County continues to perform well under the state average of 11.70% (in 2003). Family reunification percentages (of cases overall) have remained steady at an average of 22% for the period 2004-2005. Family maintenance cases (including both voluntary and court-ordered) consistently average 26-27% of overall cases, which indicates Sonoma County's lower removal rate. In June 2005, Sonoma County established, with the assistance of the Bay Area Academy, a Fairness and Equity Committee dedicated to the exploration and resolution of overrepresentation of African American and Native American families in recurrence of maltreatment rates, as well as other areas of CPS. While these populations continue to represent a fraction of Sonoma County's entire population, the number of children in a family group can distort percentage numbers.

Improvement Goal 1.0 Provide all staff with the tools for establishing effective interventions with Native American and African American families in order to reduce the recurrence rate by 2 % and 3 % for Native American and African American groups respectively in the next 24 months.

<p>Strategy 1.1 Set up effective staff training in cultural competency that discusses theory and also involves local service providers as trainers that could also be partners in future interventions.</p> <p>Update: Ongoing. Strategy for 2005-2006 remains the same</p>		<p>Strategy Rationale Emergency Response workers meeting in a focus group stated that more recognition is needed of the reasons for the historical and culturally ingrained distrust of government held by these two groups that affects agency ability to intervene effectively in child abuse issues. At the same time, training needs a balance between theory and practice in structuring interventions. Local service providers with cross-cultural expertise should be the lead trainers. This would increase participation in training sessions by social workers that perceive current training as emphasizing theory and less on providing information that can be used in local case practice.</p>	
Milestone	<p>Conduct a staff training needs assessment in culturally competent practice and identify service needs in working with Native American and African American groups.</p> <p>Update: Cultural competency needs assessment and training is ongoing</p>	Timeframe	<p>2 Months (11/30/04) Completed</p> <p>Updated Time Frame: 2005-2006</p>
	<p>1.1.2 Contact the Bay Area Academy to outline a training proposal using local service providers with cross-cultural expertise as conjoint trainers.</p> <p>Update: The Bay Area Academy has received a grant to work with Sonoma County on a proposal</p>		<p>4 Months (1/31/05)</p> <p>Updated Time Frame: 6/30/06</p>
Milestone	<p>1.1.3 Engage culturally competent, local service providers and provide them orientation to agency needs and training for trainers via the Bay Area Academy.</p> <p>Update: Ongoing engagement with community partners</p>	Timeframe	<p>6 Months (3/31/05) Completed</p> <p>Updated Time Frame: Fairness & Equity Committee established, with members from the community being added and activities ongoing</p>
	<p>1.1.4 Provide staff training</p> <p>Update: Ongoing. Strategy remains the same for year 2</p>		<p>8 Months (5/31/05) Completed initial training in 2004</p> <p>Updated Time Frame: Disproportionality is on the agenda for the 2005 All Staff Day and training of all staff for Year 2 will be completed by 6/30/06.</p>

<p>Strategy 1.2 Develop a systematic process of identifying specialized services for Native American and African American families.</p> <p>Update: Ongoing for Year 1. Strategy for Year 2 remains the same</p>		<p>Strategy Rationale Emergency Response workers state that there is no systematic way of sharing resource knowledge across the agency. There is a perceived lack of services specifically for Native American and African American groups. The lack (or lack of knowledge) of resources limits the effectiveness of ER and FM interventions. The county Spanish-speaking social worker unit is used as an example of information sharing and resource development.</p>	
Milestone	<p>1.2.1 Appoint a Supervisor within the agency that will be responsible for collecting and updating resources in the service array for Native American and African American families.</p> <p>Update: Ongoing practice</p>	Timeframe	<p>2 Months (11/30/04) Completed</p> <p>Updated Time Frame: Current Supervisor initially appointed 1/05</p>
	<p>1.2.2 Develop an internal on-line data bank of resources. Survey social workers about the existing service array for Native American and African American families and place information on-line. Update staff during division and unit meetings</p> <p>Update: Sonoma County has an on-line resource guide.</p>		<p>5 months (3/31/05) Completed</p> <p>Updated Time Frame: Updated resources for Native American and African American families need to be included</p>
	<p>1.2.3 Supervisor working with staff volunteers will help to identify additional resources for Native American and African American families that staff have identified as the most common service needs: mental health, anger management, cross cultural parenting classes and drug treatment.</p> <p>Update: Incomplete due to time and staffing constraints</p>		<p>8 months (5/31/05)</p> <p>Updated Time Frame: 6/30/06</p>
<p>Strategy 1.3 Seek out partnerships and build on existing ones in order to expand the service arrays for Native American and African American families.</p> <p>Update: Successful partnerships established in Year 1. Strategy remains the same for Year 2</p>		<p>Strategy Rationale There is a perceived lack of services specifically for Native American and African American groups. The lack of resources limits the effectiveness of ER and FM interventions and can lead to recurrence. New agency programs such as Differential Response should be structured to promote culturally competent practices.</p>	

Milestone	<p>1.3.1 Contact African American and Native American professional and community service clubs, religious organizations, local Indian tribes and neighboring counties to make known the agency service needs. Identify and/or develop new resources.</p> <p>Update: Ongoing for Year 1. Strategy remains the same for year 2</p>	Timeframe	<p>9 Months (6/30/05)</p> <p>Updated Time Frame: Fairness and Equity Committee has been established; members of the community continue to be invited; survey for partners and clients to be designed and mailed by 11/30/05</p>
	<p>1.3.2 Work with community based organizations involved in Differential Response and Promoting Safe and Stable Families programs to capture racial and ethnic data and develop culturally competent practices.</p> <p>Update: Successful collaborations with community organizations to deliver culturally responsive Differential Response and PSSF services; racial and ethnic data collection process currently being developed</p>		<p>9 Months (6/30/05) In Progress</p> <p>Updated Time Frame: process ongoing; referral forms to be revised; new completion date 6/30/06</p>
<p>Improvement Goal 2.0 Assess and better understand the nature of the disparities involving Native American and African American families in referrals and recurrence rates.</p>			
<p>Strategy 2.1 Clearly identify the reporting sources and the nature of the community referrals of alleged child abuse involving Native American and African American children.</p> <p>Update: Development process ongoing; strategy remains the same for Year 2</p>		<p>Strategy Rationale Referral rates involving Native American and African American groups are 2 to 3 times higher than expected when compared to that of other groups, while in-person response rates within the agency show no bias toward these groups, which indicates a uniform intake assessment.</p> <p>Disproportionate referral rates for Native American or African American groups may indicate reporting bias by community members.</p>	
Milestone	<p>2.1.1 Develop reports detailing types of reports and referral sources to look for data trends. Identify particular areas of county, schools, or mandated reporters that are source of referrals.</p> <p>Update: Some data being collected; Year 2 strategy is to develop format</p>	Timeframe	<p>3 months (12/31/04) In Progress</p> <p>Updated Time Frame: Process ongoing for 2005-2006</p>

	<p>2.1.2 Develop an outreach program to address any findings of the reports.</p> <p>Update: In Progress</p>		<p>8 months (5/30/05) In Progress</p> <p>Updated Time Frame: 2005-2006 On completion of format, outreach efforts will utilize refined data</p>
	<p>2.1.3 Offer mandated reporter training that addresses racial/ethnic issues. Include training and materials for the Speakers Bureau volunteers.</p> <p>Update: Ongoing; Speakers' Bureau and mandated reporter materials are continually updated, especially as concern ethnic and racial issues.</p>		<p>Ongoing 2004-2005</p> <p>Update: Process ongoing for 2005-2006</p>
	<p>Strategy 2.2 Increase staff awareness of the importance of collecting racial and ethnic data when completing an initial assessment.</p> <p>Update: Strategy for Year 2 remains the same</p>		<p>Strategy Rationale Missing racial and ethnic data involves a significant portion of the overall population. Many people are bi-racial or multi-ethnic, which affects data reporting. Also, asking about racial and ethnic data during an assessment may lead to identifying more family resources that can be leveraged during an intervention.</p>
<p>Milestone</p>	<p>2.2.1 Assess and plan staff training as needed in the area of collecting and using ethnic and racial information as part of a comprehensive client intake assessment.</p> <p>Update: Assessment training ongoing; collecting ethnic and racial data is an agenda item for unit meetings, staff meetings, and training</p>	<p>Timeframe</p>	<p>3 months (12/31/04) In progress</p> <p>Updated Time Frame: Ongoing for 2005-2006</p>
	<p>2.2.2 Identify an internal process for consistently inputting racial/ethnic data into CWS/CMS.</p> <p>Update: Completed</p>		<p>4 months (1/31/05)</p> <p>Updated Time Frame Ongoing for : 2005-2006</p>

	<p>2.2.3 Monitor data through Safe Measures and Business Objects reports.</p> <p>Update: Ongoing by social workers, supervisors and managers;</p>		<p>Ongoing 2004-2005</p> <p>Updated Time Frame: In Progress 2005-2006</p>
<p>Strategy 2.3 Review the agency policy for use of “at substantial risk but not abused” to ensure it is being used uniformly and appropriately.</p> <p>Update: Policy reviewed</p>		<p>Strategy Rationale Use of “substantial risk” as a disposition is meant to promote non-adversarial interventions. Its use should be limited and guided by agency policy. Substantial risk dispositions affect the percentage ratios in all recurrence counts, and clarifying and limiting its use could lead to a drop in recurrence rates overall.</p>	
Milestone	<p>2.3.1 Review the policy on the use of “substantial risk” by intake staff. Ask for additional data reports if needed.</p> <p>Update: Completed: ER protocol reviewed, revised</p>	Timeframe	<p>3 Months (12/31/04) Completed</p>
	<p>2.3.2 Provide training as needed to intake and ER field staff during unit meetings on the use of “substantial risk”.</p> <p>Update: Year 1 completed; year 2 strategy remains the same</p>		<p>4 Months (1/31/05) Completed for 2004-2005</p> <p>Updated Time Frame: 2005-2006</p>
	<p>2.3.3 Monitor through Safe Measures changes in recurrence ratio.</p> <p>Update: Ongoing; refinement in data needed</p>		<p>Ongoing 2004-2005</p> <p>Updated time Frame: 2005-2006</p>
<p>Describe any additional systemic factors needing to be addressed that support the improvement plan goals. See Goal 2.0 above regarding the service array.</p> <p>Update: Service array and culturally responsive resource availability continues to be an important systemic factor.</p>			
<p>Describe educational/training needs (including technical assistance) to achieve the improvement goals. See Goal 1.0 regarding culturally competent social work practice training.</p> <p>Update: A culturally competent workforce is the objective of ongoing training in this area</p>			

Identify roles of the other partners in achieving the improvement goals.

Bay Area Academy for developing a staff customized curriculum. Expand the service array by partnering with religious organizations, business and service clubs, and African American and Native American organizations. An expanded service array would optimize child welfare interventions and possibly reduce recurrence rates.

Update: Bay Area Academy has assisted with the implementation of a Fairness and Equity Planning Committee to address disproportionality. Community partners are participating and new members are being added.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.

Division 31 regulations on developing case plans needs to be expanded from 30 to 60 days. This would allow more time for ER workers to establish rapport and increase the likelihood of finding appropriate resources and thus to develop more effective interventions by making effective referrals for services to families.

Update: Division 31 regulations on case plan time frames remain the same.

II. 2C Timely Social Worker Visits with Child (State)

Outcome Factor: Timely Social Worker Visits with Child	
<p>County's Current Performance: In the last quarterly report for 2003 Sonoma County recorded timely monthly contacts in 58.2 % of all foster care cases compared to the State average of 72.3 %.</p> <p>Update: Outcomes and Accountability reports indicate that Sonoma County recorded timely monthly visits in 84.9% of all foster care cases in the fourth quarter of 2003. By the fourth quarter of 2004, Sonoma County recorded timely monthly visits 99.3% of the time and exceeded the state percentage of 90.9.</p>	
<p>Improvement Goal 1.0 Sonoma County will average 73 % compliance with timely contacts by the first quarter of 2005.</p>	
<p>Strategy 1.1 Publish expectation of data entry of monthly contacts; utilize Safe Measures to monitor entry; involve supervisors in the process of encouraging and maintaining data entry.</p> <p>Update: Completed</p>	
<p>Strategy Rationale With the introduction of Safe Measures in September 2003, FY&C saw a 30% increase in compliance in timely visits. Interviews with staff and supervisors indicate that visits are completed timely the majority of the time, and were simply not being entered into CWS/CMS in a timely manner.</p>	
Milestone	<p>1.1.1 Develop and publish expectations that contacts be entered into CWS/CMS no later than the last day of the month following the month of contact (for example, for a June visit, no later than July 31)</p> <p>Update: Completed</p>
	<p>1.1.2 Section Managers will review Safe Measures reports monthly with supervisors and clarify any exceptions to compliance</p> <p>Update: Completed for Year 1 and ongoing to maintain highest percentages of compliance</p>
	<p>1.1.3 Supervisors will review Safe Measures reports on contacts once monthly with staff in weekly scheduled supervision, and address any exceptions to compliance</p> <p>Update: Established Practice for Year 1 and Year 2</p>
Timeframe	<p>06/30/05</p> <p>Completed</p>
	<p>Begun July, 2004</p> <p>Completed for 2004-2005</p> <p>Updated Time Frame: Ongoing for 2005-2006</p>
	<p>Begun July, 2004</p> <p>Completed 2004-2005</p> <p>Updated Time Frame: 2005-2006 Ongoing</p>

<p>Strategy 1.2 The Placement Section Manager, the CWS/CMS Application Trainer/Mentor (ATM) and Planner Analyst will develop a procedure for the correct identification and coding of youth who are Whereabouts Unknown; and review the existing procedure for using CWS/CMS to track visit exceptions. If necessary, training on both procedures will be provided to placement staff.</p> <p>Update: Procedure reviewed; training and compliance completed; monthly report is generated for all youth who are 'whereabouts unknown'; Placement Section Manager regularly reviews Safe Measures reports for correct coding; agenda item in supervisory conferences</p>	<p>Strategy Rationale A case review of non-compliant cases revealed that many had visit exceptions or were whereabouts unknown and were not correctly coded in CWS/CMS.</p>
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Milestone	<p>1.2.1 Develop CWS/CMS coding procedure for youth who are "Whereabouts Unknown."</p> <p>Update: Completed</p>	Timeframe	<p>1 Month (10/31/04) Completed</p>
	<p>1.2.2 Review existing procedures on the use of Case Plans in CWS/CMS, to track visit exceptions.</p> <p>Update: Completed; Placement Section Manager regularly discusses Safe measures reports during conferences. As a result of an initiative regarding runaway dependents, a Runaway Roundtable has been established, to identify steps for finding runaways and to ensure they are correctly coded as whereabouts unknown</p>		<p>2 Months (11/30/04) Completed</p>
	<p>1.2.3 If more CWS/CMS training is needed, work with Staff Development and CWS/CMS ATM to develop and deliver training.</p> <p>Update: Training for new social workers developed on tracking data and timely input of visit exceptions or changes of placement</p>		<p>8 Months (5/31/05) Completed</p> <p>Updated Time Frame: 2005-2006 Ongoing</p>

<p>Strategy 1.3 Review alternatives and develop the best plan for providing dedicated time for staff to enter contacts</p> <p>Update: Completed</p>		<p>Strategy Rationale Staff interviewed stated that finding blocks of time to enter contacts was challenging or difficult.</p>	
Milestone	<p>1.3.1 Develop alternatives for ways to create protected time for contact entry.</p> <p>Update: Completed</p>	Timeframe	<p>2 Months (11/30/04) Completed</p>
	<p>1.3.2 Poll staff for best alternative.</p> <p>Update: Completed</p>		<p>2 Months (11/30/04) Completed</p>
	<p>1.3.3 Implement the most effective appropriate solution.</p> <p>Update: Some Social workers identify and are granted their own protected time, where possible; no formal system is used. For other social workers this is more of a challenge and alternatives for them have not yet been identified, but the plan is to identify clear protected times for these workers.</p>		<p>3 Months (12/31/04) Completed</p> <p>Updated time frame: Ongoing 2005-2006</p>
<p>Strategy 1.4 Summer Collaboration: during the summer months, when schools are not in session and there is a drop in the numbers of referrals received by Emergency Response, ER staff will assist placement staff by completing planned visits.</p> <p>Update: Completed for Summer 2004; strategy was not possible for Summer 2005 due to extreme staffing shortages. Strategy will be utilized in Summer 2006 if staff capacity returns to normal</p>		<p>Strategy Rationale This flexible use of staff allows the FY&C to meet crucial work tasks and keep the workload even between programs. This also fosters an ongoing sense of teamwork between Emergency Response and the placement programs.</p>	
Milestone	<p>1.4.1 Each placement worker will develop a monthly list of out-of-county or remote visits. The list will be posted and available ER staff will sign up to volunteer to complete specific visits.</p> <p>Update: Completed for Summer 2004; when staff capacity returns to normal, future summer collaborations between FR and PP staff will be possible.</p>	Timeframe	<p>July - August 2004 – ongoing (this stratagem is already in effect). Completed 2004</p> <p>Updated Time Frame: Summer 2006</p>

<p>Strategy 1.5 Explore technological solutions to contact entry</p> <p>Update: Technology still unavailable to utilize this strategy; IT staff currently dedicated to CalWIN implementation</p>		<p>Strategy Rationale Inexpensive technology exists that would allow staff to enter notes from the field or from home, ensuring timeliness and accuracy. This stratagem is limited by cost, connectivity and security issues. A recommendation will be made to senior management regarding the use of technology but the HSD does not expect to see implementation in Year One.</p>	
Milestone	<p>1.5.1 Request that the division technology committee address the issue of technological solutions.</p> <p>Update: The CWS/CMS Oversight committee meets, and explores solutions</p>	Timeframe	<p>5 Months (2/28/05)</p> <p>Updated Time Frame: Alternatives will continue to be explored for the coming year</p>
	<p>1.5.2 Technology committee will submit a recommendation to the managers for review.</p> <p>Update: Solutions not yet identified: issue beyond the control of the county</p>		<p>6 Months (3/31/05)</p> <p>Updated Time Frame: As in 1.5.1</p>
	<p>1.5.3 Managers will provide recommendation to Division Director</p> <p>Update: The Placement Section Manager will continue to identify areas where improvement is needed.</p>		<p>7 Months (4/31/05)</p> <p>Updated Time Frame: Ongoing 2005-2006</p>
<p>Describe any additional systemic factors needing to be addressed that support the improvement plan goals. CWS/CMS is an important systemic factor.</p> <p>Update: CWS/CMS remains a vital systemic factor for meeting improvement goals. State wide technical solutions are not yet available.</p>			
<p>Describe educational/training needs (including technical assistance) to achieve the improvement goals. Training needs are addressed in the strategy section.</p> <p>Update: Training needs are discussed in the strategy section.</p>			
<p>Identify roles of the other partners in achieving the improvement goals. In-house Information Technologies may play a role in the exploration of technological enhancements.</p> <p>Update: In-house Information Technology continues to play a role in exploration of technical enhancements</p>			
<p>Regulatory or Statutory Changes: N/A</p>			

III. Permanency Indicators 3A, 3E

Outcome/Systemic Factor: 3A, 3E Length of time to exit foster care into reunification

County's Current Performance: This outcome measure calculates the percentage of children that leave foster care placement into reunification in under 12 months. On Federal outcome measure 3E the county performance was 35.9 % compared to the Federal measure of 76.2 %. On the State entry cohort 3A it was 10.9 % compared to the State average of 35 %. Several factors were identified during the Self Assessment Process (SAP) as affecting county performance such as data related issues, a low removal rate, county policies on early reunification and lengthy trial home visits. The following SIP plan is developed with the goal of maintaining the county's historically low re-entry into care following reunification.

Update: Outcomes and Accountability reports indicate that from 7/02-6/03 the county's performance on measure 3E was 31.9%. Sonoma County's percentage has steadily increased since then. As of 12/04, it was 68.1%. Future close attention to this area should ensure that Sonoma County meets or exceeds the Federal Standard of 76.2%.

On State Entry Cohort 3A, Sonoma County's performance increased from 10.9% as of 9/30/02 to 34.1% as of 12/04. The county's percentage compares favorably with the state's percentage of 36.8, but needs to improve to meet or exceed the state's performance. During this year, supervisors and managers have assessed lists of children on Trial Home Visits to determine if their status should be changed to Court-Ordered Family Maintenance, since placement episodes were often inadvertently left open in CWS/CMS, even if the children had exited foster care and returned home.

Improvement Goal 1.0 Improve data quality in the time to reunification measures.

<p>Strategy 1.1 Review the policy and procedures on trial home visits and issue guidelines for its use in returning children safely to their homes.</p> <p>Update: Completed</p>		<p>Strategy Rationale During the SAP it was noted that there was a lack of timely closure of placement episodes following trial home visits. This led to cases not being counted as a successful reunification. There also seemed to be no consistent social worker practice with regard to length of trial home visit, or when in the life of a case to use trial home visits. Shorter trial visits and a timely episode closure should lead to a quick increase in the time to reunification measures.</p>	
Milestone	<p>1.1.1 Review the policy and procedures of trial home visits.</p> <p>Update: Completed: policy was reviewed and a determination was made that no trial home visit would start after the 18 month review hearing; all trial home visits must be concluded by the 18 month review and any child at home after that must be under the supervision of Court Ordered Family Maintenance</p>	Timeframe	<p>3 Months (12/31/04) Completed</p>
	<p>1.1.2 Provide guidelines on the use of trial home visits and the timely closure of placements episodes following reunification.</p> <p>Update: Timely closure of placements and use of trial home visits are agenda items for unit, staff and supervisory meetings; policy is tailored to individual needs of families; policy was clarified that social workers must end the placement episode as of the date a child returns home on a trial visit</p>		<p>5 Months (2/28/05) Completed</p> <p>Updated Time Frame: Ongoing 2005-2006</p>
	<p>1.1.3 Monitor placement episode closures via Safe Measures to assure compliance.</p> <p>Update: Supervisors monitor placement episodes and generate a list of children on trial home visits to determine if status needs to be changed from Family Reunification to Court Ordered Family Maintenance</p>		<p>Ongoing Monthly (2004 – 2005)</p> <p>Updated Time Frame: Monthly 2005-2006</p>
<p>Improvement Goal 2.0 Undertake a systematic review of current reunification services with the goal of developing best practice strategies for achieving permanency for all children with a focus on fairness and equity.</p>			

<p>Strategy 2.1 Conduct a series of training sessions and focus groups with foster parents, social workers and relative caregivers to evaluate issues in achieving permanency for all children across all racial and ethnic groups.</p> <p>Update: Completed</p>		<p>Strategy Rationale The SAP data indicated that African American children are somewhat less likely to reunify but do achieve much higher levels of placement stability with relatives than do other groups. Placement with relatives also tends to lengthen time to reunification.</p> <p>This strategy would obtain information on how parents, relatives and children of African American descent react to a long reunification period, and what part adoption and guardianship plays across different racial and ethnic groups. The information can also be used to assess issues of agency cultural competency.</p>	
Milestone	<p>2.1.1 Convene a staff training day to discuss issues of fairness and equity in child welfare agencies. From that, develop breakout focus groups regarding fairness and equity in placement services.</p> <p>Update: Completed in 10/04; will be repeated in 2005</p>	Timeframe	<p>3 Months (12/31/04) Completed</p> <p>Updated Time Frame: 10/05</p>
	<p>2.1.2 Convene a series of joint training sessions for foster parents and social workers on issues in achieving permanency for all children.</p> <p>Update: Completed for 2004; two joint training sessions for foster parents and social workers were held in January (on transitioning children) and May (on communication between foster parents and social workers) of 2005</p>		<p>5 Months (3/31/05) Completed</p> <p>Updated Time Frame: 2005-2006 Ongoing</p>
	<p>2.1.3 Develop partnerships for a kinship support service to provide support for relative caregivers that will increase the likelihood of permanency to all children.</p> <p>Update: Completed; Kinship Initiative Network of Services (KINS) committee established with the HSD as advisory agency; MOU developed between Grandparents Parenting... Again, Sunny Hills Gardens and The Junior League of Napa/Sonoma; programs in development. The objective is to expand and improve support services to relative and non-related extended family caregivers</p>		<p>8 Months (5/31/05) Completed</p> <p>Updated Time Frame: Monthly advisory committee and program committee meetings ongoing for 2005-2006</p>

<p>Strategy 2.2 Evaluate and implement best practices for achieving permanency for children.</p> <p>Update: Completed</p>		<p>Strategy Rationale Best practice models in child welfare services offer proven strategies for improving outcomes. Research by the American Humane Society and Casey Family Services indicates that the use of evaluation tools and shared decision-making models improve fairness and equity outcomes.</p>	
Milestone	<p>2.2.1 Evaluate, test and implement the use an early prognosis tool for use by the Concurrent Planning and Adoptions social workers. The use of this tool will help in earlier permanency planning for children.</p> <p>Update: An Early Prognosis Tool is in use</p>	Timeframe	<p>8 Months (5/31/05)</p> <p>Completed</p>
	<p>2.2.2 Review policy on supervised visitation and provide better evaluation tools for the quality of visits. Quality and frequency of visitation has high correlation with reunification.</p> <p>Update: As part of the agency reconfiguration process, the Placement Section supervisors and managers and the eligibility supervisor examined criteria to be used for visit supervision; policy was clarified and put into operation</p>		<p>2 Months (11/30/04)</p> <p>Completed</p>
Milestone	<p>2.2.3 Pursue the development of Administrative Reviews in Juvenile Court. This would make for less adversarial reviews and allow more shared decision- making on permanency decisions for all children.</p> <p>Update: Research has been carried out on the benefits of administrative reviews. A site visit was made to Monterey County and a discussion with partners in the Juvenile Court process was initiated. Human Services and County Counsel are developing a written proposal on the framework and implementation of administrative reviews, to be submitted to the court</p>	Timeframe	<p>8 Months (5/31/05)</p> <p>Updated Time Frame: 6/30/06</p>

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

The service array as a whole is adequate, however, in outlying county areas there is a lack of specialized services, especially for Spanish-speaking clients.

Update: Consistent service array and culturally responsive resources continues to be a strong systemic factor

Describe educational/training needs (including technical assistance) to achieve the improvement goals.

Culturally competent practice training (already planned for SIP component 1B).

Update: Culturally competent practice training in permanent curriculum

Identify roles of the other partners in achieving the improvement goals.

Bay Area Academy for training.

Update: Bay Area Academy for training; community partners for service provision; Redwood Empire Foster Parents Association for recruitment; Sunny Hills Gardens, Grandparents Parenting...Again and Junior League of Napa/Sonoma for services to relative caregivers.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.

Extending the time to reunification past 12 months is needed especially in cases of children over the age of 12 or children with mental health issues. Children who enter care at or after the age of 12 have increasing less chance for timely reunification. Children in need of residential care are also less likely to achieve reunification or permanency.

Update: Extension of time frame is still needed for children over age 12.

IV. Foster Care Recruitment Retention and Training

Systemic Factor: Foster Care Recruitment Retention and Training

County's Past Performance: The number of licensed foster homes has declined by approximately 54% in the last three years. During the Self- Assessment Process (SAP) foster parents expressed a desire for closer connections with social workers and knowledge of and input into the case plans of foster children. Systemic factors like the high cost of housing and the relatively small compensation of foster care contribute to the decline in foster homes. The county's Emergency Foster Home (EFH) program provides an excellent model for sustaining foster care. The EFH has an array of special services such as monthly training, small local "cluster meetings" in foster homes, a mentoring program, special care increments, and an assigned social worker that provides support and coordinates EFH activities.

County's Current Performance: Sonoma County has launched an intensive effort to recruit and retain foster homes and foster parents. A foster parent workgroup meets quarterly with the HSD to brainstorm ways to enlist new foster parents. New outreach methods have been devised, and more prompt response practice to inquiries has been initiated. Sonoma County continues to be one of the most expensive places to live in the state, and housing costs have remained prohibitive. This seriously impacts the Humans Services' ability to recruit suitable people. The recent drive to place children, and especially older youth, with relatives has also impacted foster home numbers.

Improvement Goal 1.0 Assess the current foster care recruitment and retention efforts and develop strategies that will lead to increases in people applying for a license and also remaining as foster parents.

Strategy 1.1 Convene a Foster Care Recruitment and Retention (FCRR) Workgroup composed of social work staff, Redwood Empire Foster Parent Association and Partnership in Parenting teachers to study current efforts and develop new strategies in recruitment and retention.

Update:
Completed

Strategy Rationale Forming this working partnership brings in diverse points of view about foster parenting and builds a cohesive effort to draw in those interested in foster parenting and for supporting current foster parents. The loss of licensed foster homes is most notable in the area of long-term foster homes that provide care for reunification and permanency foster children.

Milestone 1.1.1 Convene the group and develop methods and goals for the workgroup.
Update:
Completed

Timeframe June 2004
(completed)

	<p>1.1.2 Survey the existing long-term foster homes and long-term foster parents that have subsequently closed their licenses to determine factors associated with decisions to continue or discontinue.</p> <p>Update: In progress</p>	<p>2 Months (11/30/04)</p> <p>Updated Time Frame: 06/30/06</p>
	<p>1.1.3 Continue to review retention methods and propose solutions.</p> <p>Update: Ongoing</p>	<p>6 Months (3/31/05)</p> <p>Updated time Frame: Ongoing quarterly 2005-2006</p>
<p>Strategy 1.2 Improve targeted recruitment efforts and improve response times all through the process.</p> <p>Update: Completed and ongoing</p>	<p>Strategy Rationale Literature indicates that it takes people up to a year to decide to become foster parents. Efforts to engage people as soon as they show interest, especially after targeted recruitment presentations will increase likelihood of success.</p>	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Milestone</p>	<p>1.2.1 Arrange foster care recruitment speaking opportunities in churches, synagogues, service clubs and ethnic community organizations including the Spanish speaking community</p> <p>Update: Ongoing</p>	<p>1/31/05 – ongoing</p> <p>Updated Time Frame: Ongoing 2005-2006</p>
	<p>1.2.2 Respond to foster care inquiries as quickly as possible. Responses to people who show an interest in becoming foster parents are sent out within a week. Previously responses took two to three weeks.</p> <p>Update: Responses are now routinely sent out within 24 hours</p>	<p>Ongoing</p> <p>Updated Time Frame: Ongoing 2005-2006</p>
	<p>1.2.3 Review existing foster care recruitment efforts. Assess the success of newspaper advertising and look for other avenues for targeted recruitment.</p> <p>Update: Ongoing</p>	<p>Updated Time Frame: 2005-2006</p>

<p>Strategy 1.3 Assess the foster care orientation process in materials and presentations in order to also target people interested in providing longer-term foster care so they will continue in the licensing process.</p> <p>Update: Ongoing; strategy remains the same</p>		<p>Strategy Rationale The people seeking adoption or interested in providing short-term emergency care will typically continue in the process to obtain a license. The agency need is for people interested in providing longer-term foster care for reunification or to provide longer term foster care as needed. Improving this area may lead to more people moving from the orientation to training.</p>	
Milestone	<p>1.3.1 Review current orientation materials and approaches and propose new strategies.</p> <p>Update: Review completed and new recruitment approaches identified; work will continue in this area</p>	Timeframe	<p>3 Months 11/31/04</p> <p>Updated Time Frame: Ongoing 2005-2006</p>
<p>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</p> <p>Update: The high cost of housing in Sonoma County has resulted in an exodus of families who might have been prospective foster parents. There has also been an increase in the number of relative caregivers.</p>			
<p>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</p> <p>Foster care recruitment and retention based on best practice; training for social work staff on the importance of foster parents as an invaluable resource, and in ways to work collaboratively with foster parents.</p> <p>Update: Continued collaboration with SRJC and other educational resources for training curricula and expertise; training for social work staff on recruitment and retention</p>			
<p>Identify roles of the other partners in achieving the improvement goals.</p> <p>Inter-agency and community collaboration: partnering with the Redwood Empire Foster Parent Association and other community organizations is a central component of improving Foster Care Recruitment and Retention. Leaders and members of the Sonoma County Foster Parent's Association will be working with social work staff in implementing and evaluating SIP strategies.</p> <p>Update: Sonoma County continues to partner with the Redwood Empire Foster Parents Association, which assists with recruitment, retention and training of foster parents.</p>			
<p>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</p> <p>Higher foster care rates for recruitment and retention of long-term foster care homes. The foster care rates should reflect the actual cost of living in one of the most expensive counties in the country that will meet the needs of children in foster care.</p> <p>Update: The cost of living and the cost of housing continue to climb.</p>			

V. CWS/CMS Training

Systemic Factor: CWS/CMS Training			
<p>County's Current Performance: Currently, CWS/CMS training is included in all CWS service components. Update: Social work staff and supervisors are fully trained on CWS/CMS. There is a full-time designated trainer and a functioning training lab.</p>			
<p>Improvement Goal 1.0 Staff will receive consistent training and have available printed or online materials that will assist them in CMS tasks.</p>			
<p>Strategy 1.1 Develop a CWS/CMS training lab that uses either the training region or Scenario Manager in order to provide consistent training to groups of staff. Update: Completed; training lab available to staff</p>		<p>Strategy Rationale A lab enables the FY&C Division to use its CWS/CMS staff more efficiently by providing training to groups instead of one-on-one and allows for better transfer of training by giving participants hands-on practice.</p>	
Milestone	<p>1.1.1 Configure higher-end PCs from the equipment replacement in a laboratory setting. Update: Completed</p>	Timeframe	<p>June 2004- Completed</p>
	<p>1.1.2 Install Scenario Manager on 12 PCs in the computer lab. Update: Completed</p>		<p>June 2004- Completed</p>
	<p>1.1.3 Pursue use of the Training region through the county training server once the training contract is signed and the training region re-opened. Update: Completed</p>		<p>1 Month (10/31/04) Completed</p>
<p>Strategy 1.2 FY&C will utilize its 2003-04 and 2004-05 UC Davis allocated training days to provide staff training on needed areas in CMS. Update: Completed</p>		<p>Strategy Rationale Use an available resource to provide training to strengthen new habits and support policy changes.</p>	

Milestone	<p>1.2.1 Provide training to 50 staff on Case Plan, Court Module and AFCARS/AB636 Outcome Measures</p> <p>Update: Completed</p>	Timeframe	<p>June 2004- Completed</p>
	<p>1.2.2 Develop and deliver training needs assessment for FY 2004-05 for UC Davis.</p> <p>Update: Completed</p>		<p>1 Month (10/31/04) Completed</p>
	<p>1.2.3 Schedule and deliver basic and advanced CWS/CMS training to 40 staff in FY 2004-05 through UC Davis.</p> <p>Update: Completed</p>		<p>8 Months (5/31/05) Completed</p>
<p>Strategy 1.3 The FY&C Division will develop and provide staff with detailed training materials, and access to web-based training.</p> <p>Update: Completed</p>		<p>Strategy Rationale Staff who move from one CWS service component to another, or who have to complete a module they work with infrequently, will enter more accurate, complete data if they have current procedural data to use.</p>	
Milestone	<p>1.3.1 Review, develop, publish and update CWS/CMS training materials.</p> <p>Update: Completed</p>	Timeframe	<p>8 Months (5/31/05) Completed</p>
<p>Describe any additional systemic factors needing to be addressed that support the improvement plan goals. This is a systemic factor. Update: Agency-wide CWS/CMS training has allowed Sonoma County to improve in several important measures.</p>			
<p>Describe educational/training needs (including technical assistance) to achieve the improvement goals. Access to the training region and the provision of training database data would assist by providing a more robust and realistic training environment Update: A training lab has been established and there is a designated CWS/CMS trainer.</p>			
<p>Identify roles of other partners in achieving improvement goals. UC Davis as a training resource. CDSS could assist by providing training region data that could be used to simulate real-life case situations. Update: UC Davis and SRJC as training resources</p>			
<p>Identify any regulatory or statutory changes needed to support the accomplishments of the improvement goals. Direction and policy from CDSS on identifying, defining, and cross-reporting allegations of abuse in out-of-home care, particularly when the allegation is made against a CCL-licensed facility. Update: Clear policy from CDSS is still needed</p>			