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Department of Health & Human Services

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February 19, 2009

Outcomes & Accountability Bureau
Children & Family Services Division
California Department of Social Services
744 P Street, MS 8-12-91
Sacramento, CA 95814
Attention: Linda Hockman, Chief

RECEIVED FEB 24 2009

RE: Child Welfare Services System Improvement Plan (SIP) Annual Update Report

We have enclosed our Annual Update Report regarding the SIP progress. The activities that were completed during 2007 and 2008 are outlined in the attached document.

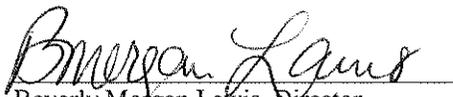
Our designated individual who is responsible for the SIP administration is:

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Humboldt County has just completed its 2009 Peer Quality Case Review (PQCR) and is beginning the process towards the Self Appraisal. In January 2010 a new System Improvement Plan (SIP) will be developed that outlines our new plan of action with new improvement activities based on the expanded and refined outcome measures.

Sincerely,

HUMBOLDT COUNTY DEPARTMENT OF HEALTH AND HUMAN SERVICES


Beverly Morgan Lewis, Director
Social Services Branch

Enclosure: SIP Update Report

Cc: Barbara LaHaie,

Public Guardian
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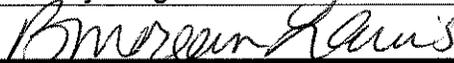
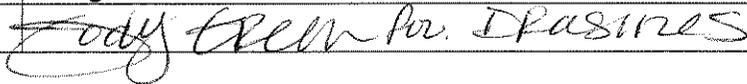
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SIP Update Cover Sheet

California's Child and Family Services Review System Improvement Plan

County:	Humboldt County
Responsible County Child Welfare Agency:	Department of Health and Human Services, Social Services Branch
Period of Plan:	2006 - 2009
Period of Outcomes Data:	(1) Quarter 2, 2008 for UPDATE
Date Submitted:	(2) February 19, 2009
County Contact Person for County System Improvement Plan	
Name:	Beverly Morgan Lewis
Title:	Director, Social Services Branch
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Phone/Email	(707)476-4700 / blewis@co.humboldt.ca.us
Submitted by each agency for the children under its care	
Submitted by:	County Child Welfare Agency Director (Lead Agency)
Name:	Beverly Morgan Lewis
Signature:	
Submitted by:	County Chief Probation Officer
Name:	Doug Rasines
Signature:	

Humboldt County Department of Health and Human Services Social Services Branch/Child Welfare Services 2008 System Improvement Plan Update Report

Recurrence of Maltreatment AB 636 Outcome Measure 1A

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

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

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

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

Milestone	1.1.1 Identify children ages 3-8 years coming into CWS/Probation (siblings) that are at risk of or exhibit conduct or behavior disorders, through monthly reports prepared by Analysts for Social Workers and Supervisors. Quarterly reports will be distributed to Program Managers.	Activities Completed	A Business Objects™ report was developed to reflect the total number of children aged 3-8 years old in CWS' system of care.	Assigned To	CWS Analysts, Probation Analysts
	1.1.2 Ongoing collaboration and education through cross-training with Community Partners, Family Resource Centers (FRCs), Department of Health and Human Services (DHHS) Branches, Tribes, and the Probation Department to raise awareness of IY.		<p>DHHS provided EBP Training 06/25/2007. Participants included Social Services Branch (SSB), Mental Health Branch (MHB), Public Health Branch (PHB), Women, Infants, and Children (WIC) Eureka, and the Probation Department.</p> <p>The DHHS EBP Introduction Training curriculum was updated and the first session was provided on 07/23/2008. The second training was on 09/17/2008. This training will be provided throughout 2009 and is required for new hires and offered to current employees as a refresher training.</p> <p>Targeted FRCs have been trained and are now providers of the IY curriculum (and see 1.3.1).</p>		CWS, Probation, DHHS Office of Client and Cultural Diversity, DHHS Research and Evaluation, (R&E), IY Program Lead, Program Managers, Community Partners from the culture represented (Native American, Hispanic or Latino, Asian or Pacific Islander)

	<p>1.1.3 For our culturally diverse population, obtain a culturally appropriate parent education program (a culturally appropriate version of IY).</p> <p>1.1.3.1 Provide cultural competency training to FRCs to further support the implementation of IY.</p> <p>1.1.4 Increase the number of referrals to IY by 75% over three years through ongoing collaboration, education, and cross-training with Community Partners, FRCs, DHHS Branches, Tribes, and the Probation Department to raise awareness of IY.</p>	<p>California Institute of Mental Health (CIMH) provided training and technical assistance through 06/2007 to DHHS.</p> <p>Matthew Mock provided a presentation/training on 11/30/2007 on cultural competence and behavioral health.</p> <p>Ongoing discussion at monthly EBP Implementation meetings of new culturally appropriate practices.</p> <p>A IY training in Spanish has been implemented and held.</p> <p>FRCs in Humboldt County provided IY classes in 2007 and 2008.</p> <p>Local Native American Cultures and Awareness training was provided by Tene Kremling, LCSW at United Indian Health Services on 04/17; 08/07/2007; 01/11; 06/06; and 08/29/2008. The video "History and Hope" was provided to DHHS employees on 10/23, 10/30, 11/06 and 11/15/2007 and at the Local Native American Cultures and Awareness training. These trainings included open slots for Probation, FRCs, MHB and PHB.</p> <p>In 2006 there were 81 referrals to IY. In 2007 there was a 43% increase in referrals bringing it to 144. IY referrals remained the same for 2008 at 144/year.</p> <p>IY classes provided by DHHS and the FRCs through co-facilitation in Humboldt County during 2007 and 2008 occurred. These courses were offered in addition to our standard DHHS IY courses in March and September 2007 and January and September in 2008.</p> <p>In 12/2008, at the CWS On-Going unit staff meeting, staff were instructed to refer to age-appropriate EBP parenting courses or treatments first, such as IY, Parent-Child Interaction Therapy (PCIT) and Functional Family Treatment (FFT).</p>	<p>DHHS Office of Client and Cultural Diversity, DHHS Training, Education and Supervision Unit (TES), Community Partners, Hispanic or Latino, Asian or Pacific Islander, Tribes and Native American Agencies</p> <p>DHHS Office of Client and Cultural Diversity, DHHS Training, Education and Supervision Unit (TES), Community Partners, Hispanic or Latino, Asian or Pacific Islander, Tribes and Native American Agencies</p> <p>CWS; Probation; Community Partners; FRCs; IY Program Lead; IY Staff from SSB, MHB, and PHB; Referring Agencies</p>
<p>Milestone</p>	<p>1.1.5 Increase voluntary participation of families in IY (or culturally appropriate version of IY) within DHHS, Tribes, and FRCs by using strategy in 1.1.4.</p> <p>1.1.6 Create referral monitoring process to create a baseline for program participation.</p> <p>1.1.7 Implement referral monitoring process.</p> <p>1.1.8 Identify gaps in referral process to improve the referring process.</p>	<p>See 1.1.4</p> <p>Monthly EBP Meetings (EBP Implementation Meetings) are ongoing and include program managers and directors from programs and branches of DHHS. The EBPs are responsible for monitoring the referrals to their specific program. The EBP coordinator is responsible for reporting to the Research and Evaluation Unit regarding the referrals that they receive.</p> <p>IY referral monitoring started in 10/2007 and is maintained by Betsy Davison, IY Vocational Assistant. Quarterly reports are prepared and provided to the DHHS administration by Research and Evaluation (R&E) Unit.</p> <p>See 1.1.6</p> <p>To Be Done (TBD) 2009.</p>	<p>CWS, Probation, Community Partners, FRCs, MHB, PHB, Referring Agencies, Tribes</p> <p>CWS Analysts, Probation, DHHS Compliance and Quality Assurance, Community Partners, FRCs, IY Lead, Referring Agencies, Tribes</p> <p>CWS Analysts and Probation Analysts create reports for Program Managers</p> <p>CWS, Probation, Community Partners, FRCs, IY Lead, Referring Agencies, Tribes</p>
<p>Strategy 1.2 Develop a process to refer families from one EBP to another as their needs dictate (IY to PCIT, PCIT to IY, IY to FFT, and/or IY to Alternative Response Team [ART]) in order to maintain a continuum of services that encourages prevention and early intervention activities.</p>	<p>Strategy Rationale Improving parental capacity to protect children, through the utilization of EBPs, will reduce the recurrence of maltreatment. Partnerships with Community Partners and Tribes will improve the safety of children and families in a culturally respectful way.</p>		

Milestone	1.2.1 Develop protocol to identify the EBP for appropriate referral to meet a family's needs (including cultural and linguistic needs).	Activities Completed	EBP brochures have been developed for each of the EBPs utilized in Humboldt County. The brochures were distributed to CWS supervisors in 11/2007 to share with social workers as a reminder of appropriate services that are available to the families that they work with.	Assigned To	CWS, Probation, CWS Supervisors, DHHS R&E, MHB, PHB, Social Workers
	1.2.2 Develop a process to refer families to additional EBPs as needs dictate.		EBP brochures are available on the DHHS website (http://county-internet/HHS/Administration/EvidenceBasedPractices.asp). These brochures are shared across the three branches. Social workers are to refer to EBPs as appropriate, to meet case plan goals. Formal policy will be created in 2009.		CWS, Probation, DHHS R&E, CWS Supervisors, MHB, PHB, Social Workers
	1.2.3 Implement process.		A workgroup was formed to develop a CWS EBP Referral Process. The workgroup was made up of social workers, administrative analysts, and a supervisor. The workgroup made the following recommendation: 1) Social workers should discuss with their client what service needs still exist, after completing an EBP, and recommend additional EBPs as appropriate; and 2) Ongoing training should be available to social workers on what EBPs we have available in Humboldt County and the eligibility criteria for them. A next step for this workgroup is the development of an EBP matrix to be disseminated to CWS staff. The workgroup also discussed that Humboldt county should put future efforts into finding EBPs that meet the needs of the families that fall into the age gaps which no EBP is currently serving (0-2).		All IY Referral Points
	1.2.4 Develop a process to track a family's movement through EBPs, completion of the EBP, and which EBPs were utilized.		Development of an EBP matrix for CWS staff to use with their families as outlined in 1.2.2. began in late 2008 and will continue into 2009.		CWS, Probation, DHHS R&E, DHHS Compliance and Quality Assurance, CWS Supervisors, MHB, PHB, Social Workers
	1.2.5 Implement tracking process for EBP use and completion.		EBP participants are entered into a database that is maintained by the DHHS R&E Unit. This database enables DHHS to assign unique identifiers to each participant. These identifiers will facilitate cross tracking of EBP participation in the future.		DHHS R&E with IY staff (moving it into the branch location)
Strategy 1.3 Expand IY concepts into home, school, and community of children and families.		Strategy Rationale IY is a whole environment program for children, including family, home, daycare, group therapy, and classroom with strategies to promote children's social and emotional competence as well as to improve parenting skills and classroom participation.			
Milestone	1.3.1 Train FRCs in Dina Dinosaur Social Skills and Problem-Solving Curriculum. This is a training program designed to train children in social skills, problem-solving strategies and emotional language.	Activities Completed	Dina Dinosaur Training was completed in 01/2007 – three FRCs attended (Blue Lake, Manila, and Redway).	Assigned To	IY Staff
	1.3.2 Implement support/monitoring for FRCs process including utilization of telephone conferences, by IY at CWS.		Continued co-facilitation of IY Basic during 2008 will create the interest and partnership to add Dina to the IY service menu in future years.		CWS, Probation, FRCs, Community Partners, IY Lead, and Tribes
	1.3.3 Offer to train school personnel in Dina Dinosaur.		TBD 2009.		CWS, IY Staff
Strategy 1.4 Increase the use of Structured Decision Making (SDM) at all decision points to include Reunification Units and Permanency Planning Units.		Strategy Rationale SDM is a set of tools to be used at key decision points. The Family Strengths and Needs Assessment (FSNA) is one of those tools used in case plan development. The consistent use of SDM enables differentiated service provision by identifying cases with lesser and greater service needs, thus reducing the potential for the recurrence of maltreatment.			

Milestone	1.4.1 Develop a process to monitor the use of SDM through the use of Caseload Inventory Forms and Case Checklists.	Activities Completed	SDM Assessment Tool completion will be added to all case transfer checklist forms in 2009.	Assigned To	CWS Analysts reporting to Program Managers, CWS Compliance Committee, CWS Supervisors, Social Workers	
	1.4.2 Implement process to monitor the use of SDM. Process/report to be created by Analysts and provided to Social Workers, Probation Officers, Supervisors, and Program Managers.		Multiple trainings were offered through 2007 and 2008 on SDM. SDM training with the Children's Research Center (CRC) representative Rod Caskey was completed for all CWS staff members 06/13 – 06/15/2007. Supervisor training was provided by NCCD/CRC on 08/26 – 08/28/2008.		Northern California Training Academy Social Worker Core Training "Risk and Safety: SDM with Critical Thinking" was provided to social workers on 04/23 and 04/24/2008.	CWS, Probation, CWS Analysts, CWS Supervisors, Program Managers, Social Workers
	1.4.3 Create and distribute SDM usage reports to supervisors and Program Managers.		Current Case Closure Checklists have SDM completion sections.		Internal referral and case review meetings were implemented in 12/2007 that includes the program managers and supervisors. These monthly reviews include monitoring SDM usage.	CWS Analysts to Program Managers
Strategies 1.5 Develop, implement, or obtain a program to meet the needs of families with children birth to 2 years.		Strategy Rationale Programs that are designed to focus on children aged birth to 2 years of age are effective in reducing child maltreatment among high-risk families. These programs are designed to help low income, first-time parents develop healthy maternal and child functioning early in life. This program will target children from birth to 2 years.				
Milestone	1.5.1 Utilize Rapid Cycle process to identify the EBP, determine feasibility, cultural appropriateness, and program location (within branch).	Activities Completed	Researching if programs for 0-2 year olds existed, numerous inquiries were made to existing EBPs to determine if they had programs for children aged 0-2 years.	Assigned To	CWS, Probation, DHHS Compliance and Quality Assurance, DHSS R&E, FRCs, Human Service Cabinet (HSC), MHB, PHB	
	1.5.2 Train Social Workers on developmental stages of children.		The EBP Implementation Group is reviewing the use of Rapid Cycle.		CWS, Probation	
	1.5.3 Implement and track the EBP.		In 11/2008, the PHB started exploring the Nurse Family Partnership (NFP), an EBP that provides nursing services to first-time parents until their child is 2 years old.		CWS, Probation, DHHS Compliance and Quality Assurance, DHSS R&E, FRCs, HSC, MHB, PHB	
Strategy 1.6 Improve community awareness of Law Enforcement, Probation, and CWS roles regarding mandated reporting.		Strategy Rationale There needs to be clear understanding of Law Enforcement, Probation, and CWS roles in mandated reporting to raise Mandated Reporter awareness to protect children and provide help and resources for the parent or caretaker to prevent the risk of further abuse.				
Milestone	1.6.1 Create curriculum component identifying Law Enforcement's role versus CWS' role to integrate into Mandated Reporter training provided by CWS.		Current Mandated Reporter training content was reviewed by Training Coordinator to identify and clearly define Law Enforcement's role versus CWS' role in 12/2007.	Assigned To	CWS, Probation, DHHS TES, Law Enforcement	
	1.6.2 Create a component to integrate Probation's role into Mandated Reporter training.		TBD 2009.		CWS, Probation, DHHS TES, Law Enforcement	

	<p>1.6.3 Continue to provide Mandated Reporter training.</p>	<p>24 Mandated Reporter training sessions were conducted throughout 2007 and 38 sessions in 2008 by trained CWS staff. These trainings will continue to be provided by CWS to the community in schools, WIC (Women, Infants, Children) office and other public venues throughout the county.</p>	<p>CWS, Probation</p>
<p>Strategy 1.7 Maintain youth in the community whenever possible by utilizing a systems' approach to expand local services toward the DHHS goal that no child or youth leaves the County due to a lack of service availability and ensure the safety of the child in the most appropriate placement.</p>		<p>Strategy Rationale Assembly Bill (AB) 636 created a new CWS Outcome and Accountability System to assess County performance outcomes pertaining to safety, permanence and well-being. AB 490 provides that in all instances educational and placement decisions shall be based on the best interest of the child. Both assembly bills support keeping children and youth safe within their homes, families, communities, and schools.</p>	
<p>Milestone</p>	<p>1.7.1 Team Decision Making (TDM) Meetings to be used at every potential placement move.</p>	<p>TDMs are being used in CWS starting 01/2007 for all placement disruptions in Family Maintenance, Family Reunification and Permanency Planning. In the Spring of 2008 TDM's were utilized when youth came into custody (Emergency Response). Beginning 06/2008, Humboldt County started utilizing the Efforts to Outcomes (ETO) database to track TDM participation.</p>	<p>CWS Placement Unit, Probation</p>
	<p>1.7.2 Utilize search tools whenever a child or youth comes into CWS or Probation to locate relatives or extended family members.</p>	<p>Family Maintenance (FM), Family Reunification (FR) and Permanency Planning (PP) units are currently using the family finding search tools off the internet. CWS Social Worker Supervisor Carolyn Albee provided staff training on family finding in 05/22/2007 and 12/05/2008 and offers ongoing training. Kevin Campbell, a founder of the family finding initiative, trained children's Center staff at the 30-day mental health residential facility on Family Finding in August 2008. Social workers and Children's Center staff can request a family finding search to be completed at any time by the CWS Clerical Unit. The relative placement specialists also complete family finding searches currently and were trained on the use of <u>Accurint®</u>, a search engine during 12/2007. In 2008 a designated staff at the Children's Center was also trained to use the search engine.</p>	<p>CWS, Probation</p>
	<p>1.7.3 Strengthen Alcohol and Other Drugs (AOD) detoxification, assessment, and treatment programs for adults and youth.</p>	<p>TBD 2009.</p>	<p>CWS, Probation, DHHS R&E, MHB, PHB</p>
	<p>1.7.4 Utilize Rapid Cycle process to identify the EBP, determine feasibility, cultural appropriateness, and program location (within branch) that allows children to reside with their parent in treatment.</p>	<p>In 2007 and 2008, DHHS R&E Unit worked in collaboration with the Branch-assigned analysts on literature searches. A database of the searches is maintained by DHHS R&E Unit on an ongoing basis. DHHS, SSB, MHB, and PHB analysts received literature search training on 06/22/2007 and subsequent updates via email from R&E Unit supervisor. These trainings continued throughout 2007 on a monthly basis.</p> <p>In 2009, a literature search will be conducted specific to children residing with their parent in treatment.</p>	<p>CWS, Probation, DHHS R&E, MHB, PHB</p>
	<p>1.7.5 Create local service delivery options for children with high-end needs. Utilize Rapid Cycle process to identify the EBP, determine feasibility, cultural appropriateness, and program location (within branch).</p>	<p>CWS analysts have been trained in literature searches, (Rapid Cycle Process) see 1.7.4.</p> <p>Monthly EBP Implementation meetings are facilitated by the DHHS Integrated Services and Supports and review the status of each EBP utilized in Humboldt County. The group consists of the program leads for each EBP. Expansion of EBPs into all communities in Humboldt County is a long-range goal of the monthly meetings.</p> <p>Local service delivery options were created by referrals and access to EBPs, such as FFT, PCIT and IY (and ART for youth at the Regional Center) for youth with high-end needs were initiated in 2007 and refined during 2008, through trainings, staffings, and memos. Recommendations for these EBP's are made for every youth brought to the Family Intervention Team meeting who is at risk of moving to a higher level of care.</p>	<p>CWS, Probation, DHHS R&E, MHB, PHB, Tribes</p>

<p>1.7.6 Improve collaboration with local Tribal Courts and Tribal Social Service Agencies to improve service availability.</p>	<p>Tribes are currently active participants in TDMs for Native American and Indian Child Welfare Act (ICWA) cases.</p> <p>The monthly Multi-Tribal Round Table meetings are hosted by DHHS and attended by CWS social workers and Probation officers.</p> <p>The Probation Department started semi-annual meetings with the Hoopa Valley Tribal Court to collaborate efforts to improve service availability and communication.</p> <p>Judge Christopher Wilson initiated conversations about developing a workgroup that addresses relationships between Tribes and the court.</p> <p>DHHS invites local Tribal Social Service agencies to attend the Northern California Training Academy Social Worker Core Training when it is offered locally.</p>	<p>CWS, Probation, Tribes</p>
<p>1.7.7 Coordinate with Community Partners to meet community needs (Adoptions, Probation, CWS, Retired and Senior Volunteer Program [RSVP], Senior Resource Center, FRCs, Humboldt Switchboard, and Volunteer Center of the Redwoods) through better connections with what is currently in place.</p>	<p>CWS did a presentation at Humboldt Community Switchboard in 09/2007.</p> <p>CWS meets every other month with the FRCs.</p> <p>CWS meets every other month with Community Partners to inform and address issues of those working with youth in the foster care system.</p> <p>CWS sponsors the Foster Kinship focus group which is attended by State Adoptions, education providers, Child Appointed Special Advocates (CASA), MHB, PHB and the Probation Department. This workgroup received assignments from Community Partners, which address issues in the foster/kinship system of care.</p>	<p>Workgroup of CWS, Probation, FRCs, Humboldt Switchboard, Tribes</p>
<p>1.7.8 Recruit mentors from local community resources to provide specific services (tutoring, health education).</p>	<p>CWS, through the Independent Living Skills (ILS) program, brings specialists and mentors to youth in the foster care system age 16 years and up.</p> <p>Transitional Aged Youth (TAY) Partners were hired on 10/29/2007 and are stationed at the ILS office to provide support services to ILS Program youth.</p> <p>PHB collaboration (four nurses have been assigned to ongoing CWS units and two for emergency response units). These nurses act as a conduit for health education mentors.</p>	<p>Workgroup of CWS, Probation, FRCs, Humboldt Switchboard, Tribes</p>
<p>1.7.9 Strengthen partnerships between County Services, Community Partners, and Tribes as well as build community capacity and improve service delivery. Strengthen and continue linking process for families with community resources (RSVP, Humboldt State University [HSU] Senior Students, F2F, Foster Care, FRCs, and Tribal Social Services).</p>	<p>Participation continued through 2008 in the following meetings: Multi Tribal Round Table (MTRT), Community Partners, CWS Treatment Team – Staffings at CWS and Probation, HSU – Bachelor in Social Work (BSW)/Masters in Social Work (MSW), FRCs meeting, HumNet – annual presentation, Integrated MH Services in Foster Care workgroup, PHB Child Health and Disability Prevention (CHDP) program trainings at Tribal clinics, Probation's Girls' Circle and Boys' Council are examples of groups that strengthen partnerships.</p> <p>In 2008, the Walter S. Johnson Foundation funded Humboldt County CWS, for a three-year period, to strengthen systems and eliminate gap in service for youth in the foster care system so that they can successfully transition to adulthood by their 25th birthday. The goal of this initiative is that all youth in foster care are able to remain in their community and obtain housing and career training as they transition to adulthood. The California Connected by 25 Initiative (CC25i) challenges all community partners working with this population to focus on foster youth completing high school and moving into an educational training program, either post-secondary schooling or vocational, to obtain a career that will sustain them in adulthood.</p>	<p>Workgroup of CWS, Probation, FRCs, Humboldt Switchboard, Tribes</p>

	<p>On 05/13/2008, the CC25I Mapping Event took place and was attended by CWS, foster youth, former foster youth, Tribes, College of the Redwoods (CR), Humboldt County Office of Education, former foster youth and community partner. This event identified the educational/career resources in our county, as well as overlaps and gaps in services for TAY in foster care.</p> <p>The CC25I Mapping Event "Update" Presentation took place on 07/18/2008 at the Aquatic Center.</p> <p>In 2008, Humboldt County DHHS committed substantial funding to a 5-year TAY initiative that supports California Youth Connection, Youth in Mind and the Y.O.U.T.H. training project to promote and expand local presence by providing support to insure that youth agreeable to remaining in the community can obtain housing and career training as they transition to adulthood.</p> <p>PHB conducted CHDP Program workshops called "CHDP 101" at K'IMA;W Tribal Clinic on 05/14/2008 and United Indian Health Services (UIHS) on 05/21/2008.</p> <p>Several MH case managers were assigned to the PP Units in CWS during 2008. Two MH Clinicians were assigned to CWS: one in May and another in October 2008. This change has led to success of all foster care children being assessed for MH services and referred to resources and services where appropriate.</p> <p>All of these examples above are activities that provide opportunities to build community capacity or provide direct services to maintain youth within our community.</p>	
<p>1.7.10 Implement linking process for families to services to improve outcomes and protect children.</p>	<p>The weekly CWS Treatment Teams; integration of MH services in foster care; Differential Response (DR) and TDMs are ongoing examples of the cross-branch linking process in Humboldt County, which improved outcomes and protect children.</p>	<p>Workgroup of CWS, Probation, FRCs, Humboldt Switchboard, Tribes</p>
<p>1.7.11 Monitor implementation of linking process for families to services.</p>	<p>The integrated MH services in foster care model is unique to the State and utilizes innovative strategies in maintaining youth safely within their communities and schools. Through the integration of the MH Foster Care Services Program, teams of MH Clinicians, MH Case Managers, CWS Social Workers, MH Clinical Supervisors, and Social Worker Supervisors meeting regularly starting in October 2008 to insure that children and youth in foster care receive every service possible to maintain them safely in their communities. This process has been started informally in July 2008. This process will be expanded in 2009 to include all youth in FR and FM with further expansion to Voluntary FM ultimately incorporating all youth in the CWS system of care. A data tracking tool was developed in January 2008 and is used to monitor services that youth and families receive from MHB, PHB and CWS. See Rate of Recurrence of Abuse and/or Neglect in Homes Where Children Were Not Removed 1.1.4.</p>	<p>Workgroup of CWS, Probation, FRCs, Humboldt Switchboard, Tribes</p>
<p>1.7.12 Strengthen families through the use of life skills instruction for parents. Utilize Rapid Cycle process to identify the EBP, determine feasibility, cultural appropriateness, and program location (within branch).</p>	<p>In 2008, new EBPs were discussed at the monthly EBP implementation group and those identified as potential programs for DHHS were forwarded to the Program Leadership Team (PLT).</p>	<p>CWS, Probation, DHHS R&E</p>
<p>1.7.13 Increase number of referrals to Head Start Programs (Early Head Start) for children to reduce the recurrence of maltreatment for children birth to two years old.</p>	<p>Head Start representatives, ER Unit supervisors and a CWS administrative analyst met on 07/16/2007 to discuss Head Start programs and the feasibility of Head Start accepting more referrals. Early Head Start representatives presented at the 08/27/2007 All Staff meeting to discuss their programs, capacity and to increase referrals.</p>	<p>Workgroup of CWS, Case Managers, Community Partners (Head Start Programs), CWS Supervisors, FRCs, Parent Partners, Social Workers, Tribes</p>

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

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

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

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

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

Milestone	1.1.1 Assign Mental Health Clinicians (MHCs) to FRCs for Differential Response (DR) Path 1 referrals. MHCs will assist families in accessing MHB services and appropriate EBPs.	MHCs are located at CWS and respond to mental health needs of families within CWS' system of care.	Assigned To	CWS, FRCs, MHB, MHCs
	1.1.2 Continue to utilize MHCs assigned to ART to assist families in accessing MHB services and appropriate EBPs.	The ART MHC is consistently utilized in cases when a CWS referral is made to ART. The clinician can stay with a family as long as their needs dictate that MH services are needed.		CWS, Probation, MHCs, PHB
	1.1.3 Assign MHCs to CWS for DR Path 2 and 3. MHCs assigned to CWS will assist families in accessing MHB services and appropriate EBPs.	Three MHCs were initially assigned to CWS: two in ER/DR and one in the Ongoing Unit, in 01/2007.		CWS, FRCs, MHB, MHCs
	1.1.4 Develop a process to monitor the referral to MHB.	Referral logs were created in 01/2007 and shared by CWS supervisors with MH Branch supervisors. At the ER Unit meeting on 06/20/2007 clarification of Path 2 entry into CWS/CMS and how to better utilize MHCs was presented. Special Projects codes for CWS/CMS have been developed in Humboldt County in order for social workers to report DR Path 2 partner (MHB, PHB, or other). Business Objects™ reports are created monthly to monitor referrals. Data is reported to the program manager and the supervisor for correction. Supervisors report corrective action plans to program managers.		Workgroup of CWS, FRCs, MHB, PHB
	1.1.5 Implement process to monitor referrals.	See 1.1.4.		CWS, FRCs, MHB, PHB
		Daily meeting beginning 07/30/2007, occur between supervisors at MHB, PHB and CWS to review Path 2 referrals for appropriate referral partner and additional support.		
	Activities Completed			

	<p>1.1.6 Develop protocol to utilize the MHST to screen for Mental Health service referrals for Path 1 at the FRCs. Expand the MHST protocol for Path 2 and 3 at CWS.</p> <p>1.1.7 Develop MHST protocol pilot for Path 1, 2, and 3 referrals.</p> <p>1.1.8 Evaluate MHST pilot and make adjustments if necessary.</p> <p>1.1.9 Roll out MHST protocol county-wide.</p>	<p>Policy and procedures were reviewed and revised initially in August 2007. Memos were distributed instructing staff to utilize the MHST on 09/20/2007, per the policy and procedure. As protocol changed throughout 2008, the policies and procedures were updated and staff was notified of the changes.</p> <p>A monthly Business Objects™ report was developed identifying open cases that need the initial MHST or an updated MHST (required annually). These reports are provided to the program managers and supervisors in FM, FR and PP starting in February 2008.</p> <p>See 1.1.6</p> <p>Business Objects™ report was developed that summarizes the ER/FR And Non-Voluntary cases that do not have a Special Projects code entered for completion of the MHST. A reminder is then sent to the social worker through their supervisor that: 1) the MHST needs to be completed; and 2) the special projects code needs to be entered. This report is compiled monthly.</p> <p>See 1.1.6</p> <p>With the development of the Integrated Mental Health Services in Foster Care workgroup and MHST completion requirements (initially and annually), the policy and procedure was further updated and issued to CWS staff on 05/19/2008.</p>	<p>CWS Emergency Response (ER) Units Supervisors, FRCs, MHCs (assigned to CWS ER), PHB, Social Workers</p> <p>CWS, FRCs, MHB, MHCs, PHB</p> <p>CWS Supervisors, FRCs, MHB, MHCs, PHB, Social Workers</p> <p>CWS Supervisors, FRCs, MHB, MHCs, PHB, Social Workers</p>
<p>Strategy 1.2 Develop a Parent Partners Program in CWS and Probation. Parent Partners in CWS are paid individuals who have been through the CWS system and do not have a current open case.</p>		<p>Strategy Rationale The Parent Partners Program works with families coming into CWS or Probation and assists families in navigating through the Continuum of Care in these departments. They will also support families accessing services such as EBPs through DR.</p>	
<p>Milestone</p>	<p>1.2.1 Recruit and train CWS Parent Partners.</p> <p>1.2.2 Research funding sources for Probation Parent Partners. When funding is identified and obtained, complete 1.2.3 – 1.2.7 for Probation.</p> <p>1.2.3 Develop a questionnaire to solicit feedback from families regarding emerging needs, required services, service gaps, and successful services that could have prevented an allegation of subsequent abuse or neglect.</p>	<p>Activities Completed</p>	<p>Assigned To</p>
		<p>A job description and qualifications of a Parent Partner have been established for Humboldt County. Supervisors were asked to solicit applicants from their social workers in 03/2007 and 05/2007. Individuals were contacted to determine interest and to provide guidance through the application process in 06/2007 and 07/2007.</p> <p>Humboldt County CWS' first Parent Partner was hired on 04/21/2008. Her tasks focus on working with families that are coming into CWS and assisting them as they navigate their way through the CWS system of care. She will also support families accessing services such as EBPs through DR. CWS continues to recruit for a second Parent Partner position that will meet with court-ordered FM and FR families.</p>	<p>CWS, Probation, CWS Supervisors, Program Managers, Probation Supervisors</p>
		<p>CWS Program Manager and the Probation Division Director met in 09/2007 to discuss a Probation Parent Partners Program.</p> <p>The CWS Program Manager and Employment and Training Development (ETD) Program Manager met to discuss recruitment strategies for people who would be interested in becoming a Parent Partner. Confidentiality issues were the major obstacle to group recruitment.</p> <p>Research for funding sources will occur in 2009.</p>	<p>Probation, DHHS R&E, DHHS Resource Development</p>
		<p>CWS Program Managers, Social Worker Supervisors and CWS Analyst met on 12/16/2008 to initiate discussion of the progress of the Parent Partner program in Humboldt County CWS. Other topics discussed include the Parent Partners' roles in the development and administration of this questionnaire; content of the questionnaire; and compilation of the results. Through the development and administration of the questionnaire by the parent partner CWS anticipates a greater depth of response and understanding of practices within our system that support families remaining safely together.</p> <p>The current Parent Partner and with new Parent Partner will develop and administer a questionnaire in 2009.</p>	<p>CWS, CWS Analysts, DHHS R&E, FRCs, Parent Partners</p>

	1.2.4 Administer questionnaire.	TBD 2009.		CWS Analysts, FRCs, Parent Partners
	1.2.5 Compile questionnaire results and report to CWS and Probation.	TBD 2009.		CWS Analysts, Probation Analysts, DHHS R&E
	1.2.6 Identify service gaps and needs. Respond to questionnaire results by creating and developing consistent and expanded resources to meet families' needs. Use Rapid Cycle for new program needs.	TBD 2009.		Analysts to CWS (Social Workers, Supervisors, Program Managers, Deputy Director, and Director), DHHS R&E, FRCs
	1.2.7 Identify service gaps and needs.	TBD 2009.		Workgroup of CWS, Probation, FRCs, MHB, Parent Partners, PHB
	1.2.8 Incorporate the questionnaire results into service delivery plans for families that come into the CWS and Probation system of care and for children who remain at home.	TBD 2009.		CWS, Probation, FRCs, MHB, PHB
	1.2.9 Train Community Partners, FRCs, Probation, MHCs, Parent Partners, PHB, MHB, Social Workers, and Tribes regarding needs in regards to implementing a Parent Partners Program.	TBD 2009.		Workgroup to develop training specific to trainee population comprised of partners from CWS, Probation, DHHS, Community Partners, MHB, PHB, SSB, FRCs, Tribes
	1.2.10 Monitor that needs are addressed in case plans in CWS/CMS by creating a monitoring system reported to Social Workers, Supervisors, Program Managers, and Deputy Director.	TBD 2009.		Workgroup of CWS, Probation, CWS Analysts, CWS Supervisors, FRCs, Social Workers, Case Managers
Strategy 1.3 Broadcast and publicize EBPs to promote high quality, efficient, effective outcome-based practices that reduce the recurrence of maltreatment and are consistent with diverse cultural, ethnic, and community values.		Strategy Rationale EBPs are practices informed by research, which include adherence to fidelity, accountability for results, best practices, coordination, and integration of services and programs throughout DHHS. EBPs are viewed as a foundation for successful community and family interventions. Information about EBPs needs to become embedded in the community consciousness in order to promote increased program utilization to improve outcomes for children and families.		
Milestone	1.3.1 Develop separate, targeted, user-friendly EBP guides for: 1) Internal DHHS/CWS/Probation distribution, 2) FRCs/Community Partners/Tribes distribution, and 3) public distribution.	EBP brochures are available on the DHHS website (http://county-internet/HHS/Administration/EvidenceBasedPractices.asp). These brochures are shared across the three branches.	Assigned To	Workgroup of Probation, Community Partners, DHHS Public Education and Outreach Officer (PEO), EBP Program Leads, FRCs, PHB, Tribes
	1.3.2 Improve internal information dissemination within DHHS Branches and Probation regarding EBPs.	EBP outcome reports were made available to CWS and Probation staff on the shared drive in 2007. These reports will be updated by R&E quarterly. EBP data sheets are also shared with the Humboldt County FRCs and other Community Partners. DHHS Integrated Services and Supports (IS&S) Program Manager and the R&E Supervisor met with CWS on 12/28/2007 to discuss ways to improve internal information dissemination within the DHHS Branches and Probation Department. Monthly EBP Meetings (EBP Implementation Meetings) that are facilitated by DHHS IS&S address this issue on a regular basis.		CWS, Probation, DHHS Information Systems (IS), DHHS Integrated Systems and Support, DHHS PEO, Program Managers
	Activities Completed			

<p>1.3.3 Continue development and utilization of DHHS and CWS website for EBP information and contacts.</p>	<p>The Humboldt County DHHS website was updated to include an EBP section in late 2007 (http://county-internet/HHS/Administration/EvidenceBasedPractices.asp).</p>	<p>CWS, Probation, DHHS IS, DHHS PEO</p>
<p>1.3.4 Create and implement DHHS proactive media campaign with regular press releases around EBPs.</p>	<p>Press releases were published in 11/2007 around EBP research and implementation, in 1/2008 around ART, in 2/2008 around FFT, in 4/2008 on IY and most recently in 8/2008 around other outcome based approaches.</p>	<p>CWS, Probation, DHHS IS, DHHS PEO</p>
<p>1.3.5 Provide ongoing "Booster Sessions" for EBP participants following program completion.</p>	<p>Provided Booster Sessions to IY participants in 03/2007, 12/2007 and 04/2008.</p>	<p>EBP Program Leads implement, Analysts track, and report out at monthly EBP meetings</p>
<p>1.3.6 Further support FRCs and Community Partners to assist with community self-sufficiency and self-reliance through increased participation in EBPs.</p>	<p>DHHS CWS branch IY staff continue to co-facilitate IY Basic with FRCs in McKinleyville, Fortuna and Redway with the goal of having FRC staff certified to deliver IY Basic.</p>	<p>CWS, Probation, Community Partners, FRCs</p>
<p>1.3.7 Promote relationships and increased trust between families, Tribes, and community resource agencies through the workgroup process outlined in all Outcome Measures, community meetings, and Multi-Tribal Roundtable (MTR) meetings to improve community awareness of EBPs.</p>	<p>TBD 2009.</p>	<p>CWS, Probation, Community Partners, FRCs, MHB, PHB, Tribes</p>
<p>1.3.8 Increase collaborative service planning and client/stakeholder involvement in culturally relevant and inclusive practices.</p>	<p>TBD 2009.</p>	<p>CWS, Probation, DHHS Office of Client and Cultural Diversity</p>
<p>1.3.9 Maximize fiscal resources toward integration of programs. Include a payment method section on every EBP referral (Early Periodic Screening, Diagnosis, and Treatment [EPSDT], Medi-Cal billing, private insurance, and private pay with sliding scale).</p>	<p>Monthly EBP On-Going Program Reports address future fiscal concerns and identify potential funding streams.</p>	<p>Workgroup of CWS, Probation, Community Partners, DHHS Fiscal, EBP Program Leads, FRCs, PHB, Tribes</p>
<p>1.3.10 Monitor the community's understanding of EBPs through questionnaires – as developed in 1.2.3-1.2.6.</p>	<p>Currently, no questionnaire has been developed to monitor the community's understanding of EBPs. Program-specific evaluations are given to participants in each EBP. The results are incorporated into the quarterly reports.</p> <p>The following trainings were developed specifically to educate DHHS staff, as well as the community (when first delivered) on 1) why EBPs are being used; and 2) which EBPs Humboldt County is implementing.</p> <p>DHHS provided EBP Introduction Training 06/25/2007. Participants included SSB, MHB, PHB and the Probation Department.</p>	<p>Workgroup of CWS, Probation, Community Partners, DHHS R&E, EBP Program Leads, FRCs, PHB, Tribes</p>

	<p>EBP Introduction training was updated and the new training was implemented on 07/23 and 09/17/2008. This training will be provided to new hires and as a refresher training for other employees.</p> <p>To further the communities understanding of EBP's and initiatives, trainings were offered at the Community Partner meetings beginning in 10/2007. The trainings have included the following subjects: Family-to-Family, Humboldt Offers Permanency for Everyone (HOPE), CC25I, Step UP! and the Mental Health Services Act (MHSA)/Prevention and Early Intervention (PEI). These trainings, offered to foster parents, provide vital information regarding services available to youth in the foster care system.</p>	
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Outcome/Systemic Factor: Timely Social Worker Visits with Child AB 636 Outcome Measure 2C
 This is a process designed to determine if Social Workers are seeing the children on a monthly basis when that is required.

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

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

Milestone	<p>1.1.1 Continue to use and expand the paging system to call Social Workers and Probation Officers to court.</p>	<p>CWS has seven pagers, six of those are dedicated to the On Call Kits and social worker cell phones have pager capabilities. Probation does not utilize a pager system for court. A work group will be convened in 2008.</p>	Assigned To	CWS, Probation, Court
	<p>1.1.2 Expand the availability of QuickPADs, laptops, cell phones, and pagers for Social Workers and Probation Officers to utilize while waiting for court appearances. Install and provide access as appropriate.</p>	<p>CWS has a total of 112 cell phones. All cell phones for current staff were replaced in 05/2007. CWS has a total of 53 QuickPads. QuickPads are available to staff through the system support analyst on a sign out basis. Ongoing training is offered at the time of the sign out. CWS has a total of 12 laptops available for data entry. These are also available to staff on a sign out basis.</p>		CWS, Court, County of Humboldt, DHHS IS, MHB, PHB

Strategy 1.2 Continue to improve the timeliness of data entry into CWS/CMS through continued use of SafeMeasures. CWS (line staff to management) have identified timely data entry as having a significant impact on the measurement of Social Worker visits.
Strategy Rationale Better quality case documentation will improve the quality and quantity of services resulting in improved outcomes for children and families.

Milestone	<p>1.2.1 Review the database documentation process to explore utilizing Data Entry Operators (DEOs) or the Clerical Unit to enter case contacts/visits. Develop recommendations and present to CWS Management.</p>	<p>A workgroup convened in late 2007 and made recommendation in 2008 that social workers continue to enter their contacts. Using DEOs would create a redundant process.</p>	Assigned To	Workgroup of CWS Clerical Staff, CWS Supervisors, DEOs, Social Workers
	<p>1.2.2 Develop policies and procedures (P&P) for data entry.</p>	<p>A CWS policy and procedure was developed: CWS P&P Section 06-08A, Effective Date 05/16/2007. A Desk Guide folder was made available to CWS staff on the CWS shared drive on 07/13/2007.</p>		CWS Clerical Staff, CWS Analysts, CWS Supervisors, Program Managers, Social Workers

<p>1.2.3 Provide staff training on policies and procedures of data entry.</p>	<p>Newly hired social workers are trained in timeframes of data entry when participating in the CWS/CMS system training and during practice training.</p> <p>In 11/2007, System Support Analyst sent a memo instructing social workers how to enter timely contacts – including screenshots from CWS/CMS instead of classroom training to save time for social workers and to provide a reference resource. This document is sent to CWS periodically as staff changes.</p>	<p>CWS Analysts, CWS Supervisors, CWS Training Unit (CWTU)</p>
<p>1.2.4 Continue to monitor data entry fields related to timely Social Worker visits, utilizing SafeMeasures.</p>	<p>Starting in 2007 and continuing, Division 31 measures are provided to supervisors and program managers weekly. Data drill down is completed weekly and provided to the program managers to determine if social workers are in need of additional training or supports to achieve compliance.</p> <p>During 5/2007 until 8/2008 weekly meetings occurred around compliance and other data and process issues. The meeting was called Area 31 and all staff was invited to participate.</p>	<p>CWS Analysts, CWS Supervisors, Social Workers</p>
<p>1.2.5 Continue to use CWS compliance meetings to proactively address logistics to enhance data entry and practice. Continue to manage resources, evaluate processes, and increase accountability through weekly meetings.</p>	<p>See 1.2.4.</p> <p>Multiple trainings around process have occurred in 2007 and 2008 to enhance practice.</p> <p>SafeMeasures® Version 4.0 training was provided on 08/27/2007 was provided by CWS Analyst at the monthly All Staff meeting.</p> <p>UC Davis SafeMeasures® training was provided to CWS staff on 07/21 and 07/22/2008.</p>	<p>CWS Analysts, CWS Supervisors, CWTU, DHHS Compliance and Quality Assurance, Program Managers, Social Workers</p>
<p>1.2.6 Continue to utilize reports capable of assisting workers and units in achieving compliance (SafeMeasures®/Business Objects™).</p>	<p>See 1.2.4.</p> <p>Monthly CWS Overview Report (MCOR) reports on CWS division compliance.</p> <p>Weekly reminders to supervisors notifying them when staff are out of compliance or what contacts or approvals are due that month. Expected to use this information to communicate compliance with staff at weekly supervision.</p>	<p>CWS Analysts, CWS Supervisors, Program Managers, Social Workers</p>
<p>1.2.7 Continue to have CWS Supervisors monitor timely Social Worker visits through weekly Social Worker supervision meetings with SafeMeasures® reports and weekly Supervisor/Program Manager supervision.</p>	<p>Supervisors report corrective action plans to program managers weekly.</p> <p>See 1.2.6.</p>	<p>CWS Supervisors, Program Managers, Social Workers</p>
<p>1.2.8 Improve process of communication with Court Staff, Social Workers, Probation Officers, and CASA through improved utilization of Court Improvement meetings. Continue to utilize the guideline regarding when court appearances are necessary versus when they are not.</p>	<p>Court Improvement Meetings were held on the following dates in 2007: 01/30, 03/20, 05/01, 06/19, 09/18, 11/06 and 12/18/2007. In 2008, they were held on 01/08, 02/19, 03/18, 04/15, 05/06, 06/17, 07/1, 08/19, 9/16, 10/21, 11/04 and 12/16/2008. Court Improvement's mission is, as it states, to improve the court process. The meetings address issues of law, communication and policy.</p> <p>Social workers are reminded monthly, when County Counsel meets at CWS, of when they should attend hearings and when it is not necessary for them to attend.</p> <p>County Counsel also holds regular staffings, at CWS, providing Social Workers legal advice.</p>	<p>CWS, Probation, CASA, Court, CWS Supervisors, Social Workers</p>

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

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

Milestone	1.3.1 Stagger maintenance and repair schedule and obtain loaner from the car pool.	Activities Completed	On 01/04/2008 DHHS Facilities Administrative Services Officer explained that attempts are made to stagger maintenance and repairs. Humboldt County Motor Pool is well aware of DHHS' needs and attempts to accommodate.	Assigned To	CWS Car Pool Facilities at the SSB Campus, Humboldt County Motor Pool
	1.3.2 Provide loaner cars while cleaning, repairing, and maintaining CWS vehicles.		On 01/04/2008 DHHS Facilities Administrative Services Officer explained that social workers are referred to Humboldt County Motor Pool after all attempts are made to borrow from DHHS Motor Pool (CalWORKs, Administration, or ER vans).		CWS Car Pool Facilities at SSB Campus, Humboldt County Motor Pool
	1.3.3 Develop a questionnaire regarding use and availability of County cars. Compile results and report out to Compliance Committee in order to identify areas that could be simplified and/or improved. Have Compliance Committee create process to implement findings.		Questionnaire supplied to CWS staff and compiled upon completion 6/2007. Results were summarized and report to Program Managers 12/2008. Based on the questionnaire DHHS purchased seven vehicles that will be added to the fleet used by CWS. These cars will be available in 02/2009.		CWS Analysts, CWS Car Pool Facilities at the SSB Campus, CWS Compliance Committee, CWS Supervisors, DHHS R&E, Program Managers, Social Workers
Strategy 1.4 Identify areas of Social Worker and Probation Officer workflow that could be simplified, standardized, and/or streamlined in order to efficiently and effectively utilize their time.		Strategy Rationale Streamlining workflow processes will increase efficiency and improve service delivery and outcomes for children and families within the CWS and Probation Continuum of Care by enabling Social Workers and Probation Officers to spend more time providing services.			
Milestone	1.4.1 Analyze workflow; identify tasks that Clerical Staff and Vocational Assistants (VAs) could complete (e.g. data entry; arranging visitation, facilitating, and car seats; coordinating TDMs; phone messages; etc.). Reassign appropriate tasks. Re-evaluate and make revisions as necessary.	Activities Completed	This milestone is addressed through the monthly CWS Support Team Meetings. A study will be conducted in 2009 to identify tasks currently being completed by social workers that could be completed by VAs and Clerical staff.	Assigned To	CWS Analysts, DHHS Compliance and Quality Assurance Analyst, Program Managers
	1.4.2 Develop a template within a contact in CWS/CMS to ensure the visits are recorded correctly and counted by SafeMeasures®.		A workgroup of ER and ongoing social workers and supervisors was created in late 2007. The recommendations of this workgroup state that social workers will continue to enter contacts without assistance from DEOs or a template.		CWS Analysts, CWS Information Technology Technician, CWS Supervisors, CWTU, SSB Training Unit (SSB TU)
	1.4.3 Continue to provide SafeMeasures® training annually to Social Workers, CWS Analysts, and Supervisors.		See 1.2.5		CWTU, SSB TU
	1.4.4 Explore acquisition and use of time management tools and techniques.		Getting Organized (GO!) System summary training provided to supervisors in 12/2007 and to SSB staff on 05/29/2008.		CWS Supervisors, Program Managers, Social Workers
	1.4.5 Continue to monitor visits to identify training issues (when visits are not being made) and address performance issues as appropriate.		See 1.2.6		CWS Supervisors, Program Managers, Social Workers
Strategies 1.5 Develop, implement, and monitor education of the Courts, community, and Mandated Reporters by CWS and Probation.		Strategy Rationale CWS and Probation are court-driven programs so Mandated Reporters and the Court need to understand current department policies and procedures as they relate to Division 31 and AB 636.			

Milestone	1.5.1 Develop education for Courts and Mandated Reporters regarding Policies and Procedures (Division 31, AB 636).	CWS Program Managers presented information to Court staff and Judges on Div. 31, AB 636, and other CWS Improvement Activities on 04/14/2007.	Assigned To	Workgroup of CWS, Probation, DHHS TES
	1.5.2 Implement semi-annual educational meetings with Court, CWS, and Probation in order to provide information and training on current programs, practices, and philosophy changes. (HOPE, F2F, EBPs, Team Decision Making Meetings (TDMs), and SDM, and strength-based court reports). Provide continuing legal education units for educational meetings (follow the model used to create the ICWA training for the Courts).	See 1.2.8 "Lighting the Fire of Urgency" Beyond the Bench meeting on 10/03/2008 was held at Bayside Grange and was attended by court personnel, CWS staff, DHHS administration, Probation Department administration, judicial officers – presiding judge and current commissioner. The focus of Beyond the Bench was on family finding (HOPE) and also provided an update on F2F, TDMs and EBPs. Educational units were offered to the participants.		CWS, Probation, Courts
	1.5.3 Monitor education for Court Staff and Mandated Reporters.	TBD 2009		CWS Analysts, Probation Analysts
	1.5.4 Support continuing development of local "Beyond the Bench" inclusive of AB 636 (CWS Redesign) programs and progress.	CWS program manager and CWS Court Unit supervisor attended the Beyond the Bench Planning meetings (at least monthly between 03/13/2007 and 08/30/2007 and throughout 2008).		CWS, Probation through Court Improvement Meetings
	1.5.5 Develop presentations to share the SDM process with Community Partners, FRCs, and Tribes to increase their understanding of the CWS decision-making process. Incorporate into mandated reporter training provided by CWS and Probation.	During 2007, an overview training of SDM was developed for PowerPoint and is available for presentations in the community. This PowerPoint is available off the SDM Trainers' website. SDM is also included in the Humboldt County Child Abuse Mandated Reporting training. This training is offered to the community, Tribes, schools, FRCs and other Community Partners. Twenty-four Mandated Reporting trainings were conducted throughout 2007 and 38 sessions in 2008 by trained CWS staff. These trainings will continue to occur throughout the community and internally as well.		Workgroup of CWS, Probation, DHHS TES, CWS SDM Trainers
	1.5.6 Present bi-annual forums throughout the County to share the SDM process presentation with Community Partners, FRCs, and Tribes.	SDM is included in the Northern California Training Academy Social Worker Core Training curriculum. DHHS sends an invitation to local Tribal Social Service agencies for their social workers to attend when Core training is offered locally. SDM is also included in the Humboldt County Child Abuse Mandated Reporting training. This training is offered to the community, Tribes, schools, FRCs and other Community Partners. CWS has shared information on DR, SDM and the CWS referral process with community partners, FRCs and the Tribes.		CWS, Probation, CWS SDM Trainers
	1.5.7 Develop and distribute a questionnaire to monitor the effectiveness of training presentations.	Trainings provided to Humboldt County by UC Davis and the Northern California Training Academy and other in-house CWS trainings require the participants to complete an evaluation. DHHS Management is able to access these evaluations to determine the effectiveness of the trainings.		Workgroup of CWS, Probation, and DHHS R&E
	1.5.8 Collect data, analyze results of questionnaire, and present findings to CWS and Probation.	See 1.5.7		Workgroup of CWS, Probation, and DHHS R&E

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

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

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

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

Milestone	1.1.1 Create CWS ICWA Unit with Social Worker IVs (SW IVs) and clerical support through the use of technical assistance provided by Annie E. Casey Foundation and California Department of Social Services (CDSS).	Activities Completed	Annie E. Casey Families Peer Technical Assistance Match was completed August 14-15, 2007. Attendees included participants from Two Feathers Native American Family Services; Hoopa Valley Tribe; Yurok Tribe; Karuk Tribe; Humboldt County DHHS; San Diego Department of Social Services; and the Indian Health Council, Inc. based out of San Diego County.	Assigned To	CWS Administration, Program Managers, CWS Supervisors, Annie E. Casey Foundation, CDSS
	1.1.2 Identify ICWA eligible children early in the CWS/ Probation process by having the CWS Relative Placement Specialist present at detention hearings. Complete Parental Notification of Indian Status (Juvenile Court) (JV130) at first court appearance.		In 2007, Humboldt County's process was: the judge orders the family to complete the JV 130, if there is Native American heritage, CWS starts JV 135 noticing. Humboldt County started using JV130s in 2004. A monthly ICWA Noticing Compliance Report memo compiled by a CWS Administrative Analyst was distributed to Program Managers in 2007 until compliance was reached in this measure. In 2008, there are weekly reminders via email or verbally through the social worker's supervisor. As of 01/01/2008 the new ICWA court forms are required by Humboldt County Courts. In an effort to keep social workers informed, County Counsel provided an ICWA noticing training to all ongoing social workers that covered the new ICWA forms (effective 01/01/2008) on 02/01 and 03/28/2008. Social workers and supervisors attend the MTRT meetings.		CWS Court Liaison, CWS Relative Placement Specialist, Probation Officers
	1.1.3 ICWA Unit Social Worker will continue to attend ongoing Two Feathers Native American Family Services MTRT monthly meetings and weekly CWS ICWA Sub-Committee meetings to inform CWS management of trends, changes, and challenges in complying with ICWA requirements.		The ICWA subcommittee revised the ICWA policies and procedures in 2007. This committee no longer meets.		CWS Analysts, CWS Supervisors, ICWA Unit, Program Managers, Social Workers
	1.1.4 With direction from CWS develop agreements with Tribes to address court-related issues such as jurisdiction and how to handle future referrals on child abuse/neglect, as well as service provision.		Judge Christopher Wilson initiated conversations about developing a workgroup that addresses State and tribal court issues in 09/2008.		Courts, CWS Administration, CWS Analysts, CWS Court Unit, CWS Supervisors, ICWA Unit, Program Managers, SSB, Tribes

	<p>1.1.5 Share the Tribal Affiliation Tribal Government website for ICWA Noticing Purposes with DHHS, Probation, and Community Partners by inclusion in cross-training on ICWA, CWS, and Probation Desk Guides and the DHHS and Probation Newsletters. Expand the TDM model to increase participation and foster communication/ collaboration in a joint effort to support Native American children and families in the CWS and Probation Continuum of Care.</p>	<p>In an effort to keep social workers informed, County Counsel provided an ICWA noticing training to all court caseload workers that covered the new ICWA forms (effective 01/01/2008) on 02/01 and 03/28/2008.</p> <p>Tribes are currently active participants in TDMs for Native American and ICWA cases.</p> <p>The websites have been shared at a training provided on 02/15/2008. See 1.2.1 below.</p> <p>Humboldt County DHHS has committed substantial resources to a 5-year TAY initiative, which will support Native American youth in both the CWS and Probation system of care.</p>	<p>CWS, Probation, DHHS IS, Tribes</p>
	<p>1.1.6 Create a forum for case review of successful and non-successful ICWA outcomes.</p>	<p>The monthly MTRT meetings act as a forum to discuss ICWA cases. These discussions allow Tribes and CWS to begin conversations about challenging ICWA cases.</p>	<p>CWS, Probation, Tribes</p>
<p>Strategy 1.2 Through education, increase the understanding of roles and responsibilities of as well as build trust between CWS, Probation, and Tribes.</p>		<p>Strategy Rationale There are historical and cultural reasons why people who identify as Native American tend not to utilize dominant culture services and institutions. Individual tribes have diverse needs and wants and require individual treatment. Ongoing, collaborative training needs to be developed and provided to share information about individual Tribal cultures, practices, available services, and contacts. Opportunities need to be available for staff to network/ socialize outside of case management/ crisis situations in order to build and improve interpersonal relationships and trust. Protecting the best interests of Native American children and acknowledging Tribal and social considerations are acknowledged imperatives.</p>	
<p>Milestone</p>	<p>1.2.1 Provide ongoing ICWA training to educate that ICWA grants Tribes the right to intervene in child custody proceedings and protects and preserves the bond between Native American children and their Tribe and culture.</p> <p>1.2.2 Coordinate with DHHS Office of Client and Cultural Diversity, HSU Native American Studies Department, and United Indian Health Services (UIHS) to provide cultural competency training for CWS, Probation, FRCs, and Community Partners.</p> <p>1.2.3 Expand U.C. Davis Core Social Work Training for new Social Workers to include cultural</p>	<p>Activities Completed</p> <p>Two Feathers Native American Family Services/California Indian Legal Services ICWA training completed on 05/18 and 06/18/2007.</p> <p>Oregon Research Institute (ORI)/Recruiting Rural Parents for Indian (RRPI) Children training on 06/18/2007 regarding placements for Native American children and families.</p> <p>Kevin Robinson and Two Feathers Native American Family Services provided ICWA training on 02/15/2008. CWS provided a handout that included the California Department of Social Services (CDSS) ICWA websites. This handout included the CDSS ICWA website and tribal listings and was included in the training materials: http://www.childsworld.ca.gov/PG1322.htm; http://www.childsworld.ca.gov/Res/pdf/CDSSTribes.pdf; http://www.doi.gov/bia/ICWA%20Tribal%20Agents%2008-02.pdf.</p> <p>UC Davis Cultural Humility Training in 08/2007.</p> <p>Dr. Matthew Mock provided Cultural Sensitivity and Awareness training on 11/30/2007.</p> <p>Local Native American Cultures and Awareness training was provided by Tene Kremling, LCSW at United Indian Health Services on 04/17; 08/07/2007; 01/11; 06/06; and 08/29/2008. The video "History and Hope" was provided to DHHS employees on 10/23, 10/30, 11/06 and 11/15/2007 and at the Local Native American Cultures and Awareness training in 2008. These trainings are offered to Probation, MHB and PHB.</p> <p>Northern California Training Academy Social Worker Core Training provides a strong foundation of knowledge and skills needed for those working with families and children in child welfare. Each of the following modules includes in its curricula cultural specifics that</p>	<p>Assigned To</p> <p>CWTU, Probation, Community Partners, FRCs, Tribes</p> <p>CWS, Probation, DHHS Office of Client and Cultural Diversity, Community Partners, FRCs, Humboldt State University, UIHS</p> <p>CWS Administration, CWS TU, SSB TU, Tribes, U.C. Davis Northern Regional Training Academy</p>

<p>competency and rules of engagement with cultures other than that of the Social Worker.</p>	<p>must be considered for each child and family that the social worker comes in contact with.</p> <p>DHHS also sends an invitation to local Tribal Social Service agencies for their social workers to attend Social Worker Core Training when it is offered locally.</p> <p>The video "History and Hope" was presented to DHHS staff on 10/23, 10/30, 11/06/2007, 01/11, 06/06 and 08/29/2008. This video provided an introduction to local tribes in Humboldt County and their culture. The presentation included a forum for questions and answers and a discussion period for the participants.</p>	
<p>1.2.4 Expand new Probation Officer training to include cultural competency.</p>	<p>DHHS Office of Client and Cultural Diversity sends out invitations and includes Probation in the cultural competence training; Probation has annual training updates.</p> <p>See activity #3 of 1.2.2</p>	<p>Probation Administration, Probation Training Unit, Tribes</p>
<p>1.2.5 Explore collaborative development of sustainable, in-depth cultural competency curriculum and certification program at Community College. Imbed cultural sensitivity in HSU/Masters of Social Work curriculum.</p>	<p>TBD 2009.</p>	<p>CWS, Probation, College of the Redwoods, HSU, Tribes</p>
<p>1.2.6 Provide support to continue "Workshop on Wheels"/Introduction to Indian Country.</p>	<p>See activity #3 of 1.2.3</p> <p>Two Feathers Native American Family Services was approached in 2008 but did not have the grant funding to host a workshop on wheels.</p>	<p>CWS, Probation, Two Feathers Native American Family Services</p>
<p>1.2.7 Imbed cultural competency training into ongoing training for Social Workers, Probation Officers, Community Partners, FRCs, and Tribes.</p>	<p>See 1.2.2, 1.2.3, 1.2.4, and 1.2.6</p>	<p>CWS, Probation, Community Partners, FRCs, Tribes, U.C. Davis Northern Regional Training Academy</p>
<p>1.2.8 Improve coordination between the CWS and Probation training units. Utilize the monthly DHHS Newsletter, Probation Newsletter, as well as the training coordinators at CWS and Probation to provide timely notification of trainings and consistency in curriculum.</p>	<p>Currently the DHHS Training Unit includes the Probation Department on trainings of mutual interest. The DHHS Training Unit has a monthly cross branch meeting with representatives from SSB, MHB and PHB.</p> <p>The May and November 2008 DHHS Newsletter gave detailed instructions for accessing the training calendar on the DHHS website. This information is available to the Probation Department and to the community.</p> <p>The Probation Department included training updates in their 08/2007, 01/2008 and 10/2008 newsletters.</p>	<p>CWS TU, Probation Training Unit, CWS Program Managers, Probation Directors</p>
<p>Strategy 1.3 Build on prior outreach activities from the previous SIP.</p>		<p>Strategy Rationale The 2004 CWS/ Probation SIP provided a foundation to increase understanding of Tribal governments in relation to child welfare proceedings and explore strategies for CWS, Probation, and Tribes to collaborate when Native American children are involved with the DHHS/ Probation Continuum of Care. Continuing to increase trust and build relationships are essential in meeting improvement goals.</p>
<p>1.3.1 Continue annual meetings at Humboldt Area Foundation for Tribes.</p>	<p>TBD 2009.</p>	<p>A CWS Administration, Probation, ICWA Unit Staff, MHB, PHB, Tribes</p>

<p>1.3.2 Provide an overview of CWS activities toward building outreach to Tribal Councils as requested. CWS and Probation will inform CWS, Probation, and DHHS Staff about Tribal Council presentations.</p>	<p>TBD 2009.</p>	<p>CWS, Probation, Tribal Councils</p>
<p>1.3.3 Provide follow up letters and phone calls to those Tribes who have not yet received a presentation.</p>	<p>TBD 2009.</p>	<p>CWS, Probation</p>

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

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

<p>Strategy 1.1 Improve the recruitment of CWS Social Workers and Probation Officers.</p>	<p>Strategy Rationale CWS faces a number of challenges in recruiting and retaining Social Workers and Supervisors. CWS continues to implement various practices to improve recruitment and retention including engaging in university-agency education/training partnerships, hiring Social Workers with a Masters Degree (MSWs) and Social Workers who are on track to gain licensure, and enhancing supervision. The Probation Department is addressing these issues by examining the infrastructure and by providing more information to individuals outside of Probation about Probation as a career. They also meet with committee chairs at HSU and accept individuals who would like to perform their internship at the Probation Department. We encourage those interested in corrections to apply as a Work Study employee. Staffs from Probation, Juvenile Hall, and Regional Facility participate at local Job Fairs.</p>
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<p>Milestone</p>	<p>1.1.1 Participate in Career Days at local schools (high schools, HSU, College of the Redwoods [CR], Eureka Adult School, etc.).</p>	<p>DHHS ES attends local job fairs regularly. They also advertise job openings statewide and use technology to disseminate recruitment materials.</p>	<p>CWS, Humboldt County Personnel, DHHS Employee Services (ES), HSU, CR, Schools, Eureka Adult School</p>
	<p>1.1.2 Have DHHS Public Education and Outreach Officer (PEO) develop an effective and pro-active recruitment campaign for outreach to other counties through colleges.</p>	<p>DHHS ES sets up meetings at HSU to meet and discuss opportunities with all CalSWEC students and open up the meeting to all social worker students to attend.</p> <p>In 01/2008, supervisors and program managers started having discussions regarding the feasibility of developing a realistic job video. This video would provide an orientation to the duties and responsibilities of Humboldt County CWS social workers, and would be utilized by DHHS ES to introduce and integrate current CWS concepts and theories into the CWS social worker hiring process.</p> <p>The video was created by Merit Systems Services. It was shown at the All Staff meeting in 10/2008, which was attended by the PEO. A discussion followed about the video, its strengths and challenges and possible uses for Humboldt County.</p> <p>See 1.1.1</p>	<p>CWS, DHHS ES, DHHS PEO, Humboldt County Personnel</p>
	<p>1.1.3 Collaborate with HSU, other colleges, and counties to recruit Social Workers with Bachelor Degrees (BSWs), MSWs, licensed and prelicensed associates (ASWs), and Probation Officers using the recruitment campaign</p>	<p>DHHS, SSB, MHB, PHB, Probation Department and HSU attended bimonthly meetings in 2007 and 2008. The purpose of these meetings is to maintain a working partnership with HSU. These meetings provide a forum for DHHS to provide HSU with updates of County personnel needs.</p>	<p>CWS, Probation, DHHS ES, DHHS PEO, Humboldt County Personnel Department, HSU</p>

<p>developed in 1.1.2.</p> <p>1.1.4 Explore utilization of “realistic job preview” video to inform applicants about interaction with clients, casework, practices, and protocols in CWS and Probation. Implement use of video and track effectiveness.</p>	<p>See 1.1.2</p>	<p>CWS, Probation, DHHS ES</p>
<p>1.1.5 Create a workgroup to collaborate with the National Association of Social Workers (NASW) to enhance the professional growth and development of Social Workers and maintain professional standards.</p>	<p>TBD 2009.</p>	<p>CWS, DHHS ES, NASW</p>
<p>1.1.6 Infuse the CWS and Probation Mission Statements into the culture of the Agencies to promote the values and philosophy by making it visible and accessible.</p>	<p>The DHHS mission statement is included on the CWS All Staff agendas as of 09/2007. These agendas are emailed to all CWS staff monthly.</p> <p>The DHHS website states the mission and vision.</p> <p>Posters of the DHHS mission and vision are posted in many locations around the agency.</p>	<p>CWS, Probation, DHHS PEO</p>
<p>1.1.7 Identify current Social Worker and Probation Officer ideas for recognition. Implement and track satisfaction.</p>	<p>Ideas brought to the monthly CWS Support Team meetings in 2007 included: appreciation potlucks, recognition during All Staff Meetings, and a staff kudos box all of which were implemented as quickly as possible in 2007 and 2008.</p> <p>CWS Retention and Communication Committee met throughout 2008 – this group is a subcommittee of the CWS Support Team and offers an open forum for discussion of CWS team retention challenges and staff communication.</p> <p>Probation Retention and Recruitment Committee met throughout 2007 and 2008 this group developed the Kudos Wall (see below) and implemented a door prize program at the semi-annual all staff meeting. This group provides an open forum for discussion for retention and recruitment processes and challenges. In 2009, the Retention and Recruitment Committee will be joined with the Sunshine Committee. This committee organizes potlucks, sponsors years of service awards and coordinates the sending of flowers/gifts for significant life events of co-workers such as retirements or births.</p> <p>Probation Kudos Wall – utilized “You Are A Star” cards that individually recognize outstanding staff members. These cards have two parts, one goes to the worker and one is posted on a publically-displayed board.</p>	<p>CWS Analysts, Probation Analysts, DHHS Administration, Probation Administration</p>
<p>1.1.8 Educate Income Maintenance Staff (Eligibility Workers, Integrated Case Workers, and Employment Training Workers) about the transfer opportunities to Social Worker position. (California Social Worker Education Center [CalSWEC] – weekends, tuition and time).</p>	<p>CWS is committed to hiring SW IVs from HSU's MSW Program or other MSW programs throughout the state. Four social workers (SW IVs) started at CWS on 07/28/2008. These social workers were all CalSWEC. They are the first to participate in the new CWS Training Program. This program utilizes Social Worker Case Partners, a shadowing program that allows new social workers to observe and train with experienced social workers.</p> <p>DHHS Newsletter articles that explained the training procedure in CWS and the CalSWEC program through HSU were published in 11/2007 and 07/2008.</p>	<p>CWS, DHHS ES, Merit System Services</p>
<p>1.1.9 Create a questionnaire to identify how staff decided to</p>	<p>See Timely Social Worker Visit 1.4.1. Staff will be asked why they decided to become Social Worker.</p>	<p>CWS, DHHS ES, DHHS R&E, CWS Supervisors, Program Managers, SSB</p>

	<p>become Social Workers. Distribute and analyze findings to CWS Supervisors, Program Managers, SSB Administration, and DHHS ES in order to target recruitment efforts.</p>		<p>Administration, SW IVs</p>
	<p>Strategy 1.2 Increase the number and type of Resource Families (Relative/ Non-Relative Extended Family Member [R/NREFM], foster, adoptive, respite for CWS and Probation, and emergency care).</p>	<p>Strategy Rationale There is a growing need for foster, kinship, and adoptive families that are more culturally appropriate and located in the neighborhoods where children live. CWS and Probation utilize a variety of strategies to recruit Resource Families including relative searches using the search tools to create and enhance permanency, collaborative efforts with the CWS Relative Placement Specialist and Foster Care Coordinator to place children with relatives, and ongoing outreach activities. Probation has designated a Deputy Probation Officer II to recruit, develop, and support Resource Families and work in collaboration with the CWS Foster Care Coordinator.</p>	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Milestone</p>	<p>1.2.1 Expand outreach to the following groups: a.) Parent/Teacher/Student Organizations, Schools b.) Faith-Based Community c.) Caregiver Community Groups (animal shelter, volunteers and adoptive individuals, horticultural societies) d.) Family Resource Centers e.) Boards (Juvenile Justice Commission, service organizations) f.) R/NREFMs g.) Local businesses h.) Medical provider's offices i.) Community organizations and Community Policing agencies</p>	<p>CWS completed the following outreach activities in 2007: Provided in-service to Office of Education staff. Provided on-going dialogue with faith based groups. Presented to the Casino planning committee, Service organizations, FRCs. Local businesses, Medical Offices Held joint recruitment meeting - including our Public Information Officer, CASA, State Adoptions, New Directions of Humboldt Foster Family Association, CR, AmeriCorps, and Foster Family Agencies. Now meet monthly to discuss joint recruitment efforts and the message to the community about Resource Families and the concept of Family-to-Family. Radio advertisements to increase recruitment for Foster Families was done. Booths/Activities – provided brochures and information on Family-to-Family at seven events in Humboldt County between 10/1/2007 and 12/31/2007.</p> <p>The Resource Family Recruitment and Retention Six-Month Plan (11/2008 – 05/2009) includes the following activities: <u>Regional Recruitment:</u> Scheduling presentation and orientation meetings; distributing flyers; provide public announcements of upcoming orientations; provide incentives to current foster families or former foster youth sharing stories; and participate in follow-up regarding inquiries from the community. <u>Child Specific Recruitment:</u> Youth's history will be shared with the recruitment supervisor; Treatment Team minutes specific to youth placed out of the county will be shared with the recruitment supervisor to facilitate local searches and the transition back to Humboldt County; The recruitment supervisor will attend all Treatment Team meetings and TDMs for youth placed at the Children's Center to facilitate local searches; The recruitment supervisor and the placement specialist will announce the placement need for the specific child in all appropriate venues; Individual meetings with potential placements will be held to assess best fit and to begin the process to insure that all necessary services are in place prior to moving the youth into the home – if not already covered by Treatment Team meetings; and Utilize Accurant search tool to locate family. <u>General Recruitment:</u> Positive coverage of foster care issues; publication of success stories of foster teens; partnerships with FRCs; distribution of flyers and brochures; providing monthly orientations at the Community Care Licensing office; continuing advertisements for in local newspapers; posting orientation meeting schedules in the Calendar of Events section of local newspapers; provide the monthly PRIDE training calendar at orientation to prospective foster parents; attend public events to network and distribute information and business cards; staff recruitment booths at community events; and provide press kit to the DHHS Public Outreach and Education Officer.</p> <p>Probation Department Foster Care Recruitment activities during 2007 and 2008 are as follows: Development of quarterly foster care meetings. The object of these meetings is to continually work toward the goal of advertising the need for foster homes for Humboldt County youth from a collaborative perspective; Development of "Recruitment Kits" for distribution into the community;</p>	<p>CWS Foster Care Coordinator, Deputy Probation Officer II</p>

Milestone		Activities Completed	Assigned To
Milestone	<p>1.2.2 Evaluate outreach efforts by determining how future Resource Families find out about the program (through a-i in 1.2.1).</p>	<p>There is a question on the Foster Family Orientation sign in sheet that asks prospective resource families how they learned about the orientation course. Responses from 2008 will be collected and provided to CWS program managers to be incorporated into the next recruitment plan (June 2009).</p> <p>Monthly Foster Care Recruitment Meetings, or the Joint Task Force, are a coordinated effort to address recruitment and retention of resource families. This group includes participants from CWS, Probation Department, State Adoptions, Foster Family Agencies, and Community Care Licensing.</p> <p>The Foster Kinship Group acts as a sounding board and resolution forum for foster care families and relative/non-relative extended family members.</p>	<p>CWS Foster Care, CWS Analyst, Deputy Probation Officer II</p>
	<p>1.2.3 Distribute informational materials utilizing: a.) bookmarks, b.) pizza boxes, c.) videos, d.) brochures, e.) flyers, f.) pens, g.) newspaper ads, h.) theater on-screen ads, and i.) coffee cup sleeves</p>	<p>The Resource Family Recruitment and Retention Six-Month Plan (11/2008 – 05/2009) under General Recruitment continues to distribute informational materials as identified in 1.2.3 (b, d, e & g).</p>	<p>CWS, Probation, DHHS POE</p>
	<p>1.2.4 Train CWS and Probation Staff in their responsibility to be recruiters for Resource Families.</p>	<p>CWS and Probation staff - provided in-service on Family-to-Family and the on-going message that everyone is a recruiter during 2007. Foster Family Association, New Directions representatives presented at the 03/2007 All Staff meeting and Remi Vista representatives presented at the 07/2007 All Staff meeting.</p>	<p>CWS Foster Care Recruiter/Kinship Recruiter, Probation Foster Care Recruiter, MHB, PHB</p>
	<p>1.2.5 Implement F2F "Fosterware Parties". Confer with Foster Parent Association (FPA). Develop specific guidelines for organizing and holding parties. Inform staff and Foster Parents of protocol. Identify Foster Parents to host/sponsor parties. Hold one "Fosterware Party" a quarter. Monitor number of applications submitted by attendees. Evaluate effectiveness of Fosterware after one year.</p>	<p>Before implementing Fosterware Parties the Humboldt County Child Welfare Services Resource Family Recruitment Six Month Plan for 11/2008 through 5/2009, outlines activities for regional and general recruitment (see 1.2.1). This plan's goal is to net five new foster care homes in the Eureka area within the 6-month period ending in May 2009.</p>	<p>CWS, Probation, FPA</p>

	<p>1.2.6 Create a workgroup to explore developing a toll-free telephone number for prospective Resource Families and protocol that explains options and upcoming trainings.</p>	<p>Resource Family Recruitment Supervisor has worked with SSB Administration starting in 12/2007 to develop and implement this phone line. Due to potential changes in the placement unit's location, this phone line was not implemented during 2008. A Resource Family phone line (441-5013) is available to resource families in Humboldt County.</p>	<p>CWS, Probation, FPA</p>
	<p>1.2.7 If feasible, implement toll-free number, track toll-free telephone number use, evaluate the service by identifying the number of Resource Families coming into the program that need the toll-free number.</p>	<p>TBD 2009.</p>	<p>CWS, Probation, CWS Analysts, FPA</p>
	<p>1.2.8 Explore development of a Heart Gallery Project to disseminate Resource Family information into the community through local photographers and artists. Implement and track if determined feasible.</p>	<p>Two foster youth were featured in a Times Standard article on 06/17/2008 that explained their participation in The Heart Gallery and its purpose – to provide public awareness of the need for adoptive families. The submission of local foster children's information to The Heart Gallery has been coordinated by Beverly Fontaine of State Adoptions and Carol Honeycutt, a longtime foster parent.</p>	<p>CWS, Probation, FPA, Independent Living Skills (ILS) Staff</p>
	<p>1.2.9 Improve collaboration with CR Foster Care Education Program (CRFCEP) in order to communicate with and provide follow-up for the graduates.</p>	<p>CWS Staff extended an invitation to CRFCEP to actively participate in the Foster Care/Kinship Community Partners sub-committee starting 09/2007. In 2008 the goal of this meeting was reviewed and the CRFCEP was actively involved in the restructure and now attends the meetings regularly.</p>	<p>CWS, Probation, CR, FPA</p>
	<p>1.2.10 Develop questionnaire regarding why people became Foster Parents and ways to improve recruitment efforts. Distribute and analyze findings to target recruitment.</p>	<p>Humboldt County consistently works with the joint task force (HEART) that is inclusive of foster parents. See activity #1 on 1.2.2</p>	<p>CWS, Probation, CRFCEP, FPA, CWS Analysts</p>
<p>Strategy 1.3 Improve the retention rate of Social Workers and Probation Officers.</p>		<p>Strategy Rationale A stable and highly skilled workforce is necessary to effectively provide child welfare services that meet federal goals to protect the safety, permanence, and well-being of children and families. Demanding and complex caseloads and related administrative requirements affect retention.</p>	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Milestone</p>	<p>1.3.1 Provide regular ongoing supervision and feedback to Social Workers and Probation Officers.</p>	<p>Social worker supervisors meet weekly with their case-carrying social workers to provide supervision and case management support.</p>	<p>CWS, CWS Supervisors, Probation Supervisors</p>
	<p>1.3.2 Locate units in same space for both CWS and Probation.</p>	<p>For other communication activities requested as a need by social workers see 1.1.7 TBD 2009.</p>	<p>CWS, Probation, DHHS, Humboldt County</p>
	<p>1.3.3 Revise Social Worker On-Call protocol to include CWS Supervisors as well as adjusting business hours to meet community needs by utilizing extended work schedules.</p>	<p>On-Call protocol expanded to include CWS supervisors in 06/2007. Program managers track utilization with a CWS supervisor On Call form. Refresher training for On-Call Procedures for staff was provided on 05/30 and 05/31/2007. On-Call training was provided by CWS to new hires and as a refresher to current employees on 01/31 and 10/15/2008. A workgroup was formed in 2008 to develop protocol for extended hours.</p>	<p>DHHS ES, CWS Supervisors, Program Managers, Social Workers, SSB Administration</p>
	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Activities Completed</p>	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Assigned To</p>	

	<p>1.3.4 Implement Social Worker case partners, a program in the workplace that allows new Social Workers to shadow experienced Social Workers.</p> <p>1.3.5 Maintain caseloads at a practical level, (refer to SB 2030 recommendations and guidelines) as staffing permits by filling vacancies in a timely manner.</p> <p>1.3.6 Provide knowledgeable, available, and consistent supervision.</p> <p>1.3.7 Provide appropriate work space and supplies as future needs become identified.</p> <p>1.3.8 Recognition of a job well done through "You make a difference" cards, notes, acknowledging decision making at lowest level, and the Sunshine Committee (Probation).</p> <p>1.3.9 Continue to revise CWS case transfer protocol. Implement and track.</p>	<p>The case partners program identifies an experienced social worker in all core programs that trains new social workers. A new training program started in Humboldt County in 07/2008.</p> <p>See 1.1.8</p> <p>In 2007, 13 SW IVs were hired at CWS. Four CalSWEC social workers (SW IVs) started at CWS on 07/28/2008.</p> <p>DHHS ES and CWS have been able to decrease time between the initial interview and start date from three months in 2006 to three weeks in 2007.</p> <p>DHHS has maintained an open recruitment for SW IVs through Merit System, for most of 2008 in order to fill vacancies in a timely manner.</p> <p>It is DHHS/SSB/CWS policy to send all new CWS supervisors to the Supervisor Core Training offered by the Northern Training Academy. This started in 04/2007 and will continue through the following years.</p> <p>Northern California Training Academy Supervisory Core Training will be offered locally in 2009. All supervisors who have not taken this course in the last year are required to attend.</p> <p>Social worker supervisors meet weekly with their case-carrying social workers to provide supervision and case management support.</p> <p>Within the Integrated Mental Health Services in Foster Care Program during 2008, MH, PH, and CWS staff were identified to begin the Program. Though housed on different campuses staff were provided many forums to integrate to insure that the mental health needs of youth in foster care are being met. Since October of 2008 work has begun to co-locate the staff at a single site. The co-location will be finalized by the end of January 2009.</p> <p>The relocation of staff from the Koster Street CWS and CYFS campuses to downtown Eureka will free up workstations to be filled at a future date. Long range plans are to co-locate all Children and Family Services within DHHS (SSB, MHB and PHB).</p> <p>Provided the supervisors with morale cards at supervisor meetings in 03/2007.</p> <p>Cross-branch kudos are published each month in the monthly DHHS Newsletter.</p> <p>Case transfer protocols were developed and implemented in 2007. Continued refinement of the protocols occurred in early 2008.</p>	<p>CWS Supervisors, Social Workers, Program Managers</p> <p>DHHS ES, CWS Supervisors, Program Managers, SSB Administration</p> <p>CWS, Probation, CWS Supervisors, Program Managers</p> <p>DHHS, Program Managers, SSB Administration, DHHS Facilities</p> <p>CWS, Probation, Program Managers, CWS Supervisors, Probation Supervisors</p> <p>CWS Analyst, Probation Analyst</p>
<p>Strategy 1.4 Improve retention of Resource Families through ongoing support, training, and recognition.</p>		<p>Strategy Rationale Promoting stability in foster care placements improves outcomes for children and families. Minimal placement failures and subsequent placement moves are accomplished by retaining and supporting experienced Resource Families.</p>	
<p>Milestone</p>	<p>1.4.1 Explore creation of a "Warm line" for Resource Family telephone calls monitored by staff during business hours. Develop protocol, implement, and track.</p>	<p>Activitie</p> <p>A phone number is dedicated to the Recruitment and Resource unit. That voice message system is answered by a worker in that unit daily.</p> <p>The placement social worker contacts all resource families weekly, unless the family requests less frequent calls to monitor placement stability and availability.</p>	<p>Assig</p> <p>CWS, Probation, FPA</p>

<p>1.4.2 Enhance respite care for ongoing Resource Families by using new Resource Families who may not be yet ready to take a child full-time, to provide respite. Develop a plan to transition these part-time (respite) families to full-time Resource Families.</p>	<p>Humboldt County plans on increasing Resource Families by assigning the CWS Resource Family Recruitment and Retention supervisor in 08/2007 to develop and implement a recruitment campaign.</p> <p>Program managers from CalWORKs/Welfare-to-Work and CWS met in late 2007 to discuss training CalWORKs/WtW participants as foster care respite workers. This was discussed throughout 2008 along with other ideas and options for the training of respite workers.</p> <p>In 2008, during the orientation and the foster care licensing process, families have the option to initially participate as respite workers for local resource families.</p>	<p>CWS, Probation, FPA CWS Foster Parent Recruiter/Kinship Recruiter, Probation Recruiter</p>
<p>1.4.3 Institute monthly check in – beyond required Social Worker and Probation Officer visits by Resource Family recruiters.</p>	<p>In 11/2007, social workers started visits and follow up phone calls to resource families, in addition to their required monthly contact.</p>	<p>CWS Foster Parent Recruiter/Kinship Recruiter, Probation Recruiter</p>
<p>1.4.4 Provide Resource Families with appreciation, respect, emotional support, and personal involvement through formal and informal activities.</p>	<p>Resource Family recruitment and retention activities include, but are not limited to:</p> <ul style="list-style-type: none"> Annual Foster Parent Appreciation Luncheon Holiday Gift Drive Holiday Dinner Foster Parent Picnic Foster Parent Brunch Spring Conference at College of the Redwoods; and Fundraising and Support Services for Foster Families. <p>The Community Partners bi-monthly meetings began providing trainings for resource families in 10/2007 as an informal activity of support. These trainings include the following topics: Family-to-Family, Role of the Foster Parent in Family Reunification; The Juvenile Court Process, HOPE, CC251, Step Up! and The Job Market for Youth and The Mental Health Services Act/PEI.</p>	<p>CWS, Probation, FPA</p>
<p>1.4.5 Continue to support the local chapter of FPA.</p>	<p>Humboldt County supplies FPA with AB2129 funds for training and recruitment. The Humboldt County CWS Foster Care Coordinator attends the monthly FPA meetings, checks in regularly with all resource families, and is also available by phone or in person to discuss any issues they may encounter. SSB/CWS also provides support by hosting a luncheon meeting with the Foster Parent Association (FPA) board on a quarterly basis.</p>	<p>CWS, Probation, FPA</p>
<p>1.4.6 Provide mentors to support each new Resource Family throughout the first year of placement.</p>	<p>New Directions provides mentors for all Resource Families at the time of their first placement.</p>	<p>CWS, Probation, FPA</p>
<p>1.4.7 Support five year project – Oregon Research Institute (ORI)/Recruiting Rural Parents for Indian Children (RRPIC) which is a culturally-driven parent recruitment plan for Indian child permanency with Indian or tribally-approved families.</p>	<p>CWS program manager, administrative analysts, and SSB Director met with ORI/RRPI representatives on 04/06/2007 and 10/24/2007 to discuss information release processes and to provide updates on the research criteria. CWS Analyst developed a completed JV570 and submitted the final draft (with supporting documentation of the RRPIC program) to Advisory County Council in 01/2008.</p> <p>Petitions for Disclosure of Juvenile Records were filed on the ORI cases in 05/2008 and the information was sent to Dr. Deb Johnson-Shelton in 08/2008.</p>	<p>CWS, CWS Analysts, Program Managers, SSB Administration, Tribes</p>
<p>Strategy 1.5 Provide ongoing training and technical assistance to Social Workers and Probation Officers to support their efforts to achieve safety, permanence, and well-being for the children and families in their care.</p>	<p>Strategy Rationale Providing an array of training and technical assistance with an emphasis on lessons learned and best practices will improve service delivery, increase the efficiency of workers, and improve outcomes for children and families within the CWS and Probation Continuum of Care.</p>	

Milestone	1.5.1 Explore the feasibility of utilizing the Humboldt County Personnel Education/Training Reimbursement Program to encourage continuous learning and sharing of current information.	Activities Completed	On 01/14/2008 an interoffice memo was issued to the CWS program managers and supervisors that included information regarding the Education/Training Reimbursement Program; reimbursement protocol; eligible classes and costs; and how to access these funds.	Assigned To	CWS, DHHS ES, Program Managers, SSB Administration
	1.5.2 Check-ins to offer praise and develop ideas for the future.		Starting in 08/2007, good stories (anecdotes of successful collaboration, efficiency, and family achievements) are shared at monthly CWS All Staff Meetings.		CWS, Probation, CWS Supervisors, Probation Officers, Probation Supervisors, Social Workers
	1.5.3 Adjust our training to the X-Y Generation concepts (people born after 1965) which include multiculturalism, social responsibility, and incorporating information technology into everyday life.		TBD 2009.		CWTU, SSB TU, DHHS TES
	1.5.4 Develop a desk guide that explains all the programs, EBPs, available services, and how to access them to meet the needs of specific families.		Desk Guide subjects covered – ICWA noticing, Division 31 (i.e. investigation requirements, initial contacts, 30-day timeline, etc.) This Desk Guide is made available to staff on the CWS shared drive. Updated EBP list was distributed at 06/25/2007 All Staff Meeting. EBP brochures are available on the DHHS website (http://county-internet/HHS/Administration/EvidenceBasedPractices.asp). These brochures are shared across the three branches.		Workgroup of CWS, Probation, Social Workers, CWS Supervisors, Probation Officers, Probation Supervisors, MHB, PHB, SSB
	1.5.5 Train all staff on F2F principles and values (Recruitment, Development, and Support of Resource Families; Building Community Partnerships, TDMs, and Self Evaluations).		02/2008 DHHS Newsletter article by Lisa Spinus TDM Facilitator titled <i>Team Decision-Making Meetings in 2007</i> and 01/2008 DHHS Newsletter article by Jed Mefford, MSW titled <i>Family to Family Conference</i> . Darla L. Henry, Ph.D. provided “The 3-5-7 Model: Preparing Children for Permanency” training to social workers, Community Partners, MHB, PHB, Probation and supervisors starting in 01/2008 and ending in 04/2008. This training provided an ongoing opportunity to learn effective practices which reduce behaviors in youth in the foster care system, improve placement outcomes and reduce stress on clients, resource families, probation officers and social workers. The 3-5-7 Model is based on concepts that closely parallel Family to Family goals. Through CC25I and the Humboldt County TAY initiative Social Workers and Probation Officers will be supported in their efforts to maintain youth safely within their homes, communities and schools.		CWS, Probation, F2F Leads, CWTU, SSB TU, and DHHS TES
Strategy 1.6 Enhance existing training of Resource Families, utilizing the Foster Family Agency model.		Strategy Rationale Providing effective, quality support and training to Resource Families promotes their self-sufficiency, confidence, and resilience, provides tools for problem solving, and significantly increases the potential for permanent placements. Support provided to Resource Families helps build stronger partnerships to improve child and family outcomes			
Milestone	1.6.1 Provide PCIT, IY, and FFT training to Resource Families.	Activities	The EBP Introduction Training will be offered by DHHS to New Directions in 2009. This training showcases PCIT, IY and FFT.	Assigned	CWS, DHHS TES, SSB TU
	1.6.2 Questionnaire Resource Families to see if weekly support groups would enhance their work. If so, identify partner to provide weekly meeting site with child care.		Currently mentors are provided by New Directions to new resource families during their first placement.		CWS, Probation, FPA

<p>1.6.3 Continue to support the use of CWS and Probation liaisons for Resource Families.</p>	<p>TBD 2009.</p>	<p>CWS, Probation, Foster Parent Recruiter/Kinship Recruiter</p>
<p>1.6.4 Continue to utilize TDMs.</p>	<p>TDMs are being used in CWS starting 01/2007. Approximately 299 TDMs have been held.</p> <p>Starting in 06/2008, Humboldt County started utilizing the ETO database to track TDM participation.</p> <p>06/2008 – 24 TDMs 07/2008 – 21 TDMs 08/2008 – 16 TDMs 09/2008 – 17 TDMs 10/2008 – 13 TDMs 11/2008 – 19 TDMs 12/2008 - 46 TDMs</p>	<p>CWS, Probation, TDM Facilitators</p>
<p>1.6.5 Develop quarterly “brown bag” meetings as a way to improve relationship building, communication, and networking between Social Workers, Probation Officers, and Resource Families.</p>	<p>TBD 2009.</p>	<p>CWS, Probation, FPA</p>
<p>1.6.6 Train all agency staff to treat Resource Families as full partners on the treatment team.</p>	<p>An abbreviated PRIDE training, the training that foster care families must complete was developed in 2008 and will be provided to social workers in 2009.</p>	<p>CWS, Probation, Resource Families</p>