

In the Rooms of the Board of Supervisors

County of Inyo, State of California

I, HEREBY CERTIFY, that at a meeting of the Board of Supervisor of the County of Inyo, State of California, held in their rooms at the County Administrative Center in Independence on the 14th day of OCTOBER, 2008 an order was duly made and entered as follows:

HHS-Soc. Serv./ Child Welfare System Plan	Moved by Supervisor Cash and seconded by Supervisor Cervantes to approve the Child Welfare System Improvement Plan and verify local coordination and integration in the planning process for immediate submittal to the State as required by AB 636. Motion carried unanimously.
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WITNESS my hand and the seal of said Board this 14th

Days of OCTOBER 2008



KEVIN D. CARUNCHIO
Clerk of the Board of Supervisors

By

Patricia Gunsolley
Patricia Gunsolley, Assistant

Routing
CC _____
Purchasing _____
Personnel _____
Auditor _____
CAO _____
Other _____
DATE: October 22, 2008



AGENDA REQUEST FORM
BOARD OF SUPERVISORS
COUNTY OF INYO

For Clerk's Use Only:

AGENDA NUMBER

5

- Consent Departmental Correspondence Action Public Hearing
 Scheduled Time for Closed Session Informational

FROM: HEALTH & HUMAN SERVICES

FOR THE BOARD MEETING OF: October 14, 2008

SUBJECT: Approval of Child Welfare System Improvement Plan

DEPARTMENTAL RECOMMENDATION:

Request Board approve the Child Welfare System Improvement Plan and verify local coordination and integration in the planning process for immediate submittal to the State as required by AB 636.

CAO RECOMMENDATION:

SUMMARY DISCUSSION:

The Child Welfare System Improvement Plan (SIP) was developed in response to the State of California legislative requirements of AB 636, the Child Welfare Improvement and Accountability Act of 2001. As required by the legislation, the SIP was developed with stakeholders using the information and findings from the Peer Quality Case Review completed in June 2008 and the County's Child Welfare Systems Self-Assessment that was submitted to the State in June 2004.

The SIP planning process focused on developing strategies that

- 1.) met the State mandates
- 2.) were relevant and realistic, and
- 3.) promoted a continued collaborative planning environment through which stakeholders and partners can actively and meaningfully contribute to improving child welfare in Inyo County

In signing the SIP, County Board of Supervisors are approving the plan and verifying that local coordination and integration occurred in the development of the plan. Please see the attached plan.

ALTERNATIVES:

The Board could choose not to approve and sign the SIP. Should this occur, the State Department of Social Services would be notified that stakeholders in Inyo had not yet reached consensus about the SIP and would not meet the September 30, 2008 deadline. An extension would be requested from the State and further discussion between stakeholders would need to occur. State consequences for missing the deadline are unknown.

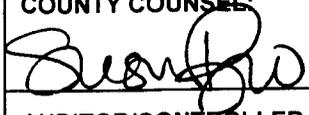
OTHER AGENCY INVOLVEMENT:

Implementation of SIP strategies requires participation and on-going collaborative efforts between stakeholders and other community partners including, but not limited to, probation, law enforcement, education, local tribes, foster parents, and the juvenile court.

FINANCING:

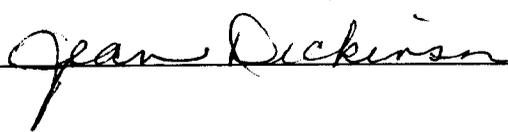
None

APPROVALS

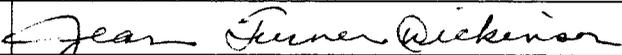
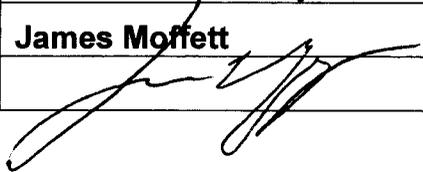
COUNTY COUNSEL: 	AGREEMENTS, CONTRACTS AND ORDINANCES AND CLOSED SESSION AND RELATED ITEMS <i>(Must be reviewed and approved by County Counsel prior to submission to the Board Clerk.)</i> Approved: <u>UGD 9/19/08</u> Date: _____
AUDITOR/CONTROLLER:	ACCOUNTING/FINANCE AND RELATED ITEMS <i>(Must be reviewed and approved by the Auditor/Controller prior to submission to the Board Clerk.)</i> Approved: _____ Date: _____
PERSONNEL DIRECTOR:	PERSONNEL AND RELATED ITEMS <i>(Must be reviewed and approved by the Director of Personnel Services prior to submission to the Board Clerk.)</i> Approved: _____ Date: _____

DEPARTMENT HEAD SIGNATURE:

(Not to be signed until all approvals are received)

 Date: _____

California's Child and Family Services Review System Improvement Plan

County:	INYO
Responsible County Child Welfare Agency:	Inyo County Department of Health and Human Services Adult and Children's Services Division
Period of Plan:	October 1, 2008 through September 30, 2011
Period of Outcomes Data:	(1) Quarter ending Dec. 31, 2007
Date Submitted:	(2) September 30, 2008
County Contact Person for County System Improvement Plan	
Name:	Marilyn Mann
Title:	Director of Adult and Children's Services, Department of Health and Human Services
Address:	162 J Grove Street, Bishop, California 93514
Phone/Email	(760) 872-1727 / mannm@cws.state.ca.us
Submitted by each agency for the children under its care	
Submitted by:	County Child Welfare Agency Director (Lead Agency)
Name:	Jean Turner Dickinson
Signature:	
Submitted by:	County Chief Probation Officer
Name:	James Moffett
Signature:	

Child Welfare Improvement and Accountability Act System Improvement Plan

Inyo County

Inyo County continues to utilize the System Improvement Process to identify areas of strength that can be built upon, as well as identifying those areas that could be enhanced or strengthened in order to improve outcomes for our children and their families.

1. Local Planning Bodies

Participants in the Peer Quality Case Review, self-assessment update and system improvement planning included representatives from across systems that serve families in or at-risk for entering the child welfare system.

Input and feedback continues to be solicited and obtained from individuals who are represented on the following local planning bodies: Children's Services Council (also acts in the capacity of the Child Abuse Prevention Council), Child Abuse and other Prevention Services Sub-Committee, First 5 Inyo County, Juvenile Justice Commission, Child and Family Staffing, Multiple Disciplinary Teams, County Board of Supervisors, Faith-Based Organizations, and Community Based Organizations such as Toiyabe Indian Health Project, Salvation Army, and Inyo Mono Advocates for Community Action. Entities that are also being invited to participate in the Self Assessment Process, and who were included in the past Self Assessment and Self Assessment Update include officers of the Court, Labor and the County Health Department.

Individual participants have included, but have not been limited to:

Name	Affiliation
Jean Dickinson	ICHHS Director
James Moffett	Chief Probation Officer
Jeff Thomson	Chief Deputy Probation Officer
Linda Benson	HHS Assistant Director
Dr. Gail Zwier	County Mental Health; Alcohol and Drug
Becky and Mark Lomaintewa	Parent Representatives
Ken Kutzky	Parent Representative
Merry Brown	Parent Representative
Alice and Kurt Johnson	Parent Representatives
Kelly Smith	Parent Representative
Latoi Edwards	Parent Representative
Christine Wilson	Parent Representative
A. S. (Minor)	Former Probation Foster Youth
George Lozito	Local Education Agency
Margaret Romero	ICWA Representative, Bishop Paiute Tribe
Marie Saenz	ICWA Representative, Big Pine Paiute Tribe
Leslie Davis	ICWA Representative (prior) Big Pine Paiute Tribe
Chris Carter	Law Enforcement
Marston Mottweiller	Law Enforcement
Leslie Nixon	District Attorney's Office
Tilford Denver	Former Chair, Bishop Paiute Tribe
Stephanie Simpson	IMACA Family Services Coordinator

Nancy Hafer	Regional Training Academy
Jeff Griffiths	Foster Parent; First 5 Commissioner
Taema Weiss	Foster Parent
Teri Sutton	Foster Parent
Freda Lindsay	Foster Parent/Juvenile Justice Commission
Myles and Ernestine Mc Mullen	Foster Parents
Arne and Tammy Coats	Former Foster Parents
Nona Davis	Former Foster Parent
Linda Bigham	Former Foster Parent
Marilyn Mann	County Children's Social Services
Valerie Carlson-Behrandt	Child Welfare Social Worker
Linda Durbin	Child Welfare Social Worker
Yvonne Deming	Child Welfare Social Worker
Holly DeVincent	Child Welfare Social Worker
Krista Cooper	Child Welfare Social Worker Supervisor
Kathy Rose	HHS Children's Social Services Licensing
Anna Scott	HHS Management Analyst
Pam Blackwell	HHS Children's Mental Health
Nancy Williard	Inyo County Office of Education

2. Share Findings that Support Qualitative Change

Information gathered through the Quarterly Outcomes Reports, as well as our recent Peer Quality Case Review, our most recent Self Assessment Update and our ongoing assessment of progress in meeting the goals and objectives outlined in our existing SIP has been utilized to identify the areas to include in our SIP developed for the period beginning October 1, 2008 through September 30, 2011. Inyo County has also taken into consideration it's current Combined Child Abuse Prevention, Intervention and Treatment; Community Based Child Abuse Prevention and Promoting Safe and Stable Families Programs Three Year Plan.

Direct input from stakeholders, specifically foster parents, parents and a former foster youth combined with the experience of social workers, probation officers, supervisors and managers was most useful in assessing the status of Inyo's Child Welfare system and the areas that need to be focused on during this next three year period. Inyo County was unable to fully benefit from holding a series of stakeholder and group meetings to help develop the SIP, as Inyo County's processing status is unique and requires the SIP to be developed prior to the Self-Assessment. Conferring with our CDSS consultant helped Inyo identify those systemic factors or outcome indicators for focus not only for our PQCR, but also for our SIP. In addition, several group meetings were held with probation and child welfare and numerous individual contacts and/or interviews were made to help us formalize our focus areas. These efforts combined with the information received from focus groups held during our PQCR with foster parents, former foster parents, parents and one former foster youth helped to identify many of the specific strategies to be used in addressing the identified Outcome/Systemic Factors.

3. Self Assessment Summary (See following pages)

Inyo County's Child Welfare self-assessment was conducted during the last quarter of the 2003/2004 fiscal year and was updated in April 2006. Participation and input from various community and agency stakeholders as specified by AB 636, review of available data through State Child Welfare reporting systems, and other relevant documentation was used to analyze each State outcome in

conjunction with County Child Welfare and Juvenile Probation systems that serve children and families.

The self-assessment focused on the County's strengths and areas needing improvement as they relate to Inyo's achievement of the State mandated outcomes. As indicated in Inyo County's original self-assessment, the demographic data and case specific demographic data for the County illustrates a low number of residents, as well as child welfare/probation cases. Data analysis must take into consideration that the numbers reported are often statistically insignificant and cannot be considered alone when identifying trends or service gaps.

As indicated previously, statistics for Inyo County were impacted by the backlog of data entry in the CWS/CMS system, which is used to extract information to measure the County's performance in meeting the outcome goals. In addition, data entry errors also impacted the County's statistical outcomes, as a single entry error cannot be absorbed the same in Inyo County as it can be in counties with larger populations, resulting in the County appearing to be out of compliance with the targeted outcome goals.

While conducting the self-assessment update, efforts were made to more accurately assess where Inyo County was at in respect to consistently meeting the target outcome goals. An assessment of the data through individual case review and manual tracking was conducted, as well as an assessment of the County's practice based upon supervisor and manager experience.

During the self-assessment update, Inyo County used the January 2006 Outcome and Accountability County Data Report as a guideline in assessing how the County was meeting the outcome goals. This information is primarily directed at the Child Welfare system and not the Probation system, as many of the outcomes are specific to Child Welfare. In addition, Probation information, with perhaps the exception of placement tracking, is not tracked through the CWS/CMS system. Outcomes that relate to both entities were assessed through stakeholder input, as well as input received during Inyo County's first Peer Quality Case Review, which was conducted in June 2005 and involved both Child Welfare and Probation.

Safety Outcomes

Communities throughout Inyo County continued to place a high degree of accountability and expectations in regards to child maltreatment, resulting in a high number of maltreatment referrals. County strengths continue to be the high levels of face-to-face contacts with children and families, although this was not reflected in the CWS/CMS data at the time of the self assessment and subsequent update, due, in large part, to the backlog of data entry, as well as problems with data integrity. Since the date of the updated self-assessment, the data entry backlog has been significantly impacted, resulting in data more accurately reflecting the actual work being conducted. Close relationships with providers and families, a culture of openness, honesty and respect, and strong team collaboration with law enforcement, schools and community helping agencies were identified strengths Inyo County builds upon in addressing the outcomes of safety, as well as permanency, stability and family well being.

At the time of the self-assessment update, consistent use of structured, evidenced-based risk assessment tools by staff continued to be an area of improvement. Inyo County had taken steps to purchase Structured Decision Making (SDM)™ in order to provide the County with the tools to make structured assessments and decisions at critical points of contact with families and children.

Implementation of the SDM tools occurred following our self-assessment update and utilization of the tools have been in practice for approximately two years. Consistent use of the tools is at a higher rate during the initial risk assessment decision making points of a case and efforts to be more consistent in the use of the tool during later decision making points of a case are on-going. Staff turnover appears to have had some impact on the consistent use of the tools during later stages of a case, but increased supervisory oversight combined with on-going training and support of newer staff have helped to increase the consistency of usage.

In regards to the specific safety outcomes, Inyo County continued to be impacted by data entry issues until the back log was adequately addressed. While hardcopy documents were available to support the fact that social workers were making timely visits, during both investigations and during on-going case management, the data backlog impacted the statistical outcomes for our County. Steps were actively taken to reduce the backlog and to ensure that staff members are trained regularly to ensure data integrity. At this time, the backlog has been reduced to a level that our statistical outcomes more accurately reflect the work performed. However, the complexity of the CWS/CMS data system continues to be a challenge for newer staff and errors, while expected, can still greatly influence the statistical outcomes when dealing with the smaller numbers represented in rural counties. At the time of the self assessment update, Inyo County had approximately 30 closed cases on CWS/CMS in an open status, had a backlog of approximately 55 closed investigations that remained open in the system, and had a backlog of case management data entry for current cases. This was a reduction of over 60% from where Inyo County was at the time of the original self-assessment. At this time, Inyo County has approximately 5 closed cases in an open status on CWS/CMS and is consistently closing cases on the system within 30 days of case closure; approximately 25 closed investigations remain open in the system, however data regarding the first contact with the child has been inputted; and while there continues to be some delay in data entry for current cases, this has been reduced to a delay of usually no more than 30 days.

In the self assessment update, Inyo County provided the following summary of factors contributing to those outcomes in which the data report generated in January 2006, for the twelve-month period ending June 30, 2005, for Inyo County reflected performance levels outside the recommended performance improvement targets. Included with the following summary is an update as to the more current performance outcome measurements:

Outcomes 1A and 1B – Recurrence of Maltreatment- reflects the percent of children who were victims of child abuse/neglect with a subsequent substantiated report of abuse/neglect within specific time periods. The data report reflected a performance level above the recommended 8.9% or less program improvement target. It is important to note that the recurrence statistic was based upon one family comprised of four children that had a second substantiation report within six months. Use of a standardized risk assessment tool at the time of the first substantiation may have influenced the level of intervention, however it is difficult to determine if this would have prevented the second substantiation. Currently, this outcome composite is identified as S1.1 – No Recurrence of Maltreatment. The data extract for the Quarter 4 2007 (Q4 2007) indicated a performance level of 100% and also reflects that since the self assessment update, our statistics in this area have consistently been at a higher rate than what was generated in the January 2006 outcome report. Again, it is important to note that a single substantiation of abuse or neglect in a family with more than one child can have a significant influence on the statistical outcomes.

Outcome 2B – Child Abuse/Neglect Referrals with a Timely Response – reflects the percent of cases in which face-to-face contact with a child occurs, or is attempted, within the regulatory time frames. The

data report indicated that the recommended target of 90% or better was not met during two quarters of the identified review period for both immediate response and 10-day response referrals. At the time the report was generated, not all of the data entry was completed, which impacted the statistics. Once the data entry was complete, the system still reflected at least five out of compliance child abuse reports that, when further reviewed, three of them had data entry problems. One report was erroneously identified in CWS/CMS as requiring an immediate response and two reports had attempts completed within the required timeframes, but had not been entered correctly on the computer. Once corrected on the computer, the compliance rate for immediate response was at 100% and the compliance rate for 10-day responses was over 90%. However, on-going review of the timely response rates in regards to those reports that were actual late reports resulted in the Child Welfare supervisor conducting closer monitoring of the response timeframes on a weekly basis with each social worker. Currently, the Q4 2007 statistics reflect a response rate of 100% for immediate referrals and 93.8% for 10 day response referrals. In addition, the current data extract indicates a consistently higher rate of timeliness than what was reflected previously. It is important to note that while data correction after the extract date does not change future extract statistics through the Berkely extracted data, this information is reflected in the statistical information obtained through Safe Measures™, a data tool developed and maintained by the Children's Research Center. Safe Measures data indicates that since Quarter 2 2005, Inyo County has consistently been well above 90% in the timely response to 10-day reports with the lowest percentage being 91.9%. In addition, with the exception of one quarter in 2006, immediate investigations have been at 100%.

Outcome 2C – Timely Social Worker Visits With Child – designed to determine if social workers are seeing the children on a monthly basis when that is required. The data report used in the update, as with past reports, reflected a compliance rate well below the 90% or better target rate. The report also reflected a steady increase in compliance over periods of time. This consistent increase in statistical compliance correlated to the reduction of data entry backlog. The rate of compliance at the time of the update continued to be impacted by the backlog of data entry. The actual rate of compliance was consistently above the 90% target and was tracked manually during weekly staff meetings to ensure that all required contacts were made. Additionally, many children and families are seen in excess of the mandated once a month visits. Families identified as being at higher risk are sometimes seen as frequently as daily until the family situation can be stabilized, which helps to increase the safety net for children. Currently, the Q4 2007 statistics reflect 100% compliance for all three months of the quarter. Safe Measures statistics reflect a consistent compliance rate above 90%, although there are periodic cases in which attempts to see children are made more than once and contact is not made during the month. As previously reported, Inyo County often sees children and parents at a high rate of frequency and, in fact, will monitor children's safety on a daily basis, including weekends to ensure their safety while trying to keep the family intact.

Permanency and Stability Outcomes

Inyo County's ideal permanency and stability options continue to be first and foremost preventing the need for removal of a child and secondly, when removal occurs, to maintain the child within his/her community and with family members whenever possible. Barriers to permanency and stability success include the lack of more intensive treatment resources to help maintain children in the home, especially for those families that are underinsured or uninsured (e.g. undocumented clients). Additionally, the lack of local placement options continues to impact the ability of both Child Welfare and Probation to maintain children in local placements.

Efforts to recruit foster families have been conducted directly by Child Welfare, as well as by a local community based organization through a contract with Inyo County. In addition, both Child Welfare and Probation supported the efforts of a Foster Family Agency (FFA) to establish itself in the area. However, after over one year, the FFA was unsuccessful and discontinued service to this area. In addition, the local Native American FFA that was in place at the time of the last self-assessment was unable to sustain itself financially and closed in December 2005.

While efforts to enhance our local placement options have not been successful, Inyo County continues to make full use of the Relative/Non Related Extended Family Member Approval Process whenever possible. The ability to use this approval process for a specific child allows the County to maintain a higher number of children within their own community, as well as to maintain children together as sibling groups.

Although Inyo County's rate of multiple foster care placements as reported in the January 2006 County Report was at 100% of children having two or less placements for the twelve-month period ending June 30, 2005, this was due, in large part, to the small number of children in care during that period. Fortunately, the children in care during that time frame were able to be maintained with minimal number of placement changes. Historically, however, this is not the case for Inyo County and enhancing the foster care base, as well as the capacity of caregivers to handle difficult behaviors continues to be an area of focus for the County.

The following is a summary of additional factors contributing to permanency and stability outcomes in which the data report generated in January 2006, for the twelve-month period ending June 30, 2005, for Inyo County reflect performance levels outside the recommended performance improvement targets. In addition, information regarding more current statistics has been included:

Outcomes 3A and 3D – Length of Time to Exit Foster Care to Adoption – reflects the percent of children adopted within 24 months of removal of a child from the home. Inyo County's percentage during the review period was 0% and movement of a child to adoption happened infrequently. A number of factors contributed to this including, the low number of children that are removed from the home and moved into permanency planning; the cultural influence of our Native American community which honors parentage and prefers the guardianship option for permanency; and the very small number of children who are assessed as appropriate for adoption. The current Adoption composites have been renumbered C2.1-C2.5 and Inyo County continues to have a minimal number of children for whom adoption becomes the most appropriate permanent plan. The permanency option of guardianship continues to be the option preferred by most family members and non-family placements. The area of improvement identified in our most recent Q4 2007 is C3.1 Exits to Permanency (24 months in Care). While many of our children reunite with parents, those who don't are sometimes not in a position to move immediately to a permanency plan that allows the child to exit the dependency system, as issues such as placement stability and the caregivers willingness sometimes impede or delay this process.

Outcomes 3F and 3G – Rate of Foster Care Re-Entry - measures the number of children who reenter foster care subsequent to reunification or guardianship. The data for the review period indicates a re-entry rate above the performance improvement target of 9.4% or less. A review of the cases that influenced this statistic, as well as cases that showed as reentries during the twelve months prior to the identified review period, again demonstrated how one or two cases can skew the statistics in a small county. Additionally, with the exception of one child, all of the cases involved children who had been returned home by Child Welfare or who were in permanent plans with Child Welfare and then had

subsequent Probation involvement resulting in placement through Probation. Two of the children never left their placement, but their jurisdictional oversight changed from Child Welfare to Probation. Three other children had been returned to the care of a parent under Child Welfare and then out of home placement occurred through Probation. In one case, the child had been detained by Child Welfare and returned to the care of a parent prior to Jurisdiction and Probation involvement occurred before any Jurisdictional findings were made by Child Welfare.

Inyo County recently established a protocol pursuant to WIC Section 241.1 that will allow for dual jurisdiction status for those children who remain in their home. It is hoped that this higher level of support and oversight will help support efforts to maintain children in their home, thus influencing their permanency and stability. Since the implementation of our new protocol, Inyo County has only had two children who were designated as dual status children. While a higher level of support was provided by both agencies, these efforts were not sufficient to prevent the removal of the children in order to ensure their safety. Both of these children are currently in out of home placement through Child Welfare.

Since the date of the update, one of the data management issues influencing this statistic was corrected and an entry of a child into a different jurisdictional system no longer is reflected as a reentry. The Q4 2007 statistical composite of C1.4 Reentry Following Reunification (Exit Cohort) indicates that Inyo County is in compliance with this outcome and has maintained a low reentry rate for a period of time. However, it is important to note that these statistics do not reflect accurate information as it relates to Probation, who also works with families to place children out of the home on a voluntary basis and, anecdotally, sees a much higher rate of reentry than desired.

Family Relationships and Community Connections

As indicated in the updated self assessment, individualizing services to meet the needs of children and families which includes maintaining children within the community and in proximity of family supports continues to be one of Inyo County's greatest strengths. Collaborative relationships between Child Welfare, Probation, local Native American representatives, and community service providers are a strength that helps to support family relations and the connection of families to their community.

As indicated in the update, one of the most significant barrier to maintaining family relationships and community connections continues to be the lack of appropriate local placement options, as well as residential treatment programs that allow parents to remain close to their community and to their children. Other important services identified in the update to continue to develop and/or maintain through local funding sources such as Promoting Safe and Stable Families and other available prevention and/or treatment funding, were counseling for families, mental health services for children, parent education/support opportunities that address dealing with challenging behaviors.

Since the update, some of these issues have been addressed. Inyo County, as part of the Combined Child Abuse Prevention, Intervention and Treatment; Community Based Child Abuse Prevention and Promoting Safe and Stable Families Programs Three Year Plan, enhanced the contract with IMACA in order to continue to provide home-based family support that includes hands-on parenting education, parenting classes, case management, bi-lingual services, and limited counseling services for the under or uninsured, as well as to bring additional family support counseling services into the community, specifically the Parent Child Interaction Therapy (PCIT) model, which is an evidenced based counseling model that helps improve the quality of the parent-child relationship and teaches parents the skills necessary to manage their child's behavioral problems.

Child and Family Well-Being

Despite the challenges presented by the lack of local foster home options, Inyo County has been able to work with caregivers, especially approved relative/non-related extended family members to support the placement of sibling groups together. Inyo County has not always had success in this area, however in 2005, Inyo County was able to maintain 4 separate sibling groups comprised of 10 children together in placement. Two of these sibling groups were placed with relatives through the approval process and one was placed with a licensed caregiver who was also a relative. Currently, approved relative homes and non-related extended family members continue to be our most stable placement options and often result in the establishment of a guardianship.

In regards to meeting the needs of transitional youth, Inyo County continues to have many strengths that contribute to its ability to achieve positive outcomes for transitional youth. Agency staff of both Child Welfare and Probation, as well as community members remain highly aware of the individual needs of each of the youth and are involved in finding ways to meet the individual needs of transitioning youth. Child Welfare staff includes two placement social workers who provide Independent Living Services (ILS) programming to both Probation and Child Welfare youth and conduct regular outreach to eligible youth from both systems. Additionally, the close relationships fostered between the youth and Child Welfare and Probation staff often times result in youth seeking out the support of their former social workers or probation officers well after the time they are eligible for the ILS program.

While increasing the number of in-county placement options and increasing housing options for transitioning youth continue to be areas of focus in Inyo County, it is important to note that in April 2008, Inyo County began administering a THP Plus program for those youth who have aged out of the Child Welfare or Probation placements and are under the age of 24 years. The program is currently serving three individuals and has a capacity for four youth.

Conclusion and Recommendations

Inyo County's Child Welfare and Probation systems have many strengths that support positive outcomes for children including strong multi-disciplinary approaches to meeting the needs of families, close relationships with families and high levels of community accountability. The lack of local placement options, the issues of data backlog and data integrity, and the implementation of the Structured Decision Making™ risk assessment tool, continued to be areas of focus for the County at the time of the self assessment update. Since that time, the issue of data backlog and data integrity have been addressed, as has the implementation of SDM. The lack of local placement options remains an issue. Other issues on the radar include the enhancement of resources to support maintaining children in their own homes both pre and post placement, as well as the implementation of an assessment tool in Probation to help with detention risk assessment, case planning and tracking of progress.

System Improvement Plan

<p>Outcome/Systemic Factor: C3.1 Exits To Permanency 24 Months</p> <p>County's Current Performance: The County's current performance is at 0% with the national standard or goal at 29.1%. While Inyo County has experienced periods during which permanency was achieved within the target timeframe, the statistics remain below the national standard/goal. Inyo County's small numbers of youth represented in this statistical outcome does influence the County's ability to reach the targeted goal, as only one child may be tracked during a given timeframe and the permanency outcome for this one minor can influence whether the County meets or fails to meet the identified goal. However, significantly increasing the number of quarters during which the County is able to meet or come near meeting the national standard/goal is the desired outcome for focus during this SIP.</p>	
<p>Improvement Goal 1.0 Increase the number of guardianships/adoptions established for youth, who remain in out of home care following failed reunification.</p>	<p>Strategy Rationale¹ Increasing the knowledge and skill base in regards to identifying the most appropriate placement that could potentially provide a child a permanent home at the earliest stage is an important part of the concurrent planning process. Making the best match early on and then supporting that match through direct services and community resources is imperative. Including the child and his/her family in the process as early as possible is also key to making the best possible placement.</p>

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

System Improvement Plan

Milestone	Timeframe	Assigned to
<p>1.1.1 Explore the Family to Family Team Decision Making (TDM) approach for the appropriateness of implementation in Inyo County.</p> <p><i>Note: 1.1.2 through 1.1.5 dependent upon findings of 1.1.1.</i></p> <p>1.1.2 Identify costs associated with implementation of TDM and resources needed to implement TDM if appropriate for Inyo County.</p>	<p>October 1, 2008 through November 15, 2008</p> <p>October 1, 2008 through November 15, 2008</p>	<p>Marilyn Mann, Children's Social Services Director; Jeff Thomson, Chief Deputy Probation Officer; Anna Scott, HHS Management Analyst</p> <p>Marilyn Mann, Children's Social Services Director; Jeff Thomson, Chief Deputy Probation Officer; Anna Scott, HHS Management Analyst</p>
<p>1.1.3 Develop training plan for the implementation of TDM.</p> <p>1.1.4 Train staff in the use of TDM and begin using process.</p> <p>1.1.5 Monitor effectiveness and identify any additional training needs.</p>	<p>November 16, 2008 through December 15, 2008</p> <p>By March 31, 2009</p> <p>Ongoing</p>	<p>Marilyn Mann, Children's Social Services Director; Jeff Thomson, Chief Deputy Probation Officer; Anna Scott, HHS Management Analyst</p> <p>Northern Regional Training Academy or other identified training resource</p> <p>Marilyn Mann, Children's Social Services Director; Jeff Thomson, Chief Deputy Probation Officer</p>
<p>1.1.6 Child Welfare and Probation to utilize their placement matching resources, including Probation's adoption of Positive Achievement Change Tool (PACT), which has a placement matching component, to assist in the identification of non-related placement resources</p> <p>1.1.7 Identify training opportunities that address issues of concurrent planning and placement matches/support.</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Marilyn Mann, Children's Social Services Director; Jeff Thomson, Chief Deputy Probation Officer</p> <p>Marilyn Mann, Children's Social Services Director; Jeff Thomson, Chief Deputy Probation Officer</p>

System Improvement Plan

<p>Strategy 1.2 Provide increased support and training to foster parents and/or relative caregivers.</p>	<p>Strategy Rationale¹ Providing ongoing training and support to caregivers helps to ensure that caregivers not only have the tools they need to provide care to foster youth, but also ensures that when problem behaviors occur that they feel able to handle the issues or know that they will have support in addressing the behaviors. During our recent PCCR, the need for ongoing training and support was identified by both former and current caregivers as an area of growth for our County.</p>
<p>Milestone</p> <p>1.2.1. Develop a caregiver support group that includes foster parents, relative caregivers and non-related extended family member caregivers that meets monthly with Child Welfare and Probation staff as appropriate, to discuss problem issues, both general and specific, and identify interventions.</p> <p>1.2.2 Survey caregivers to identify current training needs.</p> <p>1.2.3 Develop and implement a training plan to address the identified training needs using staff and/or other appropriate training resources.</p> <p>1.2.4 Develop a foster parent steering committee comprised of at least one foster parent, one relative or NREFM caregiver, and staff from Child Welfare and Probation to meet quarterly for the purpose of identifying emerging training and support needs.</p>	<p>Timeframe</p> <p>October 1, 2008 through December 31, 2008</p> <p>October 1, 2008 through November 30, 2008</p> <p>December 1, 2008 through January 15, 2009</p> <p>October 1, 2008 through December 31, 2008</p>
<p>Strategy 1.3 Implement Wraparound Service Delivery Model to support maintaining children in their placement home.</p>	<p>Strategy Rationale¹ The implementation of the Wraparound model of service delivery will provide Child Welfare and Probation children and their placement families a higher level of support in an effort to maintain the placement and address any behavioral problems that could be a barrier to guardianship or adoption.</p>
<p>Assigned to</p>	
<p>Krista Cooper, CPS Social Worker Supervisor; CPS Placement Worker(s)</p> <p>Kathy Rose, Systems Support Analyst; Amy Lerma, Placement Social Worker</p> <p>Kathy Rose, Systems Support Analyst; Amy Lerma, Placement Social Worker</p> <p>Marilyn Mann, Children's Social Services Director; Kathy Rose, Licensing Analyst</p>	

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	<p>Wraparound will provide a planning process that engages the child and his/her placement family in a manner that builds on the strengths of each individual and allows for the family to identify their own needs, as well as help create a plan for meeting those needs. Intensive supportive services provided by designated Probation, Child Welfare and Behavioral Health staff are intended to provide a level of oversight and support to ensure that the behavioral issues that place the child at risk of a higher level of placement are addressed in a manner that also supports the long term commitment of the placement home to the child, while the family builds it's own community-based network of support that will remain in place once the family makes a permanent commitment to the child.</p> <p>Inyo County submitted a Wraparound Plan to the California Department of Social Services (CDSS) in January 2008 and received approval on or about July 21, 2008 contingent upon clarification of the target population and criteria for referral, as well as submitting additional information on evaluation and instruments to be used to measure functioning.</p>				
<p>Milestone</p>	<p>1.3.1. Provide clarification to CDSS regarding targeted population, criteria for referral and identified evaluation and tools to measure functioning.</p>	<p>Timeframe</p>	<p>August 30, 2008</p>	<p>Assigned to</p>	<p>Anna Scott, HHS Management Analyst</p>
	<p>1.3.2 Develop Memorandums of Understanding between the partner agencies and CDSS.</p>		<p>October 1, 2008 through November 15, 2008</p>		<p>Marilyn Mann, Children's Social Services Director and Jeff Thomson, Chief Deputy Probation Officer in coordination with Wraparound Steering Committee</p>

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<p>1.3.3 Recruit and Hire a designated Social Worker, Deputy Probation Officer and Mental Health staff person.</p> <p>1.3.4 Train staff within the parameters of their respective disciplines, as well as training them on the Wraparound Service Delivery Model.</p> <p>1.3.5 Implement Wraparound program.</p> <p>1.3.6 Monitor effectiveness and impact of Wraparound on service delivery.</p>		<p>In process at time of SIP- Ongoing with a target date of December 1, 2008</p> <p>Approximately 6 month training period following date of hire</p> <p>Upon completion of training and all identified CDSS requirements</p> <p>Ongoing following implementation</p>	<p>Marilyn Mann, Children's Social Services Director; Jeff Thomson, Chief Deputy Probation Officer; Gail Zwier, PhD., Behavioral Health Director</p> <p>Marilyn Mann, Children's Social Services Director; Jeff Thomson, Chief Deputy Probation Officer; Gail Zwier, PhD., Behavioral Health Director</p> <p>Marilyn Mann, Children's Social Services Director; Jeff Thomson, Chief Deputy Probation Officer; Gail Zwier, PhD., Behavioral Health Director</p> <p>Anna Scott, HHS Management Analyst; Marilyn Mann, Children's Social Services Director; Jeff Thomson, Chief Deputy Probation Officer; Gail Zwier, PhD., Behavioral Health Director</p>
<p>Notes: Child Welfare System Improvement Plan activities will require additional staff and resources to implement.</p>			

<p>Describe systemic changes needed to further support the improvement goal. N/A</p>
<p>Describe educational/training needs (including technical assistance) to achieve the improvement goals. Training on PACT, Wraparound, TDM, Concurrent Planning and related training, and training requirements specific to Child Welfare, Probation and Behavioral Health will need to occur at not only the line worker level, but also at the Supervisory and Management level.</p>
<p>Identify roles of the other partners in achieving the improvement goals. Health and Human Services will work in partnership with Probation, Behavioral Health, the Schools, Caregivers and Tribal resources, as well as with other partners who are identified during collaborative planning processes. Specific roles will be identified as needed.</p>
<p>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</p>

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Moving towards permanency is a significant commitment by a caregiver and the child. Issues related to maintaining Medi-Cal after a child, who is in guardianship, turns eighteen and access to ILP services for those children who enter guardianship prior to the age of 16 are sometimes barriers to caregivers committing to a permanent plan, as they want the child to have full access to all support resources, especially those that are available after the age of 18 years. In addition, guardianships established with non-relatives do not have the same ability to fully exit the system, as they are required to maintain voluntary services with Child Welfare in order to obtain financial assistance to support the child in their care. Changing the regulations to allow minors and their caregivers access to financial support while completely closing the Child Welfare case would foster a greater sense of permanency for youth.

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

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<p>Outcome/Systemic Factor: C4.2 Placement Stability (12-24 Months in Care)</p> <p>County's Current Performance: The County's current performance is at 60% with the national standard or goal at 65.4%. Although Inyo County has shown improvement in this targeted goal since the last SIP, there continue to be periodic statistical declines. Although this can be the result of a very small number of children experiencing placement instability, the County has identified this outcome as one that requires focused strategies. The County wishes to attain and maintain a higher rate of placement stability for all children not only because it is in the children's best interest, but also because it has an impact on the ability of the County to foster permanency in a more timely manner when reunification fails.</p> <p>Improvement Goal 1.0 Decrease the number of placement changes made and promote placement stability within the first twelve months a child is placed out of home.</p> <p>Strategy 1.1 Increase the number of licensed foster homes who are willing to provide long-term care to foster youth.</p>			
<p>Strategy Rationale Recruitment and retention of local licensed foster home resources was identified in our previous SIP as a systemic factor that needed to be addressed in order to increase our capacity to meet the placement stability needs of our children. Inyo County continues to identify this as an area that needs to be actively addressed, especially given that our local foster care resources are used by a neighboring county. While our past recruitment efforts have focused on recruiting on a more general level, including short-term and emergency caregiving options, the need to develop our long-term resources is significant to placement stability.</p>		<p>Assigned to Marilyn Mann, Children's Social Services Director; Kathy Rose, Licensing Analyst Marilyn Mann, Children's Social Services Director; Kathy Rose, Licensing Analyst and Foster Parent Recruitment Committee</p>	
<p>Milestone</p>	<p>1.1.1 Develop a foster parent recruitment committee comprised of at least one foster parent, a Tribal representative and staff from Child Welfare and Probation.</p>	<p>Timeframe October 1, 2008 through December 31, 2008</p>	<p>Assigned to</p>
	<p>1.1.2 Develop and implement a recruitment plan that includes the use of various media outlets, as well as direct one to one recruitment.</p>	<p>January 1, 2009 through March 31, 2009</p>	

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

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	<p>1.1.3 Monitor the effectiveness of the recruitment plan and provide regulatory support as needed to address any questions or issues identified as barriers.</p>		Ongoing		Foster Parent Recruitment Committee; Kathy Rose, Licensing Analyst; Marilyn Mann, Children's Social Services Director
<p>Strategy 1. 2 Develop and support the practice of early Identification of relative and Non-Related Extended Family Members (NREFM) placement resources.</p>		<p>Strategy Rationale¹ Relatives and those adults who have an existing relationship with a child are often the caregivers who have the greatest "buy in" to a child placed in their care. Their willingness to work through problem behaviors and to commit to the long term care of a child is enhanced by their relationship. Identifying these individuals at the earliest stage of involvement in a child's life will help to promote early placement and will support stability for the child.</p>			
<p>Milestone</p>	<p>1.2.1. Identify barriers to accessing information regarding relative and NREFM placement resources.</p> <p>1.2.2 Develop and implement a protocol for identification of potential caregivers at the earliest possible stage of involvement with either Child Welfare or Probation.</p> <p>1.2.3 Monitor the effectiveness of the protocol, identify any additional barriers and/or resources, and adjust the protocol as needed.</p>	<p>Timeframe</p>	<p>October 1, 2008 through December 31, 2008</p> <p>January 1, 2009 through March 31, 2009</p> <p>Ongoing</p>	<p>Assigned to</p>	<p>Marilyn Mann, Children's Social Services Director; Jeff Thomson, Chief Deputy Probation Officer</p> <p>Marilyn Mann, Children's Social Services Director; Jeff Thomson, Chief Deputy Probation Officer</p> <p>Marilyn Mann, Children's Social Services Director; Jeff Thomson, Chief Deputy Probation Officer</p>
<p>Strategy 1. 3 Provide increased support and training to foster parents and/or relative caregivers to help maintain placements.</p>		<p>Strategy Rationale¹ Providing ongoing training and support to caregivers helps to ensure that caregivers not only have the tools they need to provide care to foster youth, but also ensures that when problem behaviors occur that they feel able to handle the issues or know that they will have support in addressing the behaviors. During our recent PQCR, the need for ongoing training and support was identified by both former and current caregivers as an area of growth for our County.</p>			

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Milestone	1.3.1. Develop a caregiver support group that includes foster parents, relative caregivers and non-related extended family member caregivers that meets monthly with Child Welfare and Probation staff as appropriate, to discuss problem issues, both general and specific, and identify interventions.	Timeframe	Assigned to	Krista Cooper, CPS Social Worker Supervisor; CPS Placement Worker(s)
1.3.2 Survey caregivers to identify current training needs.		October 1, 2008 through November 30, 2008		Kathy Rose, Systems Support Analyst; Amy Lerma, Placement Social Worker
1.3.3 Develop and implement a training plan that addresses the identified training needs using staff and/or other appropriate training resources.		December 1, 2008 through January 15, 2009		Kathy Rose, Systems Support Analyst; Amy Lerma, Placement Social Worker
1.3.4 Develop a foster parent steering committee comprised of at least one foster parent, one relative or NREFM caregiver, and staff from Child Welfare and Probation to meet quarterly for the purpose of identifying emerging training and support needs.		October 1, 2008 through December 31, 2008		Marilyn Mann, Children's Social Services Director; Kathy Rose, Licensing Analyst
Notes: Child Welfare System Improvement Plan activities will require additional staff and resources to implement.				

Describe systemic changes needed to further support the improvement goal. N/A
Describe educational/training needs (including technical assistance) to achieve the improvement goals. Training on caregiver support, conflict resolution and mediation, recruitment strategies, and other training related to recruiting and retaining caregivers as identified.
Identify roles of the other partners in achieving the improvement goals. Health and Human Services will work in partnership with Probation, Behavioral Health, the Schools, Caregivers and Tribal resources, as well as with other partners who are identified during collaborative planning processes. Specific roles will be identified as needed.
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. Modify the current regulations governing the approval of relative and non-related extended family homes to allow children to be placed in their homes on an emergency basis even when there is a "hit" through the child abuse index or the California Law

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Enforcement Telecommunications System (CLETS), if the identified issue is one that an exemption could be authorized. In rural communities, these potential caregivers are often known by child welfare staff and oversight is more easily provided to ensure the safety of children while the full approval process is completed. This would promote permanency and stability for children removed from their home by allowing for more immediate placement in the home of someone the child knows and is comfortable with, which helps to reduce the number of placement changes experienced by children.

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

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<p>Outcome/Systemic Factor: C1.4 Reentry Following Reunification</p> <p>County's Current Performance: The County's current performance is at 33.3 with the national standard or goal at 9.9. These statistics are based primarily on the tracking of Child Welfare out of home placements and do not accurately reflect the larger picture, which includes Probation. While the latest Outcome Report indicates that Inyo County's statistics are directionally moving towards the national standard/goal, the County remains above the target percentile. In addition, the statistics do not reflect those youth who are reunified through Probation, either formally or through a voluntary agreement with the parent, and have a re-offense that results in either the minor being placed out of the home or detained at the Juvenile Center, as they are near the age of majority and unable to be placed.</p>			
<p>Improvement Goal 1.0 Reduce the rate of reentry into foster care following reunification with the family.</p>			
<p>Strategy 1.1 Adopt and implement an evidenced-based assessment and tracking tool to assist juvenile probation officers with assessment and case planning.</p>			
<p>Strategy Rationale By implementation of an evidenced-based assessment tool, Inyo County Probation can better assess the risk factors for detention, as well as better identify those factors that need to be prioritized in a case plan. In addition, the tool will assist the Probation Officers in their efforts to track case plan goals and assess progress for both minors and their parents as it relates to the readiness for reunification.</p>			
<p>Milestone</p>	<p>1.1.1 Purchase the Positive Achievement Change Tool (PACT) available through Assessments.com.</p>	<p>October 1, 2008 through November 15, 2008</p>	<p>Jeff Thomson, Chief Deputy Probation Officer</p>
	<p>1.1.2 Probation staff to complete two-day initial training on implementation of PACT tool.</p>	<p>November 15, 2008 through December 15, 2008</p>	<p>Jeff Thomson, Chief Deputy Probation Officer</p>
	<p>1.1.3 Implementation of PACT begins.</p>	<p>December 15, 2008 through January 1, 2009</p>	<p>Jeff Thomson, Chief Deputy Probation Officer</p>
	<p>1.1.4 Probation staff receive follow-up training on PACT tool.</p>	<p>By February 28, 2009</p>	<p>Jeff Thomson, Chief Deputy Probation Officer</p>
	<p>1.1.5 Probation to monitor effectiveness of tool and identify problems or other training needs.</p>	<p>Ongoing</p>	<p>Jeff Thomson, Chief Deputy Probation Officer</p>
		Assigned to	

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

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<p>Strategy 1.2 Implement Wraparound Service Delivery Model to support maintaining children in their own home.</p>	<p>Strategy Rationale The implementation of the Wraparound model of service delivery will provide Child Welfare and Probation youth, who are transitioning home from a high level group home facility or who are at risk of reentry, and their families a higher level of support in an effort to maintain the youth in their home.</p> <p>Wraparound will provide a planning process that engages the youth and his/her family in a manner that builds on the strengths of each individual and allows for the family to identify their own needs, as well as help create a plan for meeting those needs. Intensive supportive services provided by designated Probation, Child Welfare and Behavioral Health staff are intended to provide a level of oversight and support to ensure that the youth are able to be safely maintained in their own home, while the family builds it's own community-based network of support that will remain in place once the family exits the Child Welfare or Probation systems.</p> <p>Inyo County developed a Wraparound steering committee in 2007 and submitted a Wraparound Plan to the California Department of Social Services (CDSS) in January 2008 and received approval on or about July 21, 2008 contingent upon clarification of the target population and criteria for referral, as well as submitting additional information on evaluation and instruments to be used to measure functioning.</p>	
<p>Milestone</p>	<p>1.2.1. Provide clarification to CDSS regarding targeted population, criteria for referral and identified evaluation and tools to measure functioning.</p> <p>1.2.2 Develop Memorandums of Understanding between the partner agencies and CDSS.</p>	<p>Timeframe</p> <p>August 30, 2008</p> <p>October 1, 2008 through November 15, 2008</p>
<p>Assigned to</p>	<p>Anna Scott, HHS Management Analyst Marilyn Mann, Children's Social Service Director and Jeff Thomson, Chief Deputy Probation Officer in coordination with the Wraparound Steering Committee.</p>	

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<p>1.2.3 Recruit and Hire a designated Social Worker, Deputy Probation Officer and Mental Health staff person.</p> <p>1.2.4 Train staff within the parameters of their respective disciplines, as well as training them on the Wraparound Service Delivery Model.</p> <p>1.2.5 Implement Wraparound program.</p> <p>1.2.6 Monitor effectiveness and impact of Wraparound on service delivery.</p>	<p>In process at time of SIP - Ongoing with a target date of December 1, 2008</p> <p>Approximately 6 month training period following date of hire</p> <p>Upon completion of training and all identified CDSS requirements</p> <p>Ongoing following implementation</p>	<p>Marilyn Mann, Children's Social Services Director; Jeff Thomson, Chief Deputy Probation Officer; Gail Zwier, PhD., Behavioral Health Director</p> <p>Marilyn Mann, Children's Social Services Director; Jeff Thomson, Chief Deputy Probation Officer; Gail Zwier, PhD., Behavioral Health Director</p> <p>Marilyn Mann, Children's Social Services Director; Jeff Thomson, Chief Deputy Probation Officer; Gail Zwier, PhD., Behavioral Health Director</p> <p>Anna Scott, HHS Management Analyst; Marilyn Mann, Children's Social Services Director; Jeff Thomson, Chief Deputy Probation Officer; Gail Zwier, PhD., Behavioral Health Director</p>
<p>Strategy 1.3 Adopt and implement a procedure for more effective transitional case planning.</p>	<p>Strategy Rationale¹ Inyo County has an Interagency Placement Team that meets twice a month in regards to children at risk of placement and children returning from placement. These meetings provide a forum for Child Welfare, Probation, Behavioral Health, the Schools and Tribal Community to meet in regards to ensuring that all efforts have been made to maintain a child in his/her own home and also to identify transitioning needs of children returning home from out of home placement. Building upon these meetings to develop a more formalized procedure for developing an effective transitional case plan will help ensure that each child's return home occurs with a minimal disruption in identified needed</p>	

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		services and that the support necessary to maintain the child in his/her own home is in place immediately.	
Milestone	1.3.1 Schedule a procedural planning meeting of the Inyo County Interagency Placement Team (ICIPT).	October 1, 2008 through November 15, 2008	Linda Benson, HHS Assistant Director
	1.3.2 ICIPT to develop a protocol for activities to occur prior to transitioning a youth home.	November 15, 2008 through December 15, 2008	Marilyn Mann, Children's Social Services Director and Jeff Thomson, Chief Deputy Probation Officer in coordination with ICIPT Members
	1.3.3 Implement agreed upon protocol for each child returning home from out of home placement.	December 15, 2008	Marilyn Mann, Children's Social Services Director and Jeff Thomson, Chief Deputy Probation Officer in coordination with ICIPT Members
Notes:			
Child Welfare System Improvement Plan activities will require additional staff and resources to implement.			
Describe systemic changes needed to further support the improvement goal.			
N/A			
Describe educational/training needs (including technical assistance) to achieve the improvement goals.			
Training on PACT, Wraparound, and training requirements specific to Child Welfare, Probation and Behavioral Health will need to occur at not only the line worker level, but also at the Supervisory and Management level.			
Identify roles of the other partners in achieving the improvement goals.			
Health and Human Services will work in partnership with Probation, Behavioral Health, the Schools, and Tribal resources, as well as with other partners who are identified during collaborative planning processes.			
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.			
Incorporate a mechanism to track outcomes so that Child Welfare and Probation are not tracked in isolation, which would allow the County to better identify the areas requiring improvement.			

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