

California Outcomes and Accountability System

Glenn County

2009-2012 Child Welfare System Improvement Plan

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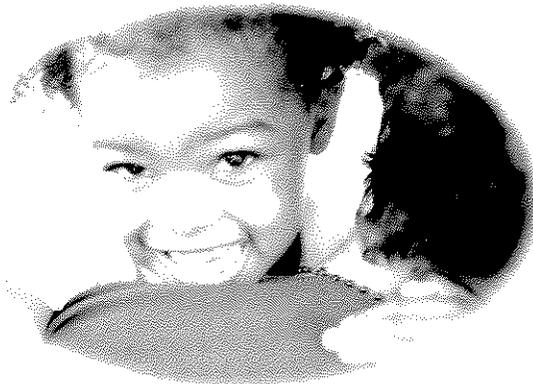


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COVER SHEET

**California's Child and Family Services Review
System Improvement Plan**

County:	Glenn County
Responsible County Child Welfare Agency:	Human Resource Agency Child Welfare Services
Period of Plan:	October 21, 2009–October 21 2012
Period of Outcomes Data:	Quarter ending: December 2008
Date Submitted:	February 8, 2010

County System Improvement Plan Contact Person

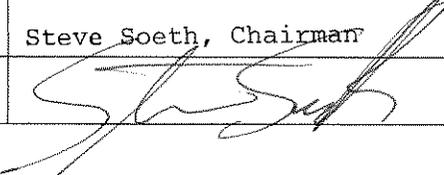
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Board of Supervisors (BOS) Approval

Submitted by:	Chairman of the Board
Name:	Steve Soeth, Chairman
Signature:	

**Glenn County Child Welfare
2009-2012 System Improvement Plan**

CWS/PROBATION SIP NARRATIVE

Background

In January 2004, California initiated the Child Welfare Services Outcome and Accountability System (AB 636) as the result of a comprehensive three-year process involving California Child Welfare stakeholders. The primary purpose is quality improvement and to measure outcomes in the areas of safety, permanence and well-being. The self-evaluation process extended participation to interagency partnerships, community members and parent participants. To develop a comprehensive picture of County child welfare practices, the county uses a three-part process. It begins with the Peer Quality Case Review (PQCR), which is followed by the County Self Assessment (CSA) and then the Self Improvement Plan (SIP). The County completes these processes in collaboration with community and prevention partners to develop a countywide continuum of care.

Child Welfare in Glenn County is provided by the Glenn County Human Resource Agency (HRA), Child Welfare Services division. The Glenn County Probation Department provides child welfare services to youth involved in the juvenile delinquency system and placed in foster care. The Children's Interagency Coordinating Council (CICC) serves as both the child abuse prevention and the interagency coordinating councils. The Executive Cabinet of the CICC, consisting of the HRA, County Health Services and Probation Department directors, the county Superintendent of Schools and a Juvenile Court judge, provides leadership, oversight and policy-making regarding services for children and families. The general membership of the CICC meets monthly and provides a forum for county departments, non-profit service providers, parent representatives and other stakeholders to discuss services, identify service gaps and potential funding sources and promote a countywide continuum of care. The CICC also coordinates grant proposals to meet the needs of children, increase funding capacity, decrease duplication and promote collaboration to sufficiently serve the needs of County children and families.

As a sub-committee of the CICC, the County Data Review Team provides review, input, brainstorming and solutions for outcome improvement. CWS staff, service providers and county partners provided input for the CSA and the SIP. The committee reviews quarterly county data, services, service gaps and needs, and reports back to the general membership of the CICC. This review, along with the peer review from the PQCR, informs changes to practice.

Peer Quality Case Review (PQCR)

PQCR provides the County the opportunity to systematically review social worker and probation officer practice and CSW delivery systems to yield a richer understanding of the strengths and challenges facing the County. This review system replaces the traditional compliance audit and establishes a unique State/County oversight partnership to identify and replicate promising practices and to improve outcomes for children and families. This collaborative effort allows for peers to provide impartial feedback and to share best practice approaches pertinent to the PQCR focus area.

In October 2008, Glenn County conducted its second Peer Quality Case Review, beginning the second round of the CWS Outcome and Accountability three-year review process. In addition to a county service provider, staff from Colusa Probation, and Shasta and Tehama County's Child Welfare Services were invited. Following a review of cases and quarterly data reports, Glenn County CWS and Probation, in collaboration with a State consultant, selected the federal

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measure of Permanency–Long Term Care as the PQCR focus area. The review concentrated on *Exits to Permanency* and *In Care Three Years or Longer*. Glenn County was the one of the first counties in the state to use focus area case file reviews as part of the PQCR process. The final report was submitted to the State in December 2008. The summary of the results of the PQCR is included in **Attachment A**. The following section discusses the outcome areas that were reviewed.

Child Welfare - Exits to Permanency

In reviewing the data, Glenn County found that too many children, who did not reunify with their parents and remained in care over 24 months, did not find a permanent home. From the quarter reviewed (04/02/2007 to 03/01/2008), of the 25 children in care for 24 months or longer on the first day of the year, none were discharged to a permanent home by the end of the 12-month period and prior to their 18th birthday. This measure was well below the national standard of 29.2%.

Child Welfare – In Care Three Years or Longer (Emancipated or Reach 18 in Care)

Glenn County found that too many youth (66.7%, 3 out of 5) in foster care during the selected 12-month period (04/02/2007 to 03/01/2008) who were either discharged or emancipated or turned 18 in care were in care three years or longer. This measure was well above the national standard of 37.5%.

Both of these measures are being addressed through training with the on-going unit social work staff.

Three specific systemic factors that impacted permanency were identified from the information gathered from focus groups, interviews and case file reviews.

- Child and Family Characteristics – Foster parents, social workers and probation officers identified a need for information and strategies to address children's behavioral issues. A history of neglect was cited as the most common reason for children/youth re-entering foster care. Birth parents, who were identified as having significant substance abuse issues, were less likely to maintain contact with their child after services were terminated.
- Service Factors – Foster parents need training and support in dealing with foster children/youth with developmental delays. There is a breakdown in communication between educators and social workers (CWS only). Over time, contact with family members and siblings decreased. Consistency of visits with birth parents of youth in long-term care was problematic. Mental health assessments and services are not being provided consistently.
- Agency Factors – Education passports are not being completed (CWS only). Family finding efforts are not ongoing, nor consistent. Birth parents are not being effectively included in the case planning process.

Overall Recommendations CWS

- Find resources to assist and ensure long-term placements are found.
- Implement strategies to assist social workers in learning case histories when receiving new cases.
- Offer mediation services to adolescents and their foster parents to stabilize

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placements.

- Insure that youth are properly matched to their placements to facilitate placement stability.
- Provide training on ways to effectively involve parents to overcome resistance and non-compliance issues.
- Train social work staff on *Family Search and Engagement* to locate family members.
- Provide information and training on evidence based substance abuse treatment models.

Overall Recommendations Probation

- Provide training on ways to effectively involve parents to overcome resistance and non-compliance issues.
- Provide training to probation officers on family engagement in case planning activities.
- Find more effective ways to acquire mental health services for youth placed out of the county.

In February 2009, Glenn County initiated the California Connected by 25 Initiative (CC25I). Glenn was the first county in California to incorporate the California Permanency for Youth Project (CPYP) as part of the CC25I program. Training on permanency for social workers and an on-going dialog regarding the temporary nature of foster care has led to philosophical shift in the permanency practices for children/youth in Glenn County. In addition, completion of PQCR in the same area further heightened efforts to indentify current youth in long term care (Planned Permanent Living Arrangement status, PPLA) and determine if reunification with the birth parent was possible due to an improvement in the parent(s) circumstances.

Initiation of these two programs led to three youth who had been in long term care being reunited with their parents and being discharged to permanency prior to emancipation or reaching their 18th birthday. In addition, another 16-year old PPLA youth is in a plan of adoption (the first emancipating aged youth for Glenn County) and a 15-year old PPLA youth who has been in foster care since he was 5-years old, is visiting with his birth mother in another state with the goal of returning home. All but one of these youth had been in care three years or longer and would have likely emancipated at age 18 without an intervention like the CPYP strategies.

The recommendations from the Peer Quality Case Review are incorporated within the SIP to improve outcomes in these areas of focus.

County Self Assessment (CSA)

Driven by a focus of Child Welfare data analysis, the County Self Assessment is the second step in the Outcomes and Accountability process. This process is completed with input from Child Welfare service providers and others with an interest in improvement in Child Welfare outcomes. Glenn County completed its initial CSA in 2004 and then again in 2006 and most recently in October 2009.

Due to the Glenn County CSA due date of June 2009 falling outside of the timeline for incorporating the county Child Abuse Prevention (CAPIT/CBCAP/PSSF) activities within the SIP, the prevention activities of these funding source are not being integrated at this time. This

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process will be completed with the next SIP update in May 2010. The CSA workgroup met several times during the summer and fall of 2009 to determine where to focus Glenn County Child Welfare and Probation improvements.

System Improvement Plan (SIP)

The SIP is the third part of the Outcome and Accountability process. This process develops a specific plan on how the County will improve the CWS system to promote better outcomes for children, youth and families. Quarterly progress reports inform and track the county on four composites and other indicators of safety, permanency, stability and well-being. The State now requires the county's who receive child abuse prevention, intervention and treatment funding to incorporate the CAPIT/CBCAP/PSSF Plan with the SIP. The date of Glenn County's CSA was prior to the state initiating this integration of programs. Therefore, Glenn County is not including the integration in the current 2009-2012 SIP, although CAPIT/CBCAP/PSSF continue to support safety, stability and well-being outcomes of the most at risk children in the county.

2006-2009 Self Improvement Plan

Glenn County submitted the first County SIP to the state in 2004. In July of 2006, the second three-year plan was submitted. Following is a summary of the accomplishments of the 2006-2009 SIP.

- *No Recurrence of Maltreatment*
During the three-year period 2006-2009, Glenn County increased the number of children who did not experience recurrence of maltreatment within six months of receiving a substantiated referral. Outcome goals reached the 90 percentile or better 6 out of 12 quarters (50%), as compared to 3 out of 12 quarters (25%) the three-year period prior to 2006. DR protocol was established and reviewed. Community presentations were completed at the Glenn County Office of Education staff development series each year and through the Children's Interagency Coordinating Council member at large meetings and sub-committees. Ninety eight percent of all substantiated referrals were assigned DR Pathway status. Two Family Resource Centers have been maintained with support services and resources for drop-in assistance and family engagement including parent education, support groups, parent social activities and education on child abuse prevention.
- *Timely Response Immediate and 10-day referrals*
Over the last three-year SIP period, Glenn County has made steady progress in timely response to both immediate and 10-day referrals. Social workers timely response to ten-day referrals increased in the first three quarters of 2006 (from 74% to 77%), followed by a dip in the fourth quarter (59%), then steadily increasing to 97% in the fourth quarter of 2008. ER social workers met with their supervisor weekly as a group to monitor response time and assignments. Initiation of SafeMeasures in September of 2007 significantly increased supervisor's and social worker's ability to monitor and track timeliness. Response time to immediate referrals has remained above the 90% level for the last three years, increasing to 100% in several quarters. Retention of social work ER staff contributes to competency levels of social workers as well as assuring response is appropriate and timely.
- *Monthly Social Worker Visits*
Face to face visits with children in foster care improved from the seventy percentile in 2006 to the high ninety percentile during the 2008 year. The CWS On-going Unit supervisor has met monthly with each social worker to monitor contacts. The initiation of SafeMeasures has improved the supervisor and social workers monitoring of monthly contacts and data entry.
- *Utilization of Standardized Assessment Tool*

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In February of 2009, Glenn County implemented the use of Structured Decision Making (SDM). After struggling to integrate the Comprehensive Assessment Tools (CAT) and measure their outcomes, Glenn County decided to change assessment tools. Since implementation of SDM assessment completion is being monitored using SafeMeasures.

- *Additional Systemic Factors*

CWS has provided training to school personnel, and agency and community partners regarding CWS mandated reporting, system overview, child abuse prevention, and new initiatives. In addition, the Northern California Rural Training Academy (UCD) completed a comprehensive assessment of Child Welfare helping the County identify areas needing improvement outside of the defined California Outcomes and Accountability measures.

One recommendation initiated from this assessment was to implement SafeMeasures and train staff on how to use the tool to monitor case input and practices. Another recommendation Glenn County implemented was improvement in the use of a standardized assessment tool. Although the recommendation did not recommend moving to SDM, this practice has improved areas that needed improvement (i.e., timely completion of assessment to identify safety and risk and family's unique strengths, needs and core issues of concern, and using the assessment to make decisions as part of social worker/supervisor case reviews). Another recommendation, to review TDM process and align with parameters of the practice, was completed by having all TDM facilitators, supervisors and the manager meet monthly to review the process and outcomes of TDM meetings. Glenn County completed migration to the web-based Efforts to Outcome database during this time and is instituting regular reports to inform this group.

2006-2009 SIP Child Welfare Outcome Improvement Projects (CWSOIP)

Counties receive an annual allocation for Outcome Improvement Projects (OIPs) to support SIP goals and strategies. The funds were appropriated under an MOU with the Community Action Division, Community Services Unit (CSU) of the HRA. Services delivered under this contract were aligned with the SIP goals. The following lists the projects funded by CWSOIP.

- *Differential Response (DR)* - In order to reduce the recurrence of maltreatment and improve family stability through early intervention and treatment, CSU providers supported DR Path I & II families through the supervision of AmeriCorps volunteers (Path I) and case management, family engagement and access to services (Path II).
- *Child Abuse Treatment (CHAT) Program* - CWSOIP funds provided the fiscal match for the Child Abuse Treatment (CHAT) program. This program provides counseling treatment services for children who do not enter the traditional Child Welfare System (Path I & II referrals) and for other families referred directly to CHAT from County Behavioral Health Services and the schools.
- *Team Decision Making (TDM) Meetings* - To ensure that every family with children at risk of out of home placement or in an emergency placement attends and participates in a TDM meeting, CSU staff assist CWS staff with after-hour detainments and sets up TDM meetings by engaging families, scheduling meetings and providing Spanish language TDM facilitation. CSU staff attended TDM meetings as child advocates and promote children remaining in their homes whenever possible. CSU staff also set up initial parent/child visits to assure they take place in a timely manner.
- *Family Resource Centers*

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CSU maintains two Family Resource Centers, which provide staff time, supportive services and resources for drop-in assistance, life skills classes, parent education classes, family support groups and parent social activities and events. In addition the FRCs provide community outreach regarding child abuse prevention. Space for family visitation of children in foster is also provided.

2006-2009 SIP Probation Outcome Improvement Projects (OIP)

Due to a lack of funds to provide counseling services to youth maintained in the County Juvenile Hall, OIP funds are used as the required match for STOP funds. These funds are contracted through an MOU with County Health Services to provide counseling services to youth when they are incarcerated in the Juvenile Hall.

2009-2012 SIP Development

Glenn County Child Welfare, Juvenile Probation Department and the Children's Interagency Coordinating Council (CICC) completed its third County SIP process in November 2009. The ongoing process encountered a number of challenges over the last three years due to staff turnover, workload issues, budget cuts and difficulty maintaining involvement of stakeholders. Being a small rural county, the challenge is the limited number of players who are involved in multiple efforts of different systems throughout the county. Nevertheless, Glenn County has persevered and now has a strong committee of stakeholders from Community Action, Indian Health, CalWORKs, Mental Health, schools and Domestic Violence Services as part of the data review team. During the summer and fall of 2009 a number of meetings were held to review data, goals, strategies and successes.

2008 PQCR Recommendations

In consultation with the California Department of Social Services, CWS selected Permanency Outcomes C3.1 Exits to Permanency (24 Months in Care) and C3.3 In Care Three Years or Longer (Emancipated or Reached 18 in Care) as the focus area for the PQCR. The County's performance in these areas had not met the national standard over the last three years. The PQCR process was complete in October 2008.

Permanency is the result of finding children in foster care permanent homes either through reunification, guardianship or adoption. A good definition is described as, "...a philosophy highlighting the value of rearing children in a family setting, preferably their biological families, [and] a theoretical framework stressing the stability and continuity of relationships to promote children's growth and functioning" (Fein et al., 1983). Between 2006 and 2008 less than 2% of the children/youth in care for 24 months or longer were discharged to a permanent home prior to emancipating or turning 18 years old in care during each year. Approximately 28% of the children in care in Glenn County are in care three years or longer. Many older youth in care are at greater risk of experiencing placement moves, thus decreasing their chances of finding permanency prior to emancipation.

Research finds that issues relating to achieving permanency and successful family reunification include client, service, organizational and community factors. Client factors include such things as services and supports provided, family and child engagement and post reunification support. Service factors related to permanency include type of placement and foster family preparation,

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training and support. Organizational factors are primarily related to social worker stability and support. Community factors are related to collaborative efforts needed to meet the needs of children and families. Glenn County's PQCR drew on these research findings to assess and examine the practices and policies that were being implemented in Glenn County to impact permanency planning outcomes.

In addition to interview tools, Glenn County reviewed case files to compliment the review and provide more complete information on day-to-day practices. Focus groups of foster parents and emancipating aged teens were also conducted. UC Davis Regional Training Academy staff facilitated the PQCR with peer reviewers from Colusa, Shasta and Tehama Counties and a local service provider. The findings are incorporated in the SIP outcome. Results suggested the following key strategies for CWS and Probation:

Child Welfare

- 1) Improve permanency planning efforts for youth who do not reunite with their families.
- 2) Improve school outcomes to assure high school graduation and improve higher education attainment.
- 3) Improve and receive training (both social workers and foster parents) on placement stability for transition aged youth with behavioral challenges and/or developmental issues.
- 4) Improve and receive training on family engagement and participatory case planning and decision making for both family reunification and post reunification cases.
- 5) Improve mental health assessment, treatment and contact with providers.
- 6) Improve placement process to assure youth's belongings are inventoried and preserved.
- 7) Provide training on youth's experience of grief and loss and how social workers can assess and mediate this experience.
- 8) Improve and receive training on working with parents and youth with alcohol and other drug issues.
- 9) Improve and receive training on how to better document information in the case files. This involves ways to code and facilitate the ease in updating the case files.

Probation

- 1) Learning strategies for effectively engaging birth parents in case planning and ensuring visitation for adolescents who have parents with significant substance abuse issues.

2009-2012 SIP Outcome Measures and Goals

As a result of the 2008 PQCR and CSA process, the following outcomes were selected as the SIP outcome measures and improvement goals. In addition, the County assessment conducted by UCD in 2007 was used as an additional guide for this SIP.

Safety – Measure S1.1 No Recurrence of Maltreatment

Improvement Goals:

1. Increase the number of children who do not experience recurrence of abuse or neglect.
2. Increase the use of Structured Decision Making tools to inform decisions and identify services.

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Permanency – Measure C1.1 Reunification within 12 Months (Exit Cohort)

CWS Improvement Goals:

1. Increase the percentage of children who reunify within 12 months by strengthening social worker/probation officer practice to support timely reunification.
2. Increase the percentage of children who reunify within 12 months by improving parent-child interactions.

Systemic Factors: The PQCR identified a need to offer conflict mediation services to foster parents caring for children with behavioral and developmental issues. In addition the UCD Agency Assessment identified a need for improved documentation of participatory case planning and engagement in CWS/CMS, and use of the *Family Strengths and Needs Assessment* in the case plan.

1. Increase the likelihood of reunification by reducing placement moves based on children's behavioral or developmental issues.
2. Improve documentation of the use of SDM assessments and family engagement activities.

Permanency – Measure C3.1 Exits to Permanency (24 months in care)

CWS Improvement Goals:

1. Increase the percentage of youth who exit to a permanent home by improving social worker practice to support permanency efforts.
2. Increase the percentage of youth who exit to a permanent home by improving mental health assessment, treatment and contact with providers.

Systemic Factor: One PQCR recommendation included improving documentation in the case files to facilitate ease in understanding the dynamics of a case when it is transferred to a new social worker.

1. Implement improved strategies for case file documentation.

Well Being – Measure 8A Complete High School or Equivalent

CWS Improvement Goal

1. Improve school outcomes to assure high school graduation and improve higher education attainment.

Systemic Factor: The PQCR identified the need for improvement in CWS/CMS documentation of Education Passport information. Due to a reduction in the Foster Youth Services staff's time and a turnover in their support staff, education information was not being entered.

1. Improve CWS/CMS entry of education information through technical training of social workers on updating Education Passports and a new protocol for data entry of education information.
2. Develop a collaborative effort with other service providers to review, assess and improve the countywide continuum of care for transition aged youth.

Well Being – Measure 8A Permanent Connection with an Adult

CWS and Probation Improvement Goal

1. Increase permanent connections for youth by maintaining family and friend relationships

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for youth who are unable to reunify.

Systemic Factor: The PQCR found that birth parents that were identified as having significant substance abuse issues were less likely to maintain contact with their child in a Planned Permanent Living Arrangement.

1. Provide training for social workers and probation officers on engagement and safe visitation with substance abusing parents.

CWS/PROBATION SIP MATRIX

Information collected from the Outcome and Accountability System process and from an Agency assessment by UC Davis was used to develop a comprehensive matrix for the Glenn County SIP. The following matrix outlines specific improvement goals with strategies, milestones, timelines and assignments.

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Safety Outcome: No Recurrence of Maltreatment S1.1

This measure answers the question: Of all children who were victims of a substantiated maltreatment allegation during the 6-month period, what percent were not victims of another substantiated maltreatment allegation within the next 6 months?

County's Current Performance:

From January 1, 2008 to June 30, 2008, 87.6% of children who were victims of a substantiated maltreatment were not victims of another substantiated maltreatment.

Measure Number	Measure description	Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Trend Line	Positive Change
S1.1	No Recurrence of maltreatment	01/01/08	06/30/08	78	89	87.6	+	yes

From the baseline year of 2002, the percentage of children who were not victims of another substantiated maltreatment has increased from 84.0% to 87.6%. Current performance is below the Federal Standard of 94.6% as well as the statewide performance of 93.0%. Glenn County will improve performance on this measure from 87.6% to 94.6%, resulting in 5 more children not experiencing another substantiated incident of maltreatment in a six-month period.

Improvement Goal 1.0

Increase the number of children who do not experience recurrence of abuse or neglect.

Strategy 1.1

Improve DR protocol.

<input checked="" type="checkbox"/>	CAPIT	Strategy Rationale Adherence to DR process and procedures increases family engagement and expedites services. Lack of adherence has been identified as a barrier to providing efficient and effective engagement and response.
<input type="checkbox"/>	CBCAP	
<input type="checkbox"/>	PSSF	
<input checked="" type="checkbox"/>	N/A	

Milestone	Timeframe	Assigned to	
		Year 1-Oct. 21, 2009 to Oct. 21, 2010	Year 1-Oct. 21, 2010 to Oct. 21, 2011
1.1.1 Conduct monthly collaborative referral staffing with social workers, DR service providers and supervisor.		<input checked="" type="checkbox"/>	<input type="checkbox"/>
1.1.2 DR duty person will check-in daily with ER unit between 8 and 9 am.		<input checked="" type="checkbox"/>	<input type="checkbox"/>
1.1.3 CWS social worker introduces DR duty worker to family.		<input type="checkbox"/>	<input checked="" type="checkbox"/>
		ER Supervisor DR Manager	ER Unit Social Workers DR Duty Worker
		ER Unit Social Workers DR Duty Worker	ER Unit Social Workers DR Duty Worker

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	1.1.4 Align DR Pathways with SDM Assessments for all referrals.		<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input type="checkbox"/> Year 1-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 1-Oct. 21, 2011 to Oct. 21, 2012	ER Supervisor
Improvement Goal 2.0 Increase the use of Structured Decision Making tools to inform decisions and identify services.				
Strategy 2.1 Align Agency practice with SDM protocol.				
			<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A	Strategy Rationale Use of <i>Evidence Based Assessments</i> , aligned with practice, improves decision-making and increases accountability through consistent and standardized assessments, which promote the use of research-based interventions and services.
Milestone	2.1.1 Increase completion of SDM risk and safety assessments to 100%	Timeframe	<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input type="checkbox"/> Year 1-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 1-Oct. 21, 2011 to Oct. 21, 2012	ER Supervisor
	2.1.2 Adhere to SDM risk-based case opening guidelines.		<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 1-Oct. 21, 2010 to Oct. 21, 2011 <input checked="" type="checkbox"/> Year 1-Oct. 21, 2011 to Oct. 21, 2012	ER Supervisor ER Social Workers
	2.1.3 Review all <i>decisions to promote</i> at investigation close.		<input type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 1-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 1-Oct. 21, 2011 to Oct. 21, 2012	ER Supervisor ER Social Workers
	2.1.4 Increase technical support for data reports, analysis and quality assurance.		<input type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 1-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 1-Oct. 21, 2011 to Oct. 21, 2012	Outcomes & Accountability Manager Administrative Service Officer
	2.1.5 Set up and maintain regular meetings to review SDM compliance using SafeMeasures.		<input type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input type="checkbox"/> Year 1-Oct. 21, 2010 to Oct. 21, 2011 <input checked="" type="checkbox"/> Year 1-Oct. 21, 2011 to Oct. 21, 2012	Deputy Director & CWS Manager CWS Manager & CWS Supervisors
Describe any additional systemic factors needing to be addressed that support the improvement plan goals. Expand CWS/CalWORKs linkage for Path I, II and III referrals by convening team to determine how to identify and provide team services and resources to CalWORKs families.				
Describe educational/training needs (including technical assistance) to achieve the improvement goals. Family Engagement training for social workers and DR case managers. Technical assistance in collecting and developing outcomes for DR system.				

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

DR provider's commitment to providing duty worker and adherence to attendance at meetings.

Develop strategy to increase membership in Data Review committee. Expand to include Mental Health, Alcohol and Drug services, CalWORKs, schools and other stakeholders.

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

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Permanency Outcome: Reunification within 12 Months (Exit Cohort) Measure C1.1

This measure answers the question: Of all children discharged from foster care to reunification during the year who had been in foster care for 8 days or longer, what percent were reunified in less than 12 months from the date of the latest removal from home?

County's Current Performance:

From January 1, 2008 to December 31, 2008, 40.0% of the children who had been in foster care were reunified in less than 12 months from the date of removal from their homes.

Measure Number	Measure description	Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Trend Line	Positive Change
C1.1	Reunification within 12 months	01/01/08	12/31/08	10	25	40.0	+	no

From the baseline year of 2002-2003, the percentage of children reunified within 12 months has decreased from 62.5% to 40.0%. Current performance is below the Federal Standard of 75.2% as well as the statewide performance of 61.8%. Glenn County will improve performance on this measure from 40.0% to 65.0%, resulting in 4 more children being reunified with their parent(s) within a 12-month timeframe.

Improvement Goal 1.0

Increase the percentage of children who reunify within 12 months by strengthening social worker/probation officer practice to support timely reunification.

Strategy 1.1

Increase family engagement in the reunification process.

		CAPIT	Strategy Rationale	
		CBCAP	Engaged parents promote healthy family relations and increase the likelihood that children will go home.	
		PSSF		
		N/A		
<input checked="" type="checkbox"/>	Year 1-Oct. 21, 2009 to Oct. 21, 2010	<input checked="" type="checkbox"/>	Assigned to	
<input type="checkbox"/>	Year 2-Oct. 21, 2010 to Oct. 21, 2011	<input type="checkbox"/>		
<input type="checkbox"/>	Year 3-Oct. 21, 2011 to Oct. 21, 2012	<input type="checkbox"/>		
<input checked="" type="checkbox"/>	Year 1-Oct. 21, 2009 to Oct. 21, 2010	<input checked="" type="checkbox"/>	Assigned to	
<input type="checkbox"/>	Year 2-Oct. 21, 2010 to Oct. 21, 2011	<input type="checkbox"/>		
<input type="checkbox"/>	Year 3-Oct. 21, 2011 to Oct. 21, 2012	<input type="checkbox"/>		
<input type="checkbox"/>	Year 1-Oct. 21, 2009 to Oct. 21, 2010	<input type="checkbox"/>	Assigned to	
<input checked="" type="checkbox"/>	Year 2-Oct. 21, 2010 to Oct. 21, 2011	<input checked="" type="checkbox"/>		
<input type="checkbox"/>	Year 3-Oct. 21, 2011 to Oct. 21, 2012	<input type="checkbox"/>		

Milestone	Timeframe	Assigned to
1.1.1 Train all social workers and probation officers on family engagement including father engagement.		CWS Program Manager Probation Officer
1.1.2 Identify and train staff in mediation skills		ER Unit Supervisor TDM Coordinator
1.1.3 Train all social workers and probation officers on engaging parents with substance abuse issues.		CWS Program Manager Probation Officer

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<p>Strategy 1.2 Align Agency practice with TDM protocol.</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p>Strategy Rationale Team Decision Making promotes client engagement and increases <i>informal</i> resources and support.</p>
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1.2.1 Conduct regular review of TDM process, procedures and data. Review and refine practice.

Milestone

Time

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	Time	Milestone	Assigned to
<p>1.2.2 Develop TDM reports for Data Review Team and for TDM committee review.</p>	<p><input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012</p>		TDM Coordinator TDM Facilitators CWS Supervisors and Manager
<p>1.2.3 Form a committee to identify strategies and create a timeline to expand TDM meetings to include <i>icebreaker meetings</i>.</p>	<p><input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012</p>		Outcome & Accountability Manager Administrative Support Officer
<p>1.2.3 Implement <i>icebreaker</i> meetings for all families with children entering foster care.</p>	<p><input type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input checked="" type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012</p>		CWS Program Manager
<p>Strategy 1.3 Align Agency practice with SDM protocol.</p>	<p><input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A</p>		CWS Program Manager CWS Supervisors
<p>1.3.1 Improve timeliness of Family Strength and Needs Assessment (FSNA) completion at critical junctures.</p>	<p><input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012</p>		CWS Supervisor
<p>1.3.2 Increase use of FSNA to evaluate functioning, target case plan activities and focus on priorities.</p>	<p><input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012</p>		CWS Supervisor
<p>1.3.3 Increase use of FSNA assessments to monitor services and identify additional interventions over time.</p>	<p><input type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input checked="" type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012</p>		CWS Supervisors

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Improvement Goal 2.0 Increase the percentage of children who reunify within 12 months by strengthening parent-child interaction.		Strategy Rationale	
Strategy 2.1 Promote the use of research-based interventions and services to increase frequency and quality of parent/child visitations.		CAPIT	CBCAP
		PSSF	N/A
Milestone	2.1.1 Train social work staff and probation officers in evidence-based visitation model.	<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	CWS Program Manager CWS Social Work Supervisors
	2.1.2 Develop an incremental strategy to implement evidence-based visitation model.	<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	CWS Program Manager Community Services Manager
	2.1.3 Utilize evidence-based visitation model for all cases.	<input type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input checked="" type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	CWS Social Workers
Strategy 2.2 Increase participatory case planning practices.		CAPIT	CBCAP
		PSSF	N/A
Milestone	2.2.1 Train all social workers in participatory case planning.	<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	CWS Social Work Supervisors
	2.2.2 Involve parents in placement move decisions.	<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	CWS Supervisor

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Improvement Goal 3.0		Strategy Rationale	
Increase the likelihood of reunification by reducing placement moves based on children's behavioral or developmental issues.		<input type="checkbox"/> CAPIT	Understanding children's mental health and developmental needs helps focus on appropriate interventions and increases the likelihood that children can return home or have a stable placement.
Strategy 3.1		<input type="checkbox"/> CBCAP	
Increase the number of children who have mental health and developmental screenings and assessments.		<input type="checkbox"/> PSSF	
		<input checked="" type="checkbox"/> N/A	
Milestone	3.1.1 Increase the use of mental health and developmental screenings and assessments.	<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	Assigned to
	3.1.2 Provide social workers, foster parents and parents with information, training and strategies on dealing with behavioral issues.	<input type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	
	3.1.3 Provide conflict mediation services to foster parents caring for youth with behavioral and developmental needs.	<input type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input checked="" type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	
Describe any additional systemic factors needing to be addressed that support the improvement plan goals.			
<p>Court timeliness and continuances impact timeliness of reunification. Contract with services providers offering evidence-based services. Include client engagement mandates in contracts and Memorandums of Understanding agreements. Improve communication and collaboration with mental health, substance abuse and education providers. Develop policy and procedure manual that clearly identifies agency philosophy, expectations and practices.</p>			
Describe educational/training needs (including technical assistance) to achieve the improvement goals.			
<p>Provide family engagement and father engagement training. Develop information, strategies and training for foster parents, social workers and service providers on serving children with behavioral and developmental issues. Provide mediation training.</p>			
Identify roles of the other partners in achieving the improvement			
<p>Develop strategies for provision of mental health assessments and services. Increase collaboration, communication and teaming with visitation program partners. Recruit and identify foster parents who will commit to partnering with the Department as resource families.</p>			
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.			
<p>Mandate and fund Dependency Drug Courts.</p>			

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Permanency Outcome: Exits to Permanency (24 Months in Care) Measure C3.1

This measure answers the question: Of all children in foster care for 24 months or longer on the first day of the year, what percent were discharged to a permanent home by the end of the year and prior to turning 18?

County's Current Performance:

From January 1, 2008 to December 31, 2008, 6.5% of the children who were in foster care for 24 months or longer on the first day of the year were discharged to a permanent home by the end of the year and prior to turning 18.

Measure Number	Measure description	Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Trend Line	Positive Change
C3.1	Exits to Permanency	01/01/08	12/31/08	2	31	6.5	+	no

From the baseline year of 2002-2003, the percentage of children who were in care 24 months or longer and were discharged to a permanent home by the end of the year decreased from 15.0% to 6.5%. Current performance is below the Federal Standard of 29.1% as well as the statewide performance of 22.8%. Glenn County will improve performance on this measure from 6.5% to 23.8% resulting in 5 more children finding permanent homes within 24 months of entering foster care.

Improvement Goal 1.0

Increase the percentage of youth who exit to a permanent home by improving social worker practice to support permanency efforts.

Strategy 1.1

Institutionalize concurrent planning practice.

CAPIT		Strategy Rationale
<input type="checkbox"/>	CBCAP	
<input type="checkbox"/>	PSSF	
<input type="checkbox"/>	N/A	
<input checked="" type="checkbox"/>	Year 1-Oct. 21, 2009 to Oct. 21, 2010	Clear concurrent planning practices helps assure that youth are part of a permanent family and that relationships prior to foster care are maintained.
<input type="checkbox"/>	Year 2-Oct. 21, 2010 to Oct. 21, 2011	
<input type="checkbox"/>	Year 3-Oct. 21, 2011 to Oct. 21, 2012	
<input type="checkbox"/>	Year 1-Oct. 21, 2009 to Oct. 21, 2010	Assigned to
<input checked="" type="checkbox"/>	Year 2-Oct. 21, 2010 to Oct. 21, 2011	
<input type="checkbox"/>	Year 3-Oct. 21, 2011 to Oct. 21, 2012	
<input type="checkbox"/>	Year 1-Oct. 21, 2009 to Oct. 21, 2010	CWS Supervisor
<input checked="" type="checkbox"/>	Year 2-Oct. 21, 2010 to Oct. 21, 2011	
<input type="checkbox"/>	Year 3-Oct. 21, 2011 to Oct. 21, 2012	
<input type="checkbox"/>	Year 1-Oct. 21, 2009 to Oct. 21, 2010	CWS Deputy Director CWS Program Manager
<input checked="" type="checkbox"/>	Year 2-Oct. 21, 2010 to Oct. 21, 2011	
<input type="checkbox"/>	Year 3-Oct. 21, 2011 to Oct. 21, 2012	
<input type="checkbox"/>	Year 1-Oct. 21, 2009 to Oct. 21, 2010	CWS Program Manager
<input type="checkbox"/>	Year 2-Oct. 21, 2010 to Oct. 21, 2011	
<input checked="" type="checkbox"/>	Year 3-Oct. 21, 2011 to Oct. 21, 2012	
<input type="checkbox"/>	Year 1-Oct. 21, 2009 to Oct. 21, 2010	CWS Program Manager CWS Supervisor
<input checked="" type="checkbox"/>	Year 2-Oct. 21, 2010 to Oct. 21, 2011	
<input checked="" type="checkbox"/>	Year 3-Oct. 21, 2011 to Oct. 21, 2012	

1.1.1 Increase collaborative case reviews of concurrent planning (prior to Disposition, every three months for children under 3 years old, and every six months for children post reunification).

1.1.2 Develop a set of *permanency principals* and translate into policies and procedures agency wide and for various stages of a case.

1.1.3 Improve tools and support for implementing concurrent planning (guidelines, checklist, referral forms, support staff resources).

1.1.4 Include concurrent planning efforts in staff evaluation.

Milestone

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Strategy 1. 2 Improve efforts to recruit permanent families and maintain life-long relationships.		CAPIT				Strategy Rationale Children reach permanency faster when they have caring adult relationships.
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Milestone		Timeframe				Assigned to
		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.2.1 Complete process and procedures and implement Family Finding search for relatives and absent parents, including resolving paternity issues early in a case.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	CWS Program Manager Outcome & Accountability Manager
1.2.2 Create screening tools and training and support documents to educate potential caregivers regarding permanency for youth.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	CWS Program Manager Outcome & Accountability Manager
1.2.3 Develop clear definitions and procedures for <i>full disclosure</i> regarding concurrent planning.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	CWS Program Manager CWS Supervisor
Strategy 1. 3 Implement improved strategies for case file documentation.		CAPIT				Strategy Rationale Good case file documentation improves positive transfer of a case to a new social worker; identifying key historical and legal actions that impact a youths ability to find permanency.
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Milestone		Timeframe				Assigned to
		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.3.1 Create case file cover sheets that identify key historical and legal actions (TPR, reason for non-reunification, psych evaluations, etc).		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	CWS Program Manager
1.3.2 Create case file family mappings (genograms) to help identify youth's permanent connections.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	CWS Supervisor

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Strategy 1.4 Improve agency commitment to focusing on tasks that support permanency.		CAPIT		Strategy Rationale	
		<input type="checkbox"/>	<input type="checkbox"/>	An agency that aligns permanency philosophy and values with ongoing practice promotes permanency as well as safety and well-being.	
		<input type="checkbox"/>	<input type="checkbox"/>		
		<input checked="" type="checkbox"/>	<input type="checkbox"/>		
		<input type="checkbox"/>	<input type="checkbox"/>		
Milestone	1.4.1 Develop written agency guidelines on reasonable efforts and achieving permanency.	<input checked="" type="checkbox"/>	Year 1-Oct. 21, 2009 to Oct. 21, 2010	Assigned to	CWS Program Manager Outcomes & Accountability Manager
		<input type="checkbox"/>	Year 2-Oct. 21, 2010 to Oct. 21, 2011		
		<input type="checkbox"/>	Year 3-Oct. 21, 2011 to Oct. 21, 2012		
Milestone	1.4.2 Court reports specify permanency-planning efforts (possible placement options, what they found out about identified family, why or why not suitable) and sibling contact.	<input type="checkbox"/>	Year 1-Oct. 21, 2009 to Oct. 21, 2010	Assigned to	CWS Supervisor
		<input checked="" type="checkbox"/>	Year 2-Oct. 21, 2010 to Oct. 21, 2011		
		<input type="checkbox"/>	Year 3-Oct. 21, 2011 to Oct. 21, 2012		
Milestone	1.4.3 Conduct permanency team meetings for all youth in post reunification services without an identified permanent family every six months.	<input type="checkbox"/>	Year 1-Oct. 21, 2009 to Oct. 21, 2010	Assigned to	CWS Supervisor
		<input checked="" type="checkbox"/>	Year 2-Oct. 21, 2010 to Oct. 21, 2011		
		<input type="checkbox"/>	Year 3-Oct. 21, 2011 to Oct. 21, 2012		
Improvement Goal 2.0 Increase the percentage of youth who exit to a permanent home by improving mental health assessment, treatment and contact with providers.					
Strategy 2.1 Foster children receive more health and mental health services and supports.		CAPIT		Strategy Rationale	
		<input type="checkbox"/>	<input type="checkbox"/>	Identifying children's health and mental health needs early in the case improves placement stability and the likelihood of children reaching permanency.	
		<input type="checkbox"/>	<input type="checkbox"/>		
		<input type="checkbox"/>	<input type="checkbox"/>		
		<input checked="" type="checkbox"/>	<input type="checkbox"/>		
Milestone	2.1.1 Develop written policy and procedures for screening, assessment and treatment of children entering foster care.	<input checked="" type="checkbox"/>	Year 1-Oct. 21, 2009 to Oct. 21, 2010	Assigned to	CWS Program Manager Outcome & Accountability Manager
		<input type="checkbox"/>	Year 2-Oct. 21, 2010 to Oct. 21, 2011		
		<input type="checkbox"/>	Year 3-Oct. 21, 2011 to Oct. 21, 2012		
Milestone	2.1.2 Implement behavioral health screenings of all children prior to Disposition.	<input type="checkbox"/>	Year 1-Oct. 21, 2009 to Oct. 21, 2010	Assigned to	CWS Supervisor
		<input checked="" type="checkbox"/>	Year 2-Oct. 21, 2010 to Oct. 21, 2011		
		<input type="checkbox"/>	Year 3-Oct. 21, 2011 to Oct. 21, 2012		
Milestone	2.1.3 Implement interagency review of transitioning aged youth mental health needs and supports.	<input type="checkbox"/>	Year 1-Oct. 21, 2009 to Oct. 21, 2010	Assigned to	CWS Deputy CWS Program Manager
		<input checked="" type="checkbox"/>	Year 2-Oct. 21, 2010 to Oct. 21, 2011		
		<input checked="" type="checkbox"/>	Year 3-Oct. 21, 2011 to Oct. 21, 2012		

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

Courts, attorneys and CWS must closely collaborate and align efforts to assure permanency outcomes for children/youth. Courts must assure that permanency hearings are held timely and reasonable efforts are made to timely place children in permanent homes. Prioritize permanency as an integral part of CWS as well as safety and well being

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

Provide training to social workers on promoting educational needs of children.

Provide training to social workers, services providers and foster parents on permanency planning.

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

Nurture cooperative relationships with State Adoption workers.

On-going dialog with the court about the agency's permanency efforts.

Educate community partners in permanency philosophy, values and efforts.

Improve interagency partnerships in support of concurrent planning.

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

Align and integrate Blue Ribbon Commission recommendations and strategies with Child Welfare strategies and outcomes.

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Well Being Outcomes:
Measures 8A

County's Current Performance:

Baseline for this measure was established in Quarter 4 2008. These measures are included in the SIP as they are part of the CC251 program.

Measure Number	Measure description	Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Trend Line	Positive Change
8A	High School completion	01/01/08	12/31/08	0	2	0.0	+	
8A	Obtained Employment	01/01/08	12/31/08	1	2	50.0	+	
8A	Have Housing Arrangements	01/01/08	12/31/08	2	2	100.0	+	
8A	Received ILP Services	01/01/08	12/31/08	2	2	100.0	+	
8A	Permanency Connection with an Adult	01/01/08	12/31/08	0	2	0.0	+	

Glenn County does not believe this data is reflective of current practice. Glenn County will improve performance on this measure by establishing policy and procedures, training, increasing collaboration and improving data entry in CWS/CMS and in Efforts to Outcomes (ETO) database for the California Connected by 25 Initiative (CC25I).

Improvement Goal 1.

Youth exiting foster care are more self-sufficient.

Strategy 1.1

Foster youth are making educational progress and increasing school attendance.

<input type="checkbox"/>	CAPIT
<input type="checkbox"/>	CBCAP
<input type="checkbox"/>	PSSF
<input checked="" type="checkbox"/>	N/A

Strategy Rationale

Progress and completion of high school and higher education goals contribute to stability and the ability to obtain employment.

Milestone	Timeframe	Assigned to
1.1.1 Enter all youth's school progress in CWS/CMS and ETO.	<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	CWS Supervisor
1.1.2 Work with the school to develop individualized education plans (different than IEPs) for students struggling in school.	<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	CWS Supervisor

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	<p>1.1.3 Promote higher education attainment by encouraging completion of A-G requirements for high school students.</p>	<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input checked="" type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	CWS Supervisor								
<p>Strategy 1.2 All foster care youth will participate in Youth Employment Services and obtain a job or job experience prior to emancipating from foster care.</p>		<table border="1"> <tr><td><input type="checkbox"/></td><td>CAPIT</td></tr> <tr><td><input type="checkbox"/></td><td>CBCAP</td></tr> <tr><td><input type="checkbox"/></td><td>PSSF</td></tr> <tr><td><input checked="" type="checkbox"/></td><td>N/A</td></tr> </table>	<input type="checkbox"/>	CAPIT	<input type="checkbox"/>	CBCAP	<input type="checkbox"/>	PSSF	<input checked="" type="checkbox"/>	N/A	<p>Strategy Rationale Youth with employment readiness schools and job experience are more able to support themselves after emancipation.</p>
<input type="checkbox"/>	CAPIT										
<input type="checkbox"/>	CBCAP										
<input type="checkbox"/>	PSSF										
<input checked="" type="checkbox"/>	N/A										
<p>Milestone</p>	<p>Timeframe</p>	<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	Assigned to								
<p>1.2.1 All youth are referred to the YES program.</p>		<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	CWS Supervisor ILP Provider								
<p>1.2.2 All youth have the opportunity developed job search skills, resumes and paid or unpaid job experience in a field of their interest.</p>		<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input checked="" type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	CWS Supervisor ILP Provider								
<p>Strategy 1.3 All emancipating youth will have multiple housing options when they leave care.</p>		<table border="1"> <tr><td><input type="checkbox"/></td><td>CAPIT</td></tr> <tr><td><input type="checkbox"/></td><td>CBCAP</td></tr> <tr><td><input type="checkbox"/></td><td>PSSF</td></tr> <tr><td><input checked="" type="checkbox"/></td><td>N/A</td></tr> </table>	<input type="checkbox"/>	CAPIT	<input type="checkbox"/>	CBCAP	<input type="checkbox"/>	PSSF	<input checked="" type="checkbox"/>	N/A	<p>Strategy Rationale Stability in housing provides security.</p>
<input type="checkbox"/>	CAPIT										
<input type="checkbox"/>	CBCAP										
<input type="checkbox"/>	PSSF										
<input checked="" type="checkbox"/>	N/A										
<p>Milestone</p>	<p>Timeframe</p>	<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	Assigned to								
<p>1.3.1 Identify youth's options for housing post emancipation.</p>		<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input checked="" type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	CWS Supervisor								
<p>1.3.2 Develop housing opportunities for youth.</p>		<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input checked="" type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	CWS Supervisor								

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Strategy 1.4 All emancipating aged youth will be referred and have access to individual or group ILP service.		CAPIT		Strategy Rationale Independent living skills prepare youth to live own their own and increase their confidence.
		CBCAP	PSSF	
Milestone	1.4.1 All youth have a Transition Independent Living Plan that they have participated in developing.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Assigned to CWS Supervisor
	1.4.2 Information on these efforts will be recorded in ETO and CWS/CMS.	<input type="checkbox"/>	<input type="checkbox"/>	
	1.4.3 All emancipating aged youth without a permanent home will have a permanency team meeting every six months.	<input type="checkbox"/>	<input type="checkbox"/>	
Strategy 1.3 All emancipating aged youth will have permanent connections with at least one adult.		CAPIT		Strategy Rationale Permanent connections provide stability and a sense of community to youth.
		CBCAP	PSSF	
Milestone	1.3.1 Social workers will help youth identify and maintain relationships with adults who will be part of their permanency team.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Assigned to CWS Supervisor
	1.3.2 Visitations for these connections will be identified in the case plan and documented in court reports.	<input type="checkbox"/>	<input type="checkbox"/>	
	1.3.3 Youth will be provided means to maintain family relationships including visits with siblings.	<input type="checkbox"/>	<input type="checkbox"/>	

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Describe any additional systemic factors needing to be addressed that support the improvement plan goals.
Agency philosophy and values that support success of transition aged youth.
Identify multiple housing opportunities and strategies.

Describe educational/training needs (including technical assistance) to achieve the improvement goals.
Assistance and training in understanding education requirements and strategies to promote successful completion.
Staff support in maintenance of database and creating reports.

Identify roles of the other partners in achieving the improvement goals.
Schools must participate in multiple disciplinary teams.
Workforce Investment Act programs must include transition aged youth focus and advocacy.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.
Youth can remain in foster care until they are 21 years old. Align with Federal changes.

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Systemic Factor: Agency collaboration is measured by the county's ability to engage a broad array of stakeholders in CWS processes, evaluation and outcomes.			
Child Welfare Improvement: In economic times with diminishing resources the county must maintain positive collaborations with others who have an interest in protecting children, strengthening families and assuring permanency for all youth.			
Improvement Goal 1.0 Increase participation in collaborative efforts to serve families.			
Strategy 1.1 Improve working relationships with others providing services to CWS families and youth.	<input type="checkbox"/> CAPIT	Strategy Rationale Positive working relationships with service providers increase effectiveness and efficiency of service provision, timeliness and outcomes.	
	<input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A		
Milestone	1.1.1 Develop a team model for working with families eligible for CalWORKs services.		<input type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012 CWS Deputy Director CWS Program Manager
	1.1.2 Develop multi-disciplinary team model for assuring employment and higher education opportunities for youth.		Assigned to <input type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012 CWS Deputy Director CWS Program Manager
	1.1.3 Develop multi-disciplinary model for assuring success of children and transition aged youth with mental health needs.		<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012 CWS Deputy Director CWS Program Manager
Describe any additional systemic factors needing to be addressed that support the improvement plan goals. Buy-in and support from the Director.			
Describe educational/training needs (including technical assistance) to achieve the improvement goals.			
Identify roles of the other partners in achieving the improvement goals. Buy-in and support of Mental Health Agency, Community Service and Education providers.			
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.			



**GLENN COUNTY
BOARD OF SUPERVISORS**

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Tracey Quarne, District 2
Steve Soeth, District 3
Michael Murray, District 4
Leigh McDaniel, District 5

Sandy Soeth, Clerk of the Board

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

Minute Order of the Board of Supervisors
February 2, 2010 Regular Meeting
County of Glenn, State of California

3. **Consent Calendar**

Matter: Review and take actions related to the Consent Calendar as follows:
Glenn County System Improvement Plan (SIP)
Upon the recommendation of Health Services Agency Director Scott Gruendl, review the Glenn County SIP as it pertains to the improvement of child welfare outcomes and authorize the Chairman of the Board of Supervisors to execute the cover sheet.

Proceedings: Mr. Gruendl reviewed the aforesaid matter

Motion/Second: Supervisor Murray/Supervisor Viegas

Order: Approve the Consent Calendar

Vote: Unanimous.