

# The County of Yuba

## HEALTH & HUMAN SERVICES DEPARTMENT



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October 10, 2008

Donald Henderson, Administrative Analyst  
California Department of Social Services  
Children's Services Operations Bureau  
744 P Street, M. S. 3-90  
Sacramento, CA 95814

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Dear Mr. Henderson,

Enclosed please find the Yuba County Health and Human Services Department Child Welfare Services System Improvement Plan (SIP) Update for September 2008.

This document describes the updated goals and strategies that will be used as a tool for Yuba County's child welfare service providers and the community to improve outcomes for children in Yuba County. The SIP identifies the positive actions that will better ensure the safety of children and improve services to Yuba County families

We look forward to working with you in the coming year.

Sincerely,

Suzanne Nobles, Director  
Yuba County Health and Human Services Department

SN/psc

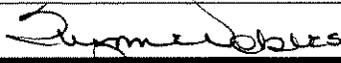
## California's Child and Family Services Review System Improvement Plan Update

<b>County:</b>	Yuba County
<b>Responsible County Child Welfare Agency:</b>	Health & Human Services Department
<b>Period of Assessment:</b>	September 200 <del>8</del> through September 200 <del>9</del>
<b>Period of Outcomes Data:</b>	September 2007 through September 2008
<b>Date Submitted:</b>	

### County Contact Person for County Self Improvement Plan

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### Submitted by each agency for the children under its care

<b>Submitted by:</b>	Director for Health & Human Services
<b>Name:</b>	Suzanne Nobles
<b>Signature:</b>	
<b>Submitted by:</b>	County Chief Probation Officer
<b>Name:</b>	Dale Quinn
<b>Signature:</b>	 10-10-08

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## System Improvement Plan Update September 2008

### Background

The U.S. Department of Health and Human Services Children's Bureau developed a review or audit program called the Child and Family Service Review (CFSR), which reviewed the effectiveness of each state's child welfare service system (CWS). The CFSR examined the delivery of the CWS and the outcomes for children and families served by child welfare services, foster care, adoption and other related programs.

In response to the findings presented in the CFSR report, California was required to submit a Performance Improvement Plan (PIP). As part of the PIP, California included their newly developed California Children and Family Service Review (C-CFSR) process, which contains three components:

- 1) Self-Assessment (SA) of CWS at the County Level
- 2) A System Improvement Plan (SIP), which is built from the findings of the assessment, and must include the identified areas on which the county plans to target improvement.
- 3) A Peer Quality Case Review (PQCR), which is a periodic review of cases and Social Worker practices.

All counties are required to give an annual update on the efficacy of their SIP and submit a revised SIP to the state, as appropriate. In FY 07/08, based on the PQCR and the Self Assessment, Yuba County identified and targeted five (5) outcome measures. The following is a summary of Yuba County's current performance measures of the five (5) outcome measures based on data extracted from CWS Outcomes System Summary/Center for Social Services Research School of Social Welfare, U.C. Berkeley Web site and SafeMeasures/California Child Welfare. Also included is a summary of the progress made in several strategies designed to make improvements on the identified outcome measures.

#### **S.1.1 No Recurrence of Maltreatment: National level: 94.6 Percent**

Overall, Yuba County has experienced a slight increasing trend on this measure from 3/31/07 (84.5 percent) to 12/31/07 (87.3 percent). The data indicates a 1.64 percent improvement in Yuba County's recurrence of maltreatment rates. Yuba County's strategies are assisting in keeping children safe. According to SafeMeasures an average of 14.4 percent of children were victims of another substantiated maltreatment allegation within the following six month periods between 9/30/06 through 12/31/07. It is always a major concern to the Child Welfare Services Division when a child who has

been referred to CWS is later referred again due to repeated abuse or neglect. Substance abuse often plays an important role in families where abuse recurs over time in spite of agency intervention. In the SIP, we are in the process of implementing several strategies designed to reduce the recurrence of maltreatment.

CWS realizes that to accomplish our mission of reducing the number of recurrence of maltreatment, we must continue to develop and to sustain services that allow families to access preventive and support services before potential risk to child safety escalates to a level warranting CWS intervention.

In order to further assist counties in their efforts to blend prevention services into CWS, the California Department of Social Services (CDSS) issued All County Information Notice I-41-08 in June 2008. The purpose of this letter was to announce that the Child Abuse Prevention, Intervention and Treatment (CAPIT), Community-Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) Three-Year Plan must be integrated into the SIP.

Historically, Yuba County Child Abuse Prevention Council (CAPC) submitted the CAPIT/CBCAP/PSSF Three-Year Plan to the Office of Child Abuse Prevention (OCAP) to receive funding for various prevention strategies and was charged with assuring monies were effectively utilized by local community partners to prevent child abuse and neglect. The CAPC works as part of the local Children's Council and both Council's look forward to working more closely with CWS to further support efforts to prevent child abuse and neglect.

The above mentioned ACIN was the catalyst in invite the CAPC to participate in the Self Assessment and to create Outcome Measures designed to reduce the recurrence of abuse/neglect. One of the first projects targeted is to work collaboratively with community partners and CWS to reduce recurrence of maltreatment through Differential Response strategies.

Currently, Emergency Response (ER) referrals which are determined to be "Evaluated Out" by CWS Intake Staff are routed to an out-stationed CWS social worker. Said referrals may then be assigned to a community partner home visitor to conduct home visit(s) to assess family service needs, work with the family to develop a case plan, and provide case management.

In addition, ER referrals that are determined to have low to moderate risk by CWS Intake Staff are routed to an out-stationed CWS social worker. A home visit may be conducted jointly by community partners and the CWS out-stationed SW to conduct a risk and family service needs assessment. When the risk to a child is determined to be high it is handled by the CWS SW.

Currently, funding to promote programs related to services for child abuse and neglect prevention/intervention is provided by the Child Welfare Services Outcome

Improvement Plan (CWSOIP). The Division is hopeful that in FY 09/10 the CAPIT/CBCAP/PSSF funds will be used to support community based organizations that provide prevention services for Differential Response (DR) activities initiated by CWS.

#### SDM Training and Refresher

The Division has fully implemented Structured Decision Making (SDM) since it was adopted three years ago.

The supervisory staff is in the process of monitoring use of SDM tools and changes in decision-making. Monitoring decision making practices, will ensure that staff is using SDM tools correctly so that recurrence of maltreatment rates are being positively impacted.

In conjunction with SDM, staff is using SafeMeasures, a Web-base quality assurance system to create reports, check the status of performance measures, and identify cases that are out of compliance or in danger of failing.

#### Family Team Conferencing (FTC)

We have focused on improving our FTC as a core requirement for this measure to decrease the number of children who are the victim of recurrence of maltreatment. Policies and procedures for FTC were reviewed and revised in order to identify and implement practices that work most effectively to support the safety, permanency and stability for children and families.

FTC will be convened for the initial family case planning. This process is to select a set of service activities the family will take part in to resolve issues. Service Providers are encouraged to attend depending on the involvement and foster parents will be invited in the immediate future.

An important component of FTC is parental and community participation in the case planning process. Involvement of community partners who are best equipped to provide the supports and resources are required for successful reduction in the number of maltreatment referrals and successful reunification. Parental involvement is important as the parent is a partner in the process and as such must be present to help identify their strengths, celebrate their accomplishments and plan for future activities to improve their families well being.

#### **C1.4. Reentry Following Reunification: National Goal 9.9 Percent**

Overall, Yuba County has experienced a steady, yearly decreasing trend on this measure from 12/31/05 (25.7 percent) to 12/31/06 (20.7 percent). The data indicates a

5 percent decrease in the number of children who re-entered into foster care in Yuba County.

According to the data extracted from SafeMeasures in 08/08, Yuba County has experienced even greater improvement on this measure from 03/31/07 (14.5 percent) to 06/30/07 (11.3 percent). At 11.3 percent, Yuba County is 1.4 percent point away from the national goal of 9.9 percent.

### Visitation Center & Visitation Program

In 2007, Yuba County Health & Human Services Department completed the building of a new Visitation Center and implemented a new visitation program in May 2008 for the purpose of improving parenting skills, increasing family stability, and maintaining family relationships during out-of-home care.

The caring, home-like setting of our Visitation Center has encouraged positive family relationships. Children who come to our visitation center find a home-like environment with toys and games, comfortable furnishing, an outdoor children's playground, activities, and more. Under professional supervision, parents are free to do as they would at home, including use of fully operational kitchen for meal preparation.

Visits are held in a setting that encourages parents and children to relax and feel comfortable, while parents gain skills in caring for their children and as well as maintaining and strengthening family relationships.

Visitation staff monitor the family's situation and the parent's progress at many points during the service period. The parent(s) and staff jointly develop a visitation plan that include goals and objectives designed to assist the parent in gaining confidence in meeting their child's needs and build on the parent-child relationship. Visits are closely monitored by visitation staff who observe, coach, model appropriate skills and record activities. During planned activities, the parent practices skills acquired in the parent education classes.

### Parent Training and Life Skills

Yuba County CWS has focused on parent training as a core requirement for supporting successful family reunification.

Skills-training for parents include:

- 1) Parenting education
  - a. Parents practice the skills that are taught in the parenting classes during the structured family visit sessions.

- 2) Life-skills training and instruction in development of a supportive social network is offered before the child is returned to the parent's home.

Instruction in basic parenting skills, including life skills such as homemaking, budgeting, communication and anger management, is central in our effort to ensure that our families successfully reunify.

The CWS division is placing special emphasis on quality of the parent's social network following reunification. By establishing parent social support groups and promoting a mentor-like relationship between the birth parent and foster parent, CWS staff will be assisting the parent in building a positive social network that they can draw support from when CWS is no longer a part of their life. CWS staff is actively engaging the foster parents into the reunification process at the first visit. This process includes the foster parent meeting with the birth parents at the beginning of each visit to exchange information about the children. Additionally, Yuba County will be promoting a voluntary Parent Partners support group, using a local Family Resource Center site as the venue.

Although the SIP stated that an evidence-based program would be selected, the committee has decided to implement parenting program, Positive Discipline. This program more closely meets the individual needs of our county and is also in compliance with mandated state requirements.

#### **C4.1: Placement Stability – National Level: 86 Percent**

The comparison of Calendar Year 2006 (78.4 percent) with that of the Calendar Year 2007 (76 percent) showed Yuba County as having a 2.4 percentage point decrease in placement stability. However, according to the data extracted from SafeMeasures in 08/08, Yuba County has experienced a steady, increasing trend on this measure from 12/31/07 to 06/30/08. According to SafeMeasures data, Yuba County performed better than the statewide rate and experienced a slightly higher rate on this measure than the national rate.

Recent progress in this outcome can be attributed to the hard work of our Placement Support Social Workers (PSSW) who are using a combination of strategies to increase placement stability. This progress will be enhanced by improved data entry into the CWS/CMS regarding County Licensed Foster homes, Foster Family Agency homes and Group homes. The inclusion of this data will improve matching the child with the best substitute care provider possible and will stream line the search efforts for these homes. This activity will improve placement stability by meeting the child's needs.

Additionally, Family Team Conferencing is used whenever there is a potential placement disruption, so as to attempt to stabilize the placement so the child can remain in the current placement.

Through joint effort between CWS, Mental Health, the foster family and/or foster family agency and others, problems that can cause a potential placement disruption are identified. As a result an intensive and comprehensive plan is developed to address the immediate needs of the youth and foster family to preserve the placement. This activity is making a positive impact in reducing the number of placement changes, especially for our older youth, by aggressively addressing problems early.

### **2C: Timely Social Worker Visits with Child**

The comparison of Q4 2007 (74.2 percent) and that of the Q3 2007 (73.5 percent) showed Yuba County as having a 0.7 percent point increase in the number of timely social worker visits.

However, the more recent data extracted from SafeMeasures in 08/08, indicates that Yuba County has experienced a steady, increasing trend from 12/2007 (77.9 percent) to 06/2008 (88.4 percent). Since May 2008, Yuba County has maintained an average, of 87.9 percent rating on this measure

The CWS Supervisory Team has emphasized the importance of social workers visiting children in a timely and routine basis.

SWs are using SafeMeasures to monitor monthly visits, create reports, check the status of their visits, and address issues in cases that are in danger of becoming out of compliance.

The data compiled by the state for Oct 2006 (92.3 percent) and Jan 2007 (92 percent) suggested that Yuba County's compliance with the requirement for monthly social worker visits with a child was above the statewide range. We believe this was primarily due to CWS/CMS data entry problems that have been corrected since the initial data reports were received from the state. Staff received data entry training in 2006. However, some data entry issues remain to be addressed and CWS plans to continue focusing on this area in the SIP to ensure accurate tracking of monthly social workers contacts with children under our supervision.

**II. SIP Plan Components**

System Improvement Plan –

**Increase Prevention / Differential Response Activities and Reduce Recurrence of Abuse/Neglect**

**Outcome/Systemic Factor:** S.1.1 - No Recurrence of Maltreatment

Include Child Abuse Prevention Council (CAPC) in the Yuba County System Improvement Plan's effort to reduce the recurrence of maltreatment.

**County's Current Performance:**

This safety measure reflects the percentage of children who were victims of a substantiated or indicated child maltreatment allegation within the first 6 months of a specified time period for whom there was *no additional substantiated maltreatment allegation* during the subsequent 6 months.

As of (Q1 07) reporting period, Yuba County is performing at 84.6 percent on Measure S.1.1, California's performing at 92.5 percent.

As of (Q2 07) reporting period, Yuba County is performing at 85.7percent on Measure S.1.1, California's performing at 92.5 percent.

**Update:**

As of (Q3 07) reporting period, Yuba County is performing at 86.8 percent on Measure S1.1, California's performing at 92.7 percent.

As of (Q4 07) reporting period, Yuba County is performing at 87.3 percent on Measure S1.1, California's performing at 92.9 percent.

The national standard for this measure is 94.6%

Overall, Yuba County has experienced a slight increasing trend on this measure from 3/31/07 (84.5%) to 12/31/07 (87.3%).

**Improvement Goal 1.0:**

Further reduce recurrence of maltreatment measurement by 8 percent through Differential Response by collaborating and coordinating efforts with Child Abuse Prevention Council (CAPC) and other community partners to increase child abuse

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prevention efforts and funding.			
<b>Strategy 1.1</b>		<b>Strategy Rationale</b>	
Focus CAPIT/CBCAP/PSSF funds in SFY 09/10 to support community based organizations that provide prevention services for differential response activities initiated by CWS		To focus available funding on prevention efforts by supporting community based organizations and increase resources for families in our community. These prevention efforts will translate into a reduction in recurrence of maltreatment by addressing the problems families face at the first evaluated out referral.	
<b>Milestone</b>	<b>1.1.1</b>	<b>Timeframe</b>	<b>Assigned to</b>
	<p><b>Update:</b> Future action planned or scheduled.</p> <p>Child Welfare Services plans to make a formal request to the Yuba County Child Abuse Prevention Council (CAPC) regarding development of an RFP to release funds for a Differential Response plan.</p>		
	<b>1.1.2</b>		
	<p><b>Update:</b> Future action planned or scheduled.</p> <p>Complete a Differential Response RFP based on CAPC recommendations.</p> <p>Provide a copy of the RFP to the CAPC for approval.</p>	<p>February 2009-April 2009</p> <p>CWS Administrative Analyst</p>	

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	<p><b>1.1.3</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>Release the Differential Response RFP. A subcommittee of the CAPC membership will score and make recommendations for the award.</p>		<p align="center">April 2009-May 2009</p>		<p>CWS Administrative Analyst                  CAPC Chair, and CAPC                  Functional Group Chair</p>
<p><b>Strategy 1. 2</b></p> <p>Create a Coalition of Child Abuse Prevention Council (CAPC) to support the application, procurement and provision of services to the community. Child Welfare Services will support and assist the coalition’s efforts in applying for larger grants and requests for proposals. The coalition will identify a local non-profit agency to serve as a fiscal agent for future grants and proposals.</p>			<p><b>Strategy Rationale.</b></p> <p>Increased local resources that support Differential Response will mean a reduction of maltreatment in the future because prevention services will be more readily available.</p>		
<p align="center"><b>Milestone</b></p>	<p><b>1.2.1.</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>CAPC will create a workgroup to research this strategy and examine the steps that need to be taken. The workgroup will then report back to the CAPC.</p>	<p align="center"><b>Timeframe</b></p>	<p align="center">March 2009</p>	<p align="center"><b>Assigned to</b></p>	<p>CAPC Chair, and                  CAPC Functional Group Chair</p>

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<p><b>1.2.2</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>Coalition will regularly meet and actively pursue and obtain funding options to ensure that continual funding is available to support community-based agencies that provide prevention services through Differential Response.</p>	<p align="center">April 2009-continous</p>	<p>CAPC Chair, and CAPC Functional Group Chair, Coalition</p>
<p><b>1.2.4</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>The Coalition will apply for funds as they become available</p>	<p align="center">April 2009-continous</p>	<p>CAPC Chair, and CAPC Functional Group Chair, Coalition</p>
<p><b>Strategy 1.3</b></p> <p>Child Abuse Prevention Council (CAPC) will assist in coordination to combine funding for training for community based organizations, CAPC members and relevant parties. This training will focus on professional development of the community-based service providers. The CAPC will identify a local non-profit agency to serve as a fiscal agent to coordinate funds and obtain the training resources.</p>	<p><b>Strategy Rationale</b></p> <p>By combining funds from several community-based resources the funds can be used to bring needed training resources to community-based service providers. Professional development of local resources and enhancing the skill sets of the attendees will increase child safety, as community-based service providers are better equipped to engage and assist families in times of crisis.</p>	

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<b>Milestone</b>	<p><b>1.3.1</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>The CAPC, with the assistance of the community-based service organizations, will complete a needs assessment on training requirements that support Differential Response activities.</p>	<b>Timeframe</b>	<p align="center">April 2009</p>	<b>Assigned to</b>	<p align="center">CAPC Chair</p>
	<p><b>1.3.2</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>Based on the needs assessment, the CAPC will pursue aligning resources to bring requested training into county.</p>		<p align="center">May – June 2009</p>		<p align="center">CAPC Chair</p>
	<p><b>1.3.3</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>The CAPC will plan, coordinate and host the training sessions.</p>		<p align="center">July 2009-October 2012</p>		<p align="center">CAPC Chair</p>
<p><b>Improvement Goal 2.</b></p> <p>Further reduce recurrence of maltreatment measurement by 8 percent by enhancing and strengthening the utilization of the existing promising practices that are currently in place.</p>					

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<b>Strategy 2.1</b>		<b>Strategy Rationale</b>			
Provide Decision Making (SDM) refresher training for all CWS staff and the community-based partners.		Refresher training will provide CWS staff with an overview of recent changes in the SDM tool and enhance community partner awareness of how CWS assesses risk. Full utilization of the newest version of the assessment tools will focusing services on areas of need which will decrease the number of families being referred.			
<b>Milestone</b>	<b>2.1.1</b>  <b>Update:</b> Completed. The CWS SDM trainer arranged/scheduled the training.  Arrange/Schedule in-house training for CWS staff.	<b>Timeframe</b>	Completed February 2008	<b>Assigned to</b>	CWS Supervisor, CWS Program Manager and CWS Office Specialist.
	<b>2.1.2</b>  <b>Update:</b> Completed. The one day SDM training was provided and was attended by 41 CWS employees.  Provide the refresher training to CWS staff. Invite community partners to participate in the SDM risk assessment tool training.		Completed: Training provided on March 7 <sup>th</sup> and 14 <sup>th</sup> 2008.		CWS Supervisor, CWS Program Manager and CWS Office Specialist.

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<p><b>2.1.3</b></p> <p><b>Update:</b> Completed. Supervisors are using Safe Measures to follow the utilization rates of SDM.</p> <p>Supervisors to meet periodically with their assigned staff to discuss utilization of the SDM tool.</p>	<p align="center">Continuous since March 2008</p>	<p>CWS Supervisor, CWS Program Manager, Child Abuse Prevention Council (CAPC) Functional Chair and CWS Office Specialist.</p>
<p><b>2.1.4</b></p> <p><b>Update:</b> Completed and ongoing: SDM utilization is a quarterly standing agenda item for the CWS Supervisors meeting.</p> <p>Supervisors meet quarterly to share challenges/barriers and success using the SDM tool. This work will include finding solutions for the identified challenges .</p>	<p align="center">Continuous since March 2008</p>	<p>CWS Supervisor, CWS Program Manager, System Support Analyst.</p>
<p><b>Strategy 2. 2</b></p> <p>Fully implement Family Team Conference (FTC) to include service providers, community partners, and family members to create a larger support network that include extended family and local available resources.</p>		<p><b>Strategy Rationale</b></p> <p>Family Team Conference (FTC) is an approach designed to work with families as partners in defining family strengths, needs, goals, and to identify services and resources. Increased family involvement, inclusion of community members and personal support people, and the provision of services will provide the family with opportunities for support and change thus reducing</p>

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		incidents of abuse and/or neglect.			
<b>Milestone</b>	<p><b>2.2.1</b></p> <p><b>Update:</b> Two CWS staff have been assigned to update the policy and procedure to include service providers and foster parents as participants in the FTC.</p> <p>Existing CWS division Family Team Conference (FTC) policy will be revised to include, service providers, foster parents and other support people identified by the family.</p>	<b>Timeframe</b>	<p>February 2008 - October 2008</p>	<b>Assigned to</b>	<p>FTC Facilitator, CWS Supervisors, CWS Program Manager</p> <p>CWS Assistant Program Manager, CWS Administrative Analyst.</p>

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<p><b>2.2.2</b></p> <p><b>Update:</b> Completed. The FTC Facilitator and Program Manager presented the FTC overview training at the CWS Divisions Meeting. Over 50 CWS staff members were in attendance.</p> <p>Arrange/Schedule an in-house training for CWS staff that gives an overview of the benefits in using FTC's for families. Emphasis will be placed on the importance of including supportive people the family identifies.</p>	<p>April 2008.</p> <p>Child Welfare Services Division Meeting March 18, 2008.</p>	<p>FTC Facilitator, CWS Office Specialist.</p>
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<p><b>2.2.3</b></p> <p><b>Update:</b> CWS Social Workers are now including clients, service providers/therapists and CalWORKs/Eligibility staff to attend the FTC's and be an active participant in the Family Reunification process. The next step is to include foster parents in the FTC process.</p> <p>Fully expand the members of the Family Team Conference and implement the revised policy.</p>	<p align="center">September 2008- June 2009</p>	<p align="center">FTC Facilitator, CWS Supervisors, CWS Program Manager,  CWS Assistant Program Manager, CWS Administrative Analyst.</p>
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**Improvement Goal 3.**

Reduce the recurrence of maltreatment through the enhancement and expansion of Emergency Response assessment and strength-based services provided by Children’s Services Staff.

**Strategy 3.1**

Revise Yuba County Health & Human Services Department (HHSD) policy CWS-002-005 *Guidelines for Passing a Case*, working closely with Emergency Response, Family Maintenance and Family Reunification Supervisors. Paying special attention to timeliness and service delivery and to include case staffing and joint contacts with the family to introduce their new social worker before the case is transferred.

**Strategy Rationale**

By creating a more seamless approach when passing cases from Emergency Response to ongoing units will increase worker knowledge of the case and begin to establish a relationship between new worker and the family. This will assist in reducing recurrence of abuse by providing the family with consistent supportive, strength-based contact with their CWS social worker.

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Milestone		Timeframe	Assigned to
3.1.1	<p><b>Update:</b> An initial meeting has been completed with all supervisors and Program Managers. Some decisions have been made regarding how to pass cases between units. Future meetings will be scheduled to solidify those decisions in a revised guideline document. A CWS Administrative Analyst has been assigned to make the revisions.</p> <p>Revise Yuba County HHSD policy CWS-002-005 <i>Guidelines for Passing a Case</i> to include additional steps in passing cases.</p>	September 2008	CWS Administrative Analyst, FR Supervisor, FM Supervisor, ER Supervisor.
3.1.2	<p><b>Update:</b> Future action planned or scheduled.</p> <p>The draft policy will be reviewed by the supervisory team. The final draft policy will be submitted to the department management for review and approval.</p>	November 2008	CWS Administrative Analyst, CWS Program Manager, CWS Assistant Program Manager, FR Supervisor, FM Supervisor, ER Supervisor.

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	<p><b>3.1.3</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>Review and implement policy with Children’s Services staff in unit meetings.</p>	<p align="center">January 2009</p>	<p>CWS Supervisor, all CWS staff.</p>
<p><b>Strategy 3.2</b></p> <p>Provide training for CWS Supervisors to increase their ability to coach and train Social Workers in a Strength-Based approach to ensure that each referral/case is approached with a Strength-Based prospective.</p>		<p><b>Strategy Rationale</b></p> <p>Increasing CWS Supervisors ability to coach Social Workers on using Strength-Based approaches, improve worker/client relationships and service delivery will result in a reduction in the recurrence of maltreatment.</p>	
<p align="center"><b>Milestone</b></p>	<p><b>3.2.1</b></p> <p><b>Update:</b> The workgroup has found several supervisory strength based trainings through the Northern Regional Training Academy that have not yet been scheduled.</p> <p>Identify training/coaching techniques, classes, or trainings that can be used to help achieve the strategy.</p>	<p align="center"><b>Timeframe</b></p> <p align="center">October 2008</p>	<p align="center"><b>Assigned to</b></p> <p>CWS Program Manager, CWS Assistant Program Manager, CWS Office Specialist, CWS Supervisors, CWS Administrative Analyst.</p>

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<p><b>3.2.2</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>Arrange/Schedule an in-house training or trainings for CWS Supervisors on the identified curriculum from 3.2.1.</p>		<p align="center">January 2008</p>		<p align="center">CWS Program Manager, CWS Supervisors, CWS Office Specialist, Training Agency.</p>
<p><b>3.2.3</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>Establish guidelines to ensure that a Strength-Based approach is being utilized in each and every investigation and ongoing case.</p>		<p align="center">Continuously beginning in February 2009</p>		<p align="center">CWS Supervisors and one CWS Social Worker from each unit  (ER, FM, FR, PP)</p>

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<p><b>3.2.4</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>The supervisory team will review the use of strength-based approaches by the CWS staff, comparing successes, and looking at challenges and possible solutions at a quarterly supervisor's meeting.</p>	<p align="center">Continual after February 2009</p>	<p>Program Manager</p> <p>Assistant Program Manager</p> <p>Supervisors</p>
<p><b>Strategy 3.3</b></p> <p>Address the issue of having limited time to investigate referrals and develop a method of identifying complex referrals that may need more time for in-depth assessments and investigation.</p>	<p><b>Strategy Rationale</b></p> <p>Identification of referrals that need more in depth assessments at the time of investigation will help CWS Emergency Response Supervisors better assign referrals to social workers (i.e. worker may be assigned one complex referral while another social worker may be assigned three less complex referrals) depending on the severity of the referral . This will help reduce the recurrence of maltreatment by making sure that complex referrals are properly assessed and that the needs of the family are identified.</p>	

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Milestones		Timeframe		Assigned to	
	<p><b>3.3.2</b></p> <p><b>Update:</b> Currently researching and developing a case weighting system to identify the complexity of each Emergency Response social workers caseload for an equitable distribution of referral assignments.</p>		<p>September 2008- February 2009</p>		<p>CWS Program Manager, Emergency Response Supervisors, Emergency Response Social Workers, System Support Analyst.</p>

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<p><b>3.3.3</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>Implement the case weighting system and ask for Social Worker feedback regarding the success of the system in helping to distribute Emergency Response referrals.</p>	<p align="center">April 2009</p>	<p align="center">Emergency Response Supervisors                  Emergency Response Social Workers, System Support Analyst.</p>
<p><b>3.3.4</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>The supervisory team will review the system to evaluate how accurate the case weighting system is in assisting the supervisor in assigning referrals.</p>	<p align="center">Continual after April 2009</p>	<p align="center">Emergency Response Supervisors, System Support Analyst.</p>
<p><b>Strategy 3.5</b></p> <p>Ensure that families identified as Path 1 or Path 2 families receive Differential Response services.</p>	<p><b>Strategy Rationale</b></p> <p>Primary prevention and early intervention with referred families in the community will result in a reduction of abuse/neglect by connecting clients with community-based services and providing an opportunity for the family to address problems in a timelier manner.</p>	

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<b>Milestone</b>	<p><b>3.5.1</b></p> <p><b>Update:</b> The chair person and Committee members have been selected. The committee will begin meeting in October 2008.</p> <p>Review Yuba County HHSD Policy CWS-014-006 <i>Evaluated Out Referral Process for Child Welfare Services to Family Resource Centers</i>, and revise policy CWS-014-006 to include Path 1 and Path 2 Families.</p>	<b>Timeframe</b>	<p align="center">October 2008 – December 2008</p>	<b>Assigned to</b>	<p align="center">CWS Administrative Analyst, CWS Program Manager, CWS Assistant Program Manager, ER Supervisors, Community Liaison Social Worker.</p>
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<p><b>3.5.2</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>Draft a policy reflecting the inclusion of Path 1 &amp; Path 2 families as a target population.</p>	<p align="center">January 2009</p>	<p>CWS Administrative Analyst, CWS Program Manager, CWS Assistant Program Manager, FR Supervisor, FM Supervisor, ER Supervisor.</p>
<p><b>3.5.3</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>Revise and renew current Memorandums of Understanding (MOU) with Family Resource Centers regarding the Evaluated Out Referral Process.</p>	<p align="center">January 2009 through March 2009</p>	<p>CWS Administrative Analyst, CWS Program Manager, CWS Assistant Program Manager, Contracts Administrator, Board of Supervisors.</p>
<p><b>3.5.4</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>Review the revised policy with Children’s Services staff in unit meetings and implement.</p>	<p align="center">March 2009</p>	<p align="center">CWS Supervisor, all CWS staff.</p>

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<p><b>3.5.5</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>Create a standing agenda item for weekly CWS Supervisors Team meeting to report out the number of cases referred Family Resources Centers through Differential Response.</p>	<p align="center">April 2009</p>	<p align="center">CWS Program Manager, CWS Assistant Program Manger, CWS Supervisors, Community Liaison Social Worker.</p>
<p><b>Describe systemic changes needed to further support the improvement goal.</b></p> <p>Many California counties have CAPC's that are self supported not-for-profits that are able to seek and obtain grant monies to support child abuse prevention activities. The Yuba County CAPC is an entity of the Yuba County Children's Council and currently has no fiduciary independence for seeking and/or granting prevention activities. This goal will focus on determining if our county wishes to encourage the creation of a private not-for-profit CAPC.</p>		
<p><b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b></p> <p>During the previous SIP process, CWS worked very closely with community and local governmental partners. However, due to the passage of time, refresher training may be necessary related to Multidisciplinary Teams and Confidentiality; general CWS concepts related to "evaluated out" referrals and Paths One and Two.</p>		
<p><b>Identify roles of the other partners in achieving the improvement goals.</b></p> <p>Partners will assume an active role in the achievement of this outcome measure towards the goal of circumventing any, capacity issues regarding implementation without funding.</p>		

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

None

System Improvement Plan –  
**Implement a Visitation Program and Decrease Re-Entry to Foster Care**

**Outcome/Systemic Factor C.1.4:**

Decrease re-entry into foster care

**County's Current Performance:**

This safety measure computes the percentage of children re-entering foster care within 12 months of reunification.

As of (Q2 07) reporting period Yuba County's rate: 24.6 percent      National level: 9.9 percent      State of California: 12.1 percent

**Update:**

As of (Q3 07) reporting period Yuba County's rate: 23.8 percent      National level: 9.9 percent      State of California: 11.9 percent.

As of (Q4 07) reporting period: Yuba County's Rate: 20.7 percent      National Level: 9.9 percent      California: 11.3 percent.

Overall, Yuba County has experienced a steady, yearly decreasing trend on this measure from 12/31/05 (25.7 percent) to 12/31/06 (20.7 percent).

According to the data extracted from SafeMeasures in 08/ 08, Yuba County has experienced even greater improvement on this measure from 03/31/07 (14.5 percent) to 06/30/07 (11.3 percent).

**Improvement Goal 1.0**

Decrease re-entry into foster care through the implementation of a Visitation Program that will focus on providing effective parenting skills.

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<b>Strategy 1. 1</b>		<b>Strategy Rationale</b>			
Establish a Visitation Program focused on assisting parents in practicing new skills learned in parenting education classes.		Parents are often required to attend a parenting education program; however, little emphasis is placed on how this knowledge is used by the parent. When the parent practices what they have learned in a safe environment (receiving staff assistance through coaching, mentoring and modeling), they will strengthen their knowledge of parenting techniques. This will enhance their family’s stability through a consistent parenting approach, which will accelerate reunification and reduce the number of children reentering the CWS system.			
<b>Milestone</b>	<b>1.1.1</b>  <b>Update:</b> Completed. A Visitation committee was formed and met periodically to report back on assignments and discuss the needs of CWS families in conjunction with visitation.  Convene a committee and develop the Visitation Program.	<b>Timeframe</b>	Completed June 2008	<b>Assigned to</b>	Program Manager, Asst, Program Manager and various members of the CWS staff.
	<b>1.1.2</b>  <b>Update: Completed.</b> Several visitation program models were identified. The Visitation Committee selected ideas from the programs models and incorporated them		Completed April 2008		Program Manager and Administrative Analyst.

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<p>into the Visitation Program.</p> <p>Conduct research on existing visitation program models both in California and nationally.</p>			
<p><b>1.1.3</b></p> <p><b>Update: Completed.</b> A thirty-two item parenting skills questionnaire was developed. The questionnaire is part of the visitation program to help to assess parents skills.</p> <p>Develop a parenting skills inventory</p>		<p align="center">Completed June 2008</p>	<p align="center">Parenting Education Instructor Visitation Committee</p>
<p><b>1.1.4</b></p> <p><b>Update: Completed.</b> The Visitation Committee attended a UC Davis training entitled “Visitation”, where they were introduced to a visitation plan matrix that was later adopted into the YCHHSD Visitation Plan.</p> <p>Develop a family visitation plan form to record the agreed to visitation plan.</p>		<p align="center">Completed June 2008</p>	<p align="center">Visitation Social Worker Visitation Program Aides Administrative Analyst</p>
<p><b>1.1.5</b></p>		<p align="center">Completed February 2008</p>	<p align="center">Program Manager and Assistant Program Manager and Visitation</p>

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<p><b>Update:</b> Completed. The CWS Program Manager gave presentations to the Foster Parent Association, CWS staff as well as talked with the Juvenile Court Judge regarding the new Visitation Program.</p> <p>Provide information sessions for the foster parents association, other community members and the court about the Visitation Program</p>	<p>through March 2008</p>	<p>Social Worker</p>
<p><b>1.1.6</b></p> <p><b>Update:</b> Completed. The Visitation program was officially implemented in June 2008. Parents, children, foster parents and CWS have responded positively to the new program. The program continues to evolve to meet the needs of families.</p> <p>Implement the Visitation program</p>	<p>Completed June 2008</p>	<p>Visitation Staff</p>
<p><b>Strategy 1. 2</b></p> <p>Provide training to the CWS staff and foster parents on Visitation and Foster Parents being part of the reunification process</p>		<p><b>Strategy Rationale</b></p> <p>Training in this area is essential for the CWS staff and the foster parents to understand the importance of visitation in reunification. Additionally, including the foster parents in the training encourages them to be part of the reunification process. This will assist in stabilizing the placement for the child.</p>

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<b>Milestone</b>	<p><b>1.2.1.</b></p> <p><b>Update:</b> Completed. The YCHHSD Staff Development Unit in conjunction with U.C. Davis arranged/scheduled training entitled “Role of Foster Parents in Family Reunification.” Foster parents and others were invited to train with the CWS staff: Twenty-seven CWS staff were trained along with 6 outside partners.</p> <p>Arrange and hold training from U.C. Davis Extension on Visitation and Foster Parents involved in Reunification. Invite county-licensed and FFA foster parents and FFA social workers to attend both training sessions.</p>	<b>Timeframe</b>	<p>Completed: Training provided on April 1<sup>st</sup> and 2<sup>nd</sup> 2008.</p>	<b>Assigned to:</b>	<p>Program Manager, Training Unit, CWS staff, Foster Parents.</p>
<p><b>Strategy 1.3</b></p> <p>The Visitation Program Committee will research existing parent education programs and select the program that will most appropriately meet the needs of Yuba County, and within available resources.</p>		<p><b>Strategy Rationale<sup>1</sup></b></p> <p>There are parent education programs being utilized in other counties/states that are proving to be successful. Gathering information regarding the different programs will enhance Yuba County’s ability to implement a successful parent education program and will reduce the likelihood of children re-entering foster care.</p>			

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<b>Milestone</b>	<p><b>1.3.1</b></p> <p><b>Update:</b> Completed. A member of the Visitation Committee researched and presented a number of parenting education programs. The Positive Discipline Model was selected.</p> <p>Conduct on-line review of evidence-based parent education programs that have been successfully implemented in other counties/states and select the program most suitable to the needs of Yuba County.</p>	<b>Timeframe</b>	<p>Completed June 2008</p>	<b>Assigned to</b>	<p>Visitation Committee; Visitation Social Worker; Parenting Education Instructor; Program Manager</p>
<p><b>Strategy 1.4</b></p> <p>Implement the parent education program.</p>		<p><b>Strategy Rationale</b></p> <p>Implementation of the parent education program will enable Yuba County to provide enhanced services to clients. This service will teach concepts and allow the clients to practice the skills they have learned. This will lead to increased skill and confidence level for the clients and will reduce the likelihood of their children’s re-entry into foster care.</p>			
<b>Milestone</b>	<p><b>1.4.1.</b></p> <p><b>Update:</b> Future action planned or scheduled regarding development of policy and procedure. A referral form was created and approved.</p>	<b>Timeframe</b>	<p>Referral Form Completed July 2008</p>	<b>Assigned to</b>	<p>Visitation Committee; Visitation Social Worker; Parenting Education Instructor; Administrative Assistant</p>

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<p>Develop a referral form and policy and procedure to be utilized by social workers to refer clients to the parent education program. The policy and procedure will include guidelines as to criteria that must be met prior to referral of the client to the program.</p>			
<p><b>1.4.2</b></p> <p><b>Update:</b> Completed. The Parenting Education Instructor and the lead Visitation Social Worker attended a two day training in June 2008 entitled “Positive Discipline Parenting Program.”</p> <p>Arrange for the parent education program vendor to provide training to all selected Visitation staff. Training of all identified staff is necessary to ensure that all staff has an understanding of the service being provided to the client.</p>		<p align="center">Completed July 2008</p>	<p align="center">Program Manager; Assistant                  Program Manager;                  Administrative Assistant</p>
<p><b>1.4.3</b></p> <p><b>Update:</b> Completed. The parent education program was implemented on September 3<sup>rd</sup> 2008.</p>		<p align="center">Completed: September 3<sup>rd</sup> 2008.</p>	<p align="center">Parenting Education Instructor</p>

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<b>Strategy 1.5</b>		<b>Strategy Rationale</b>	
Evaluate the effectiveness of the parent education and visitation programs.		Evaluating the effectiveness of the parent education program is necessary to ensure that the program is appropriate and meeting the needs of the clients and that the desired results are being achieved.	
<b>Milestone</b>	<b>1.5.1</b>	<b>Timeframe</b>	<b>Assigned to</b>
	<p><b>Update: Started and ongoing.</b> The Visitation Social Worker and Parenting Education Instructor meet on a weekly basis to discuss the curriculum being taught that week and create activities for parent's to practice newly learned skills during their visits.</p> <p>PAs, Visitation Social Worker and Parenting Education Instructor will meet with the supervisor responsible for the parent education and visitation programs on a monthly basis to discuss the curriculum and how it is meeting the needs of the clients.</p>		
	<b>1.5.2</b>		
	<p><b>Update: Completed..</b></p> <p>Develop a pre- and post-test for clients to assist in measuring the effectiveness of the</p>	<p>Completed August 2008</p>	<p>Parenting Education Instructor; Visitation Social Worker</p>

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parent education class material.			
<p><b>1.5.3</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>Develop a participant survey and a process to provide the surveys to participants for completion.</p>		October 2008	Visitation Committee
<p><b>1.5.4</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>PAs, Visitation Social Worker, and supervisor responsible for the parent education and visitation programs will review the surveys during their monthly meeting. Recommendations for modifications to the program will be presented at the CPS Supervisors meeting.</p>		Continual after October 2008	Supervisor, Visitation Social Worker, Program Aides
<p><b>Improvement Goal 2.0</b></p> <p>Decrease re-entry into foster care through the implementation of a life skills training program, based upon the UC Davis curriculum, to instruct the clients in areas such as cleaning, cooking, budgeting, bill paying, and resolving housing, education, and medical issues.</p>			

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<b>Strategy 2.1</b>		<b>Strategy Rationale</b>			
Research existing life skills programs and select the program that will most appropriately meet the needs of Yuba County.		There are life skills programs being utilized in other counties/states that are proving to be successful. Gathering information regarding the different programs will enhance Yuba County's ability to implement a successful life skills program and will reduce the likelihood of children re-entering foster care.			
<b>Milestone</b>	2.2.1  <b>Update:</b> Future action planned or scheduled The CWS Program Manager researched the cost of providing a life skills program and found that Yuba County CalWORKs already offers such a program.  Conduct review of life skills programs that have been successfully implemented in other counties/states and select the program most suitable to the needs of Yuba County.	<b>Timeframe</b>	October 2008	<b>Assigned to</b>	Program Manager, Administrative Analyst; Visitation Social Worker

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Milestone		Timeframe		Assigned to
	<p><b>2.2.1:</b></p> <p><b>Update:</b> Removed this milestone after identifying internal Health and Human Services Life Skills program provided by CalWORKs.</p> <p><del>Provide UC Davis life skills training to CWS Staff. Utilize the Health and Human Services Training unit to arrange/schedule two in-house training sessions.</del></p>		September 2008	Program Manager HHSD Training Unit
	<p><b>2.2.2</b></p> <p><b>Update:</b> A plan is in place to use the CalWORKs in-house life skills group Therefore no committee needed to be convened.</p> <p><del>Establish a committee to develop a referral form and policy and procedure to be utilized by social workers to refer clients to the life skills training program.</del></p>		August 2008- September 2008	Program Manager, Assistant Program Manager,
	<p><b>2.2.3</b></p> <p><b>Update:</b> CWS staff is currently working with CalWORKs staff to establish a training schedule that coincides with the CWS</p>		October 2008	Program Manager, Assistant Program Manager, Parenting Instructor, CalWORKs Program Manager

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	Parenting Program.  Review the life skills program referral policy and procedure with the CWS staff.			
	2.2.4  <b>Update:</b> Future action planned or scheduled  Begin using the life skills training program.		Continual after October 2008	CalWORKs Instructor
<b>Strategy 2.3</b>  Evaluate the effectiveness of the life skills training program.			<b>Strategy Rationale</b>  Evaluating the effectiveness of the life skills training program is necessary to ensure that the program is appropriate and meeting the needs of the clients and that the desired results are being achieved.	
<b>Milestone</b>	2.3.1  Future action planned or scheduled.  Develop a pre- and post-test to enable CWS staff to accurately evaluate client progress.	<b>Timeframe</b>	December 2008	<b>Assigned to</b>  Visitation Committee (including Parent Volunteers.
	2.3.2  Future action planned or scheduled.  Develop a participant survey and process to provide the survey to participants for		January 2009	

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completion.		
<p><b>2.3.3</b></p> <p>Future action planned or scheduled.</p> <p>PAs and Visitation Social Worker will meet with the supervisor responsible for the life skills training program on a monthly basis to discuss the program and how it is meeting the needs of the clients and to review the surveys. Recommendations for modifications to the program/process will be presented at the CPS Supervisors meeting.</p>	<p align="center">Continual after January 2009</p>	<p align="center">Supervisor, Visitation Social Worker, Program Aides.</p>
<p><b>Improvement Goal 3.0</b></p> <p>Assist clients in developing a support system that will enable them to safely maintain the children in their home and reduce the rate of re-entry into foster care.</p>		
<p><b>Strategy 3.1</b></p> <p>The department will facilitate interaction between the substitute care providers and the parents/guardians in order to provide the parents/guardians with an additional support system.</p>	<p><b>Strategy Rationale</b></p> <p>The development of a supportive relationship between parents/guardians and substitute care providers will provide the parents/guardians with an additional support system/resource</p>	

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		after the children have been returned to the home. This will reduce the likelihood of re-entry into foster care.			
<b>Milestone</b>	<p><b>3.1.1</b></p> <p><b>Update:</b> Upon further review it was determined that no policy and procedure is necessary for this strategy. Foster parent’s role in reunification is covered in the <i>Visitation Program Overview</i>.</p> <p>The Visitation Committee will develop a policy and procedure regarding the interaction between substitute care providers and parents/guardians.</p>	<b>Timeframe</b>	November 2008	<b>Assigned to</b>	Visitation Committee
	<p><b>3.1.2</b></p> <p>Collaborate with local placement resources to review the draft policy and procedure and provide feedback.</p>		December 2008		Program Manager/Assistant Program Manager, Administrative Analyst, Yuba Sutter Foster Parent Association, representatives from Foster Family Agencies
	<p><b>3.1.2</b></p> <p><b>Update:</b> Completed. The YCHHSD Staff Development Unit in conjunction with U.C. Davis completed training entitled “Role of Foster Parents in Family Reunification.”</p>		Completed: Training provided on April 1 <sup>st</sup> and 2 <sup>nd</sup> 2008.		CWS Supervisor(s), Foster Family Agencies, Community Partner, Head Start, Foster Parents, Foster Parent

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<p>Foster parents and others attended the training with the CWS staff: Twenty-seven CWS staff were trained along with six outside partners.</p> <p>Provide training to CWS staff and substitute care providers regarding the substitute care provider's involvement/role in the reunification process.</p>		<p>Association.</p>
<p><b>3.1.3</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>Utilize the Family Team Conference (FTC) to evaluate the effectiveness of the increased interaction between substitute care providers and parents/guardians and to receive suggestions for improvement.</p>	<p>Continual after October 2008</p>	<p>Family Team Conference                  Facilitator, Case Managing Social Worker, clients, substitute care providers</p>
<p><b>Strategy 3. 2</b></p> <p>Educate families about and facilitate transition into services and programs that will provide expanded support for the family in safely maintaining the children in the home. This will occur prior to children being returned to the home and again prior to</p>	<p><b>Strategy Rationale</b></p> <p>Having a support system in place upon returning the children to the home and again prior to closure of the CWS case will assist families in achieving continued success when dealing with everyday life events. The continuing services and support</p>	

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closure of the Child Welfare Services (CWS) case.		received from the government and community based organizations will reduce the likelihood of re-entry into foster care.			
<b>Milestone</b>	<b>3.2.1</b>  <b>Update:</b> Future action planned or scheduled.  Develop a resource directory of local government and community-based organizations/services.	<b>Timeframe</b>	July 2008 through January 2009	<b>Assigned to</b>	Administrative Analyst
	<b>3.2.2</b>  <b>Update:</b> Future action planned or scheduled.  CWS Social Worker will provide the resource directory to the clients prior to children returning home and again prior to closure of CWS case.		February 2009		Social Worker
	<b>3.2.3</b>  <b>Update:</b> Future action planned or scheduled.  Establish a committee to develop a referral process and a policy for referral of families to applicable government and community-based organizations/services prior to children returning home and again prior to		December 2008 through February 2009		Program Manager/Assistant Program Manager, Supervisor(s), Administrative Analyst, Social Worker(s), representatives from government and community-based organizations,

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closure of CWS case.				
<p><b>3.2.4</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>Review the referral process and the services provided by the local government and community-based organizations, as well as how the clients can access those services with the CWS staff.</p>		February 2009		Supervisor(s)
<p><b>3.2.5</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>Implement the process for referral of families to government and community-based organizations/services prior to children returning home and again prior to closure of CWS case.</p>		March 2009		CWS Staff
<p><b>Strategy 3.3</b></p> <p>Establish a volunteer parent partner program comprised of parents that have successfully reunified with their children and maintained their children safely in the home. Refer newly reunified families to the parent partner program.</p>		<p><b>Strategy Rationale</b></p> <p>Families that have been successful in reunifying and maintaining their children safely in the home can motivate and encourage newly reunified families to continue to use the new skills they have learned for effective parenting and provide peer support to the newly reunified families. This will reduce the likelihood of</p>		

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		re-entry into foster care.			
<b>Milestone</b>	<p><b>3.3.1</b></p> <p><b>Update:</b> CWS staff has attended the following trainings on how to engage parents to create a volunteer parent partner program: “Teaming with Parents/Community Partners”, “Partnerships/Support Evidence Based Practice”, “Strengthening Families Program”, “Pathways/Effective parent Leadership/Engagement”. Staff continues to research the topic of parent partners programs and will report back on promising practices.</p> <p>Research existing parent partner programs and select the program that will most appropriately meet the needs of the parents in Yuba County.</p>	<b>Timeframe</b>	<p>September 2008 through December 2008</p>	<b>Assigned to</b>	<p>Program Manager, Administrative Analyst</p>
	<p><b>3.3.2</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>Establish a committee to develop the process that will be used to identify the parents that will serve in a mentoring role for the</p>		<p>December 2008 through February 2009</p>		<p>Supervisor(s), Out-stationed Social Worker, Social Worker(s), Administrative Analyst</p>

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<p>program, and will develop a meeting structure for the parent partner program. The committee will collaborate with the Family Resource Centers to provide a venue for the parent partner program meetings.</p>		
<p><b>3.3.6</b>  <b>Update:</b> Future action planned or scheduled.                  CWS Staff will provide parents with information regarding the parent partner program and strongly encourage parental participation.</p>	<p align="center">Continual after March 2009</p>	<p align="center">CWS Staff</p>
<p><b>Improvement Goal 4.0</b>                  In order to decrease the rate of re-entry into foster care, the department will implement the practice of developing a safety plan for the family prior to reunification and case closure.</p>		
<p><b>Strategy 4.1</b>                  Develop safety plan guidelines that will be utilized by CWS Staff and the client prior to reunification and case closure</p>	<p><b>Strategy Rationale</b>                  If a family develops a safety plan prior to reunification and case closure, they will have a clear idea of steps to take/resources to contact if issues/problems arise after reunification and case closure. This will reduce the likelihood of re-entry into foster care.</p>	

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<b>Milestone</b>	<p><b>5.1.1</b></p> <p><b>Update:</b> Committee chair appointed-future action planned or scheduled.</p> <p>Establish a committee to develop a safety plan policy and procedure.</p>	<b>Timeframe</b>	February 2009 through April 2009	<b>Assigned to</b>	Program Manager/Assistant Program Manager, Supervisor(s), Administrative Analyst
	<p><b>5.1.2</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>Review the new safety plan policy and procedure with CWS staff.</p>		April 2009		Supervisor(s)
	<p><b>5.1.3</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>Utilize the FTC to facilitate the development of the safety plan jointly with the family.</p>		April 2009		Program Manager, FTC Facilitator, Administrative Analyst
<p><b>Describe systemic changes needed to further support the improvement goal.</b> This measure was targeted in the most recent PQCR. The review showed that in cases that were successful, the biological parents and foster parents communicated and continued to have contact with the parents and children after reunification took place and that the foster parents became a part of that family's support network. The goals outlined above are designed to facilitate systemic changes that will encourage and support the creation of long-term natural supports for families that successfully leave the CWS system.</p>					
<p><b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b></p> <p>Staff will need to receive training in the following new programs/processes identified for implementation in the SIP: in-home</p>					

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parenting education program; life skills training program; policy for interaction between substitute care providers and parents/guardians; policy for referral of families to government and community based organizations/services prior to children returning home and closure of CWS case; policy on referral of clients to peer group; policy for referral of clients for substance abuse/mental health reassessments.

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

The in-home parenting education program vendor will provide training for CWS Staff. UC Davis will be utilized to provide life skills training to CWS Staff. The department will collaborate with the Yuba Sutter Foster Parent Association and representatives from Foster Family Agencies to develop formal process/policy regarding interaction between substitute care providers and parents/guardians. Representatives from various government and community-based organizations will be invited to participate in a committee to develop a process to facilitate the transition of CWS clients into their services. The department will collaborate with local Family Resource Centers to provide a venue for a peer support group. The department will also seek to establish a group of mentors (from families that have successfully reunified and maintained their children safely in the home) for the peer support group.

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

None

System Improvement Plan:

**Increase Sub Care Provider Recruitment and Placement Matching and Decrease Multiple Placements**

**Outcome/Systemic Factor: C4.1**

Decrease Multiple Foster Care Placements

**County's Current Performance:**

This measure computes the percentage of children with two or fewer placements in foster care for 8 days or more, but less than 12 months. Time in care is based on the latest date of removal from the home.

As of (Q1 07) reporting period, Yuba County is performing at 83.2 percent on Measure C.4.1, California is performing at 82.5 percent.

As of (Q2 07) reporting period, Yuba County is performing at 83.6 percent on Measure C.4.1, California is performing at 82.4 percent.

The national standard for this measure is 86 percent.

**Update:**

As of (Q3 07) reporting period, Yuba County is performing at 80 percent on Measure C.4.1, California is performing at 81.8 percent.

As of (Q4 07) reporting period, Yuba County is performing at 76 percent on Measure C.4.1, California is performing at 81.7 percent.

According to the data extracted from SafeMeasures in 08/08, Yuba County has experienced a steady, increasing trend on this measure from 03/31/08 (76.9 percent) to 06/30/08 (86.3 percent). According to SafeMeasures data, Yuba County performed better than the statewide rate and experienced a slightly higher rate on this measure than the national rate.

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<b>Improvement Goal 1.0:</b>					
Reduce placement disruption and multiple foster care placements (including Transitional Housing Placement Program) by improving the foster placement match process to increase the likelihood of stable placements.					
<b>Strategy 1. 1</b>			<b>Strategy Rationale</b>		
Utilize the placement match functionality in CWS/CMS.			Utilization of the placement match functionality in CWS/CMS will result in placement options more suited to meet the child’s needs, thus increasing the likelihood of more stable, long-term placements.		
<b>Milestone</b>	<p><b>1.1.1</b></p> <p><b>Update:</b> Committee chair appointed future action planned or scheduled.</p> <p>Develop a data collection tool to gather placement home characteristics and preferences.</p>	<b>Timeframe</b>	October 2008	<b>Assigned to</b>	System Support Analyst

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<p><b>1.1.2</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>Complete the data collection tool for Yuba County licensed foster homes, so that data is entered into CWS/CMS.</p>		<p align="center">December 2008</p>	<p align="center">Yuba County Licensing Social Worker, System Support Analyst</p>
<p><b>1.1.3</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>Collaborate with local Foster Family Agencies (FFA) to obtain the data necessary for completion of data collection tool and a local placement home listing. Enter data into CWS/CMS.</p>		<p align="center">January 2009</p>	<p align="center">FFAs, System Support Analyst, Assistant Program Manager</p>
<p><b>1.1.4</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>Develop training and policy and procedure for Placement Support staff.</p>		<p align="center">May 2009</p>	<p align="center">Program Manager/Assistant Program Manager, System Support Analyst, Supervisors</p>

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1.1.5	<p><b>Update:</b> Future action planned or scheduled.</p> <p>Train Child Welfare Services staff and implement usage of placement match functionality in CWS/CMS.</p>	July 2009	System Support Analyst
<p><b>Improvement Goal 2.0</b></p> <p>Reduce placement disruption, and multiple foster care placements through the identification, development and implementation of a placement preservation intervention protocol.</p>			
<p><b>Strategy 2.1</b></p> <p>Develop the placement preservation intervention protocol.</p>		<p><b>Strategy Rationale</b></p> <p>A placement preservation intervention protocol will increase placement stability of children placed in out of home care. The protocol must be specific to the needs of Yuba County.</p>	

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Milestone		Timeframe		Assigned to	
	<p><b>2.1.1</b></p> <p><b>Update:</b> CWS indentified a preservation and intervention protocol established in another county. CWS staff is in communication with the involved agencies discussing the details of this protocol.</p> <p>Contact other county CWS offices to inquire about the strategies they utilize to preserve placement. Request a copy of that county’s placement preservation intervention process and information regarding the origins of that process.</p>		<p>June 2009 through September 2009</p>		<p>Program Manager Administrative Analyst</p>
	<p><b>2.1.2</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>Research Family to Family, Casey Foundation, and other sources to obtain information about other placement intervention strategies.</p>		<p>June 2008 through September 2009</p>		<p>Administrative Analyst</p>

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	<p><b>2.1.3</b></p> <p><b>Update:</b> Committee chair appointed future action planned or scheduled. The committee is being formed and consists of CWS staff, two Yuba County Office of Education Foster Youth Services Specialist, and foster family home staff.</p> <p>Establish a committee to review the information gathered and establish a list of placement intervention strategies that are applicable to the needs/level of resources available in Yuba County. Committee should include CWS management, at least one supervisor, an administrative analyst, and line staff from the Placement Support, Emergency Response, Family Reunification, and Permanent Plan units.</p>		<p align="center">September 2009 through November 2009</p>		<p align="center">Program Manager/Assistant Program Manager, Supervisor(s), Social Workers from PP and On Going Units, Administrative Analyst</p>
<p align="center"><b>Milestone</b></p>	<p><b>2.1.4</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>Utilize the existing placement preservation protocol committee to prepare the draft protocol.</p>	<p align="center"><b>Timeframe</b></p>	<p align="center">December 2009</p>	<p align="center"><b>Assigned to</b></p>	<p align="center">Program Manager/Assistant Program Manager, Supervisor(s), Social Workers, Administrative Analyst</p>

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<p><b>2.1.5</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>Invite/collaborate with community partners (Mental Health, group home/FFA staff, Foster Parent Association, Yuba County Office of Education) to review the draft protocol and solicit input regarding the protocol.</p>	<p align="center">December 2009 through January 2010</p>	<p align="center">Program Manager/Assistant Program Manager, Supervisor(s), Social Workers, Administrative Analyst, Community Partners</p>
<p><b>2.1.6</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>Complete/finalize the placement preservation intervention protocol document.</p>	<p align="center">February 2010</p>	<p align="center">Program Manager/Assistant Program Manager, Supervisor(s), Social Workers, Administrative Analyst</p>
<p><b>Strategy 2.2</b></p> <p>Implement the placement preservation intervention protocol.</p>		<p><b>Strategy Rationale</b></p> <p>Implementation of a placement preservation intervention protocol that is specific to the needs of Yuba County will increase the likelihood of placement stability for children placed in out of home care.</p>

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Milestone		Timeframe		Assigned to
	<p><b>2.2.1</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>Provide training on the placement preservation intervention protocol for Child Welfare Services staff and community partners.</p>		<p align="center">February 2009 through March 2009</p>	<p align="center">CWS Staff, Community Partners</p>
	<p><b>2.2.2</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>Advise substitute foster care providers of the placement preservation intervention protocol at time of placement and include a printed copy of the protocol in the placement packet provided to substitute care providers at the time of placement.</p>		<p align="center">Continual starting in April 2009</p>	<p align="center">Placement Office Assistant, Social Workers</p>
	<p><b>2.2.3</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>Expand the use of the Family Team Conference (FTC) to address placement issues for foster youth.</p>		<p align="center">April 2009</p>	<p align="center">Program Manager, FTC Facilitator, Administrative Analyst</p>

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<b>Strategy 2.3</b>		<b>Strategy Rationale</b>			
Monitor the outcomes of utilization of the placement preservation intervention protocol. Refine/modify the guidelines and procedures as necessary to improve the process.		Monitoring the outcomes of utilization of the placement preservation intervention protocol is necessary to ensure that the protocol is being utilized as intended and that the desired results are being achieved. Refinement/modification of the guidelines and procedures is important to address changes that will benefit the clients. Dissemination of the revised guidelines and procedures will provide standard expectations for social workers and community partners.			
<b>Milestone</b>	<b>2.3.1</b>  <b>Update:</b> Future action planned or scheduled.  The placement preservation intervention protocol committee will continue to meet on a periodic basis to assess programmatic results. Data tracking measures and tools will be developed, refined, and modified based on ongoing evaluation.	<b>Timeframe</b>	Quarterly starting in February 2010	<b>Assigned to</b>	Program Manager/Assistant Program Manager, Supervisor(s), Social Workers, Administrative Analyst, System Support Analyst
	<b>2.3.2</b>  <b>Update:</b> Future action planned or scheduled.  Continue to refine and evolve the guidelines and procedures for the placement preservation intervention protocol.		September 2010		Program Manager/Assistant Program Manager, Supervisor(s), Social Workers, Administrative Analyst

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<b>Improvement Goal 3.0</b>				
Reduce placement disruption and multiple foster care placements by increasing the number of appropriate local relative/non-related extended family member (NREFM) and licensed county foster homes.				
<b>Strategy 3.1</b>		<b>Strategy Rationale</b>		
Improve the process for identification of potential relative/NREFM placement homes at time of initial detention.		Kinship (relative/NREFM) families caring for children in out of home placement will decrease trauma and separation anxiety for the children. The sense of stability the children feel as a result of being placed with a kinship family will decrease the likelihood of early multiple placement changes.		
<b>Milestone</b>	<b>3.1.1</b> Update: Future action planned or scheduled. Assess current awareness and practice related to front end placement with relatives and NREFM's.	<b>Timeframe</b>	November 2008 through February 2009	<b>Assigned to</b> Program Manager/Assistant Program Manager, Supervisors

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<p><b>3.1.2</b></p> <p><b>Update:</b> Committee chair appointed and future action planned or scheduled.</p> <p>Establish a committee to review practices related to front end placement with relatives and NREFMs and make recommended process changes (to include development of new policy and procedure).</p>	<p align="center">September 2008 through April 2009</p>	<p align="center">Program Manager/Assistant Program Manager, Supervisors, Administrative Analyst, Social Workers</p>
<p><b>3.1.3</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>Provide training to social workers and supervisors on the Concurrent Planning Law and any associated process changes.</p>	<p align="center">April 2009</p>	<p align="center">CWS Supervisory Staff</p>
<p><b>3.1.4</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>Implement the new process for identification of relative and NREFM placement homes at the front end of placement.</p>	<p align="center">May 2009</p>	<p align="center">Program Manager, Supervisors; Placement Support Staff</p>

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	<p><b>3.1.5</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>Monitor the outcomes of the new process for identification of relative and NREFM placement homes at the front end of placement.</p>		<p align="center">Continuous after May 2009</p>		<p align="center">Administrative Analyst; Supervisory Team</p>
<p><b>Strategy 3. 2</b></p> <p>Increase the number of county licensed foster homes.</p>			<p><b>Strategy Rationale</b></p> <p>The ability to place children locally will increase placement stability in that the children and substitute care providers will have access to local services. This makes it possible for the child to stay in the same school district and be eligible for additional services from the department via the specialized Placement Support Unit.</p>		
<p align="center"><b>Milestone</b></p>	<p><b>3.2.1</b></p> <p><b>Update:</b> Due to funding uncertainty and limitations no action has been taken at this time.</p> <p>Collaborate with the Foster Care/Kinship Care Education Program liaison to assess existing recruitment strategies.</p>	<p align="center"><b>Timeframe</b></p>	<p align="center">Postponed until further notice. June 2008</p>	<p align="center"><b>Assigned to</b></p>	<p align="center">Supervisors, Social Workers, Administrative Analyst</p>

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<p><b>3.2.2</b></p> <p><b>Update:</b> Future action postponed.</p> <p>Implement recruitment strategies that appear to be the most promising to meet the needs of children in out of home placement, and the department.</p>	<p>Postponed until further notice.                  July 2008 through July 2009</p>	<p>Foster Care/Kinship Care                  Education Program Liaison,                  Supervisors, Administrative                  Analyst, Licensing Social Worker</p>
<p><b>3.2.3</b></p> <p><b>Update:</b> Future action postponed.</p> <p>Determine types of foster homes needed by the department that will meet needs of the children with special needs (e.g., mental health, behavioral, educational, developmental issues).</p>	<p>Postponed until further notice.                  July 2008</p>	<p>Foster Care/Kinship Care                  Education Program Liaison,                  Supervisors, Administrative                  Analyst, Licensing Social Worker</p>

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<p><b>3.2.4</b></p> <p><b>Update:</b> Future action postponed.</p> <p>Identify recruitment strategies that match department needs identified in Milestone 3.1.1. Recruitment strategies should target potential specialized care rate foster homes.</p>	<p align="center">Postponed until further notice. August 2008</p>	<p align="center">Licensing Social Worker, Placement Support Unit Supervisor, Foster Care/Kinship Care Education Program Liaison</p>
<p><b>Improvement Goal 4.0</b></p> <p>Reduce placement disruption and multiple foster care placements by improving the capacity of local foster homes to effectively meet the multiplicity of needs of the children.</p>		
<p><b>Strategy 4.1</b></p> <p>Improve the communication and team approach among all parties involved with placement decisions.</p>	<p><b>Strategy Rationale</b></p> <p>Consistent communication and a team approach will enhance the substitute care providers' understanding of the process that the child and family are involved in and the role they play in meeting the children's needs. As a result, the likelihood of placement disruptions will decrease.</p>	

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<b>Milestone</b>	<p><b>4.1.1</b></p> <p><b>Update:</b> Committee chair appointed and future action planned or scheduled.</p> <p>Establish a committee to develop expectations and roles for the team members involved with placement decisions. After expectations and roles have been finalized, distribute to appropriate parties.</p>	<b>Timeframe</b>	<p>October 2008 through January 2009</p>	<b>Assigned to</b>	<p>Foster Care/Kinship Care Education Program Liaison, Supervisors, Licensing Supervisor, Licensing Social Worker, Social Workers, Administrative Analyst</p>
	<p><b>4.1.2</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>Expand the FTC to include substitute care providers in order to address placement issues for all foster youth and as the medium to share case plan goals and to reinforce expectations and roles.</p>		<p>March 2009</p>		<p>Program Manager, FTC Facilitator, Administrative Analyst</p>
<p><b>Strategy 4. 2</b></p> <p>Increase the use of existing foster care/kinship care education resources by the local foster homes.</p>			<p><b>Strategy Rationale</b></p> <p>Additional training will increase the skill level of local foster homes, help build a support system within the pool of foster homes, and will increase the substitute care providers' capacity to deal with the multiplicity of needs of the children. As a result, the likelihood of placement disruptions will decrease.</p>		

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Milestone		Timeframe		Assigned to
	<p><b>4.2.1</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>Identify existing Foster Care/Kinship Care education resources and programs.</p>		<p>September 2008- December 2008</p>	<p>Licensing Social Worker, Foster Care/Kinship Care Education Program Liaison, Administrative Analysts</p>
	<p><b>4.2.2</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>Develop a formal listing of Foster Care/Kinship Care education resources; a plan for distribution to local foster homes; and a plan to encourage increased participation.</p>		<p>December 2008</p>	<p>Licensing Social Worker, Foster Care/Kinship Care Education Program Liaison, Administrative Analysts</p>
	<p><b>4.2.3</b></p> <p><b>Update:</b> Future action planned or scheduled.</p> <p>Encourage substitute care providers to attend the trainings, mail invitations and follow-up with a face to face contact.</p>		<p>January 2009</p>	<p>Licensing Social Worker, Foster Care/Kinship Care Education Program Liaison</p>

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<b>Strategy 4.3</b>		<b>Strategy Rationale</b>	
Utilize existing services/programs available through the local public mental health agency (i.e. Intensive Therapeutic Services, Children’s System of Care, and Family Intervention and Community Support) to the greatest extent possible to decrease placement disruptions.		The specialized services provided through the local public mental health agency will help to stabilize the behaviors of children in placement and provide the local foster homes with knowledge for working with/handling the behaviors of the children placed in their homes. As a result, the likelihood of placement disruptions will decrease.	
<b>Milestone</b>	<b>4.3.1</b>  <b>Update:</b> Completed. CWS is currently using the Intensive Therapeutic and Family Intervention and Community Support (FICS) programs. CWS is actively exploring establishment of a Wrap Around program.  Assess the department’s current use of the existing services/programs available through the local public mental health agency.	<b>Timeframe</b>	Completed. July 2008 through September 2008
		<b>Assigned to</b>	Supervisors

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<p><b>4.3.2</b></p> <p><b>Update:</b> Due to funding uncertainty and limitations no action is scheduled at this time.</p> <p>Develop and implement a process to identify the children in placement who would most benefit from the services/programs available through the local public mental health agency.</p>	<p>Postponed until further notice.</p> <p>September 2008 through November 2008</p>	<p>Program Manager/Assistant Program Manager, Supervisors, Social Workers, Administrative Analysts</p>
<p><b>4.3.3</b></p> <p><b>Update:</b> Due to funding uncertainty and limitations no action is scheduled at this time.</p> <p>Identify the capacity of the local public mental health agency to support increased use of existing services/programs.</p>	<p>Postponed until further notice.</p> <p>November 2008 through January 2009</p>	<p>Program Manager, Supervisor, Mental Health Liaison</p>
<p><b>Describe systemic changes needed to further support the improvement goal.</b></p> <p>Placement in the home of a relative/NREFM does not occur until the home is fully approved by the Placement Unit. Approval includes Live Scans and Criminal History Checks and typically takes between two and four weeks. This results in placing children in certified foster home until approvals can be determined and consistently results in at least two placements. If Live Scan/Criminal History Checks could be completed more quickly, children might be appropriately placed with greater expediency. The goals</p>		

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described above are designed to reduce any additional placement changes.

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

Training will need to be developed by in-house staff and then provided to CWS staff on utilization of the CWS/CMS Placement Match functionality, the placement preservation intervention protocol, and department philosophy and associated process changes related to identification of relative/NREFM placement resources at the front end of a case.

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

Foster Family Agencies: collaborate with Child Welfare Services (CWS) to provide data necessary for completion of a data collection tool and local placement home listing that will be used to implement utilization of the CWS/CMS Placement Match functionality.

Community partners: collaborate with CWS to review and provide input regarding the placement preservation intervention protocol; receive training on the completed placement preservation intervention protocol.

Foster Care/ Kinship Care Education Program Liaison: collaborate with CWS to assess existing, and assist in the implementation of new recruitment strategies; develop expectations and roles for the team involved in placement decisions and help distribute information regarding finalized expectations and roles; identify existing Foster Care/ Kinship Care education resources and programs, and help distribute a listing of education resources to local placement resources.

Substitute Care Providers: Engage substitute care providers in the reunification process by participating in Family Team Conferences to discuss/resolve placement issues.

Mental Health Liaison: collaborate with CWS to identify the capacity of the local public mental health agency services/programs.

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

This outcome measure should take in to account the time required to approve relatives/NREFM.

<b>Outcome/Systemic Factor: Systemic Factor H: Local Systemic Factors Update</b>	
<b>County's Current Performance:</b> Through the Peer Quality Case review process, the Probation Department identified several challenges affecting the delivery of services to 602 W & I Wards in out-of-home placement. Two of these challenges consisted of the need for more training in case plan development and the lack of initial training and knowledge in regards to placement case load issues. <u>Update: The probation department is concluding the training of the majority of the juvenile officers in the department so that the implementation of the PACT on line screening process can take place. This PACT process will begin immediately and will provide uniform procedures for the development of case plans. In June 2008, the Placement Officer completed 63 hours of Probation Placement Core Training.</u>	
<b>Improvement Goal 1.0</b> Provide sufficient training for deputy probation officers who assume supervision of an out-of-placement caseload. <u>Update: No movement in this area has taken place.</u>	
<b>Strategy 1. 1</b> Provide the current Senior Deputy Probation Officer in charge of managing the Placement caseload with basic and advanced training regarding Placement laws, policies, and strategies. This officer will then receive updated training as needed to keep abreast of changes in laws relating to Placement caseload issues. This officer will then become the departmental expert on said issues regardless of any future assignment. <u>Update: The Senior Deputy Probation Officer in charge of the placement caseload has attended a three day training session addressing caseload issues. Further training in this regard is planned but has not yet taken place.</u>	<b>Strategy Rationale<sup>1</sup></b> The assignment of managing the placement caseload changes according to departmental needs. By having a single Senior Deputy Probation officer trained as the expert on Placement issues and providing appropriate training, the transition for an officer assuming the responsibility for this caseload would be much more efficient.

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

<b>Milestone</b>	<p><b>1.1.1</b>                  Provide current Placement officer with basic and advanced training in appropriate placement issues. Provide on-going training as needed to for the officer to stay fully informed of the changes in juvenile laws, procedures, policies and needs of minors in out-of-home placement. The officer will become the department's expert on placement issues regardless of assignment. She will provide training to other staff as needed. Update: This milestone has not yet been accomplished. <u>Update: Basic and advanced training has been accomplished. No on going training thus far. The Senior Deputy Probation Officer currently in charge of the placement caseload is now the officer in the probation department who possess the most knowledge and skills regarding placement issues and tasks.</u></p>	<b>Timeframe</b>	<p>January 1, 2009  <u>Update: Target date remains in effect.</u></p>	<b>Assigned to</b>	<p>Juvenile Division Program Manager and departmental training officer.  <u>Update: Remains unchanged.</u></p>
	<p><b>1.1.2</b>                  Placement officer provide training in placement issues to other officers in the department regardless of assignment, so skills will be more widespread and officers assigned to other case loads can act as a back up to the placement officer when the need arises. <u>Update: A Probation Aid has been transferred to the juvenile unit and will have ongoing training with the Placement Officer.</u></p>		<p>March 1, 2009  <u>Update: Remains unchanged</u></p>		<p>Juvenile Division Program Manager And departmental training officer.  <u>Update: Remains unchanged</u></p>
	<p><b>1.1.3</b>                  All officers enhance knowledge regarding placement issues. <u>Update: All juvenile officers will complete 14 hours of Case Planning Training in December 2008.</u></p>		<p>March 1, 2009  <u>Update: remains unchanged.</u></p>		<p>Supervising Deputy Probation Officer in charge of placement and the Juvenile Division Program Manager  <u>Update: Remains unchanged.</u></p>
<b>Strategy 1. 2</b>		<b>Strategy Rationale</b>			

<b>Milestone</b>	1.2.1.	<b>Timeframe</b>		<b>Assigned to</b>	
	1.2.2				
	1.2.3				
<b>Strategy 1. 3</b>			<b>Strategy Rationale</b>		
<b>Milestone</b>	1.3.1	<b>Timeframe</b>		<b>Assigned to</b>	
	1.3.2				
	1.3.3				
<b>Improvement Goal 2.0</b>					
Continue with the appropriate development of and the extensive use of case plans in determining placements needs for wards in out-of-home placement and to comply with state and federal law. <u>Update: This process is continuing.</u>					
<b>Strategy 2.1</b>			<b>Strategy Rationale</b>		
Utilize the Positive Achievement Change Tool (PACT) on line assessments in developing case plans. <u>Update: This will begin on November 1, 2008.</u>			The probation department will be adopting an on line assessments tool (PACT) which will measure the minor's risk to re-offend and the treatment needs of the minor. This tool will be the primary factor in the development of case plans. <u>Update: Remains unchanged</u>		
<b>Milestone</b>	<b>2.1.1</b> Each officer in the juvenile unit, in addition to the placement officer, will receive extensive training in the use of the on line PACT assessment tool. <u>Update: Training has been accomplished. Implementation to begin November 1, 2008.</u>	<b>Timeframe</b>	September 1, 2008 <u>Update: Training has been accomplished.</u>	<b>Assigned to</b>	Juvenile Unit Supervising Deputy Probation officer. <u>Update: The Senior Deputy Probation Officer acting as lead officer in the juvenile court unit has been assigned to assist in this process to enhance efficiency.</u>

	<p><b>2.1.2</b>                  Review the requirements and underscore the need for treatment plans with staff on a quarterly basis in the form of a training session. <u>Update: this process will be initiated.</u></p>		<p>January 1, 2009  <u>Update: Remains unchanged.</u></p>		<p>Juvenile Unit Supervising Deputy Probation Officer and the Juvenile Unit Program Manager. <u>Update: the Senior Deputy Probation Officer acting as the lead officer in the juvenile court unit has been assigned to assist in this process to increase efficiency.</u></p>
	<p><b>2.1.3</b>                  Monitor the completion of each case plan to determine that a high level of quality continues to be maintained. This will be done through supervisory review of each case plan prepared. <u>Update: Will continue as planned.</u></p>		<p>September 1, 2008  <u>Update: No change. Has been implemented.</u></p>		<p>Supervising Deputy Probation Officer <u>Update: The Senior Deputy Probation Officer acting as the lead officer in the juvenile court unit has been assigned to assist.</u></p>
<p><b>Strategy 2. 2</b>                  Enhance family engagement with out-of-home placements with the goal of the minor returning home. <u>Update: This goal remains unchanged.</u></p>			<p><b>Strategy Rationale</b>                  With the parents/family working with the minor, the placement facility, and the probation officer, the goal of returning the minor home can be accomplished with much greater frequency. <u>Update: Remains unchanged.</u></p>		
<p><b>Milestone</b></p>	<p><b>2.2.1</b>                  Clearly explain to parents and minor the why out-of-home placement is necessary so the minor and parents have a clear understanding as to why this action was taken by the court. Clearly outline their individual rolls and responsibilities in this process. Continue to collaborate with the court, parents, defense attorney, and district attorney in discussing and developing a team approach to address the question of out-of-home placement. <u>Update: These tasks are being completed and will remain as assigned.</u></p>	<p><b>Timeframe</b></p>	<p>September 1, 2008  <u>Update: Has been implemented.</u></p>	<p><b>Assigned to</b></p>	<p>Juvenile Unit Supervising Deputy Probation Officer and Senior Deputy Probation Officer in charge of Placement Services.</p>

	<p><b>2.2.2</b>                  Provide transportation assistance to families for visitation at out-of-home placements, the location of which create transportation challenges. This will be done, in part, through the use of buss vouchers and the purchase of gas cards for parents. The cost of these services will be funded through the Child Welfare Services Outcome Improvement Project (CWSOIP) Augmentation Allocation. Probation officers will also, as work load allows, transport parents and family members to placement facilities. <u>Update: This assistance is being provided to the parents of minor in placement on an as needed basis. No parents have been transported to placement facilities as the need has not arisen.</u></p>		<p>September 1, 2008  <u>Update: Pending implementation.</u></p>		<p>Juvenile Unit Supervising Deputy Probation Officer and Senior Deputy Probation Officer in charge of Placement Caseload.</p>
	<p><b>2.2.3</b>                  Assist parents of minors in out-of-home placements in locating services for their own individual needs. Many parents have issues concerning the lack of parenting skills, substance abuse, and other issues. Assisting parents of obtaining help for their own needs would make allow them to be more responsive to the children's needs. <u>Update: This assistance to parents is being provided.</u></p>		<p>September 1, 2008  <u>Update: Has been implemented.</u></p>		<p>Juvenile Unit Supervising Deputy Probation Officer and Senior Deputy Probation Officer in charge of the Placement Caseload.</p>
<p><b>Strategy 2.3</b></p>			<p><b>Strategy Rationale</b></p>		
<p><b>Milestone</b></p>	<p>2.3.1</p>	<p><b>Timefram</b></p>		<p><b>Assigned to</b></p>	
	<p>2.3.2</p>				

2.3.3	
<p><b>Describe systemic changes needed to further support the improvement goal.</b> The Yuba County Probation Department developed a plan to implement the PACT on line assessment tool. The probation department is currently providing for the training needs of the current Placement officer who is a Senior Deputy Probation Officer and will be designated as the officer to receive advanced and continuing training in placement needs and issues. The probation department will utilize the Child Welfare Services Outcome Improvement Project (CWSOIP) Augmentation Allocation to assist parents having transportation needs. <u>Update: This goal remains unchanged. The PACT on line assessment tool is being implemented.</u></p>	
<p><b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b> On going placement training should include title IV – E requirements as well as training in properly administering the PACT on line assessment tool. <u>Update: This is has been implemented.</u></p>	
<p><b>Identify roles of the other partners in achieving the improvement goals.</b> The University of Davis Extension Learning Center, as well as the California Department of Social Services can assist the Probation Department in providing training and training materials. The remainder would be an internal probation department function. <u>Update: Remains unchanged.</u></p>	
<p><b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b> None Noted <u>Update: remains unchanged.</u></p>	