



SAN JOAQUIN COUNTY

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CalWORKs
Children's Services
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Mary Graham Children's Shelter

March 13, 2009

Linda Hockman, Chief
California Department of Social Services
Office of Child Abuse Prevention
744 P Street
Sacramento, CA 95814

Dear Ms. Hockman:

Please find enclosed the San Joaquin County Child Welfare System Improvement Plan Update, dated March 13, 2009. Also enclosed is a brief statement regarding the SIP Update and a summary of our 2008/2009 CWSOIP allocations and expenditures. The Probation Department information is also enclosed.

If you have any questions, please contact me at (209)468-1650 or by e-mail at jchelli@co.san-joaquin.ca.us.

Sincerely,

Joseph E. Chelli
Director

JEC:DE:jlc

Enclosures

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SAN JOAQUIN COUNTY
ALLOCATION
OF
CHILD WELFARE SERVICES OUTCOME IMPROVEMENT
PROGRAM (CWSOIP) FUNDS

2008/2009

2008/2009 CWSOIP Allocation: \$378,886

The CWSOIP funds are combined with Promoting Safe and Stable Family Funds (PSSF) and are contracted out to four non-profit agencies that provide Differential Response (DR) Services:

- Each contract agency receives \$148,875 per year for fiscal years 2008/2009, 2009/2010 and 2010/2011 of which \$94,721 is from CWSOIP and \$54,154 is from PSSF.

The services provided include assessment of Path 1 Differential Response referrals, cases evaluated out of Child Protective Services (CPS), and case management for families who accept voluntary services from the DR Contract Agency or upon referral directly from CPS. The agencies use a case management data base unique to the San Joaquin County DR Program, which includes identifying family information, case contact notes, assessment and case plan.

San Joaquin County
California Child and Family Services Review
County System Improvement Plan- Update

Child Welfare Services

Please find enclosed, the San Joaquin County System Improvement Plan (SIP) – Update, dated March 13, 2009.

In summary, it has been a very active year of addressing the Outcome/Systemic Factors of our System Improvement Plan.

Our initial Outcome/Systemic Factors were:

1. Outcome Measure C1.4 – Re-entry into Foster Care Following Reunification.
2. Outcome Measure S1.1 – No Recurrence of Maltreatment
3. Outcome Measure C4.1, C4.2 and C4.3 – Placement Stability

The SIP update addresses our efforts towards improved outcomes and illustrates what efforts were completed and what efforts will continue. We also added new Strategies and Milestones for each category.

It is our plan to continue with the same Outcome/Systemic Factors and to add Outcome Measure 4B – Least Restrictive Placement. Specifically, we will be addressing our rate of relative placements.

We are very concerned about our continued ability to address Child Welfare Services Improvement during this difficult economic time.



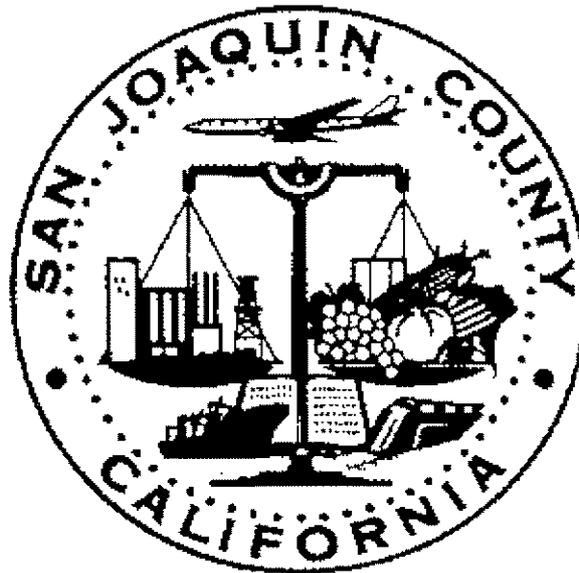
Joseph E. Chelli, Director

March 13, 2009
Date

SAN JOAQUIN COUNTY

California Child and Family Services Review County System Improvement Plan Update

March 13, 2009



Outcome/Systemic Factor: Outcome Measure C1.4 - Re-entry into Foster Care following reunification					
County's Current Performance: For the time period of 7/1/05 through 6/30/06, the County's current performance for re-entry into foster care following reunification was 13.9% (14.1% for 7/1/06 through 6/30/07) versus 12.0% for the State (12.0% for 7/1/06 through 6/30/07) .					
Improvement Goal 1.0: To decrease the re-entry rate to 8.6%, the Federal standard. (New Federal Standard is 9.9%)					
Strategy 1. 1: Referrals of Families to the Team Decision Meeting Reunification Program, prior to reunification. Funding will be provided through Promoting Safe and Stable Families.		Strategy Rationale: Through the TDM process, with follow-up post-reunification services for those families reunified, re-entry into foster care will be decreased.			
Milestone	1.1.1: All family social worker units with supervised Family Reunification cases will refer families to TDM prior to the final decision to re-unify. The TDM's occur approximately two months before the anticipated reunification date. They are attended by the social worker, other service providing agencies, the parents and older children and other family members/support persons.	Timeframe	Ongoing 4/1/08 to 3/31/09 Completed and ongoing	Assigned to	CWS Family Reunification Social Workers
	1.1.2: A community-based agency, under contract, will coordinate and facilitate all TDM meetings.		Ongoing 4/1/08 to 3/31/09 Completed and ongoing		Family and Youth Services of San Joaquin County
	1.1.3 Family Vision program (wrap around provider) to attend all TDM meetings to assess families for the possibility of wrap around services prior to reunification in the foster home and after reunification in the family home. NEW MILESTONE		Ongoing 4/1/09 to 3/31/10		Family Vision Representative

Strategy 1. 2: Provide Case Management services to all families in which children are re-unified.		Strategy Rationale: By providing post-reunification services case management, in addition to the limited services of CWS Social Workers, the provider can be available weekly to problem solve, coordinate services and provide general assessments in an effort to minimize family crisis and re-entry of children into foster care.			
Milestone	1.2.1: After the TDM process has been completed, case management services will be provided.	Time frame	4/1/08 to 3/31/09 Completed and ongoing	Assigned to	Family and Youth Services of San Joaquin County
	1.2.2: Provide follow-up TDM meetings. This occurs when the family may be needing further clarification on expectations for reunification or new concerns arise.		4/1/08 to 3/31/09 Completed and ongoing		Family and Youth Services of San Joaquin County, CWS, and Public and Private Agencies

Improvement Goal 2.0: To reduce the disproportionate number of African American children referred to Child Protective Services, with substantiated referrals and the number entering foster care.					
Strategy 2.1: Conduct training for all CWS staff			Strategy Rationale: Continued training should lead to enhancement of culturally competent practice.		
Milestone	2.1.1 Two trainings will be provided to all CWS staff	Time frame	4/1/08 – 3/31/09 Partially completed. Not able this fiscal year to provide the training to all staff.	Assigned to	CWS and contracted consultant
	2.1.2: Training for managers and supervisors on curriculum for supervising cases, taking into consideration cultural and fairness and equity issues.		4/1/08 to 3/31/09 Partially completed through management meetings, however, unable to secure contract for specific training. The consulting company had resignation of the key person working with our agency.		CWS and contracted consultant
Strategy 2. 2: Conduct training for Community Partners			Strategy Rationale: Further training of Community Partners should enhance the practice of cultural competence in prevention/early intervention work		
Milestone	2.2.1: Two Community Forums	Time frame	4/1/08 to 3/31/09 Completed – Child Abuse Prevention Symposium in April 2008 and Training of Judges and Lawyers in November 2008.	Assigned to	CWS and contracted consultant

Strategy 2.3: Participate in the California Disproportionality Project – Break Through Series Collaborative <p style="text-align: center;">NEW STRATEGY</p>		Strategy Rationale: Through shared learning opportunities with other counties and experts, ideas for improvement in fairness and equity outcomes should occur.			
Milestone	2.3.1: Participate in four learning sessions with other selected counties and experts	Timeframe	4/1/09 – 3/31/10	Assigned to	Core Team and California Disproportionality Project
	2.3.2: Conduct monthly meetings of the Core Team for Project conference calls and follow-up local planning meetings.		4/1/09 - 3/31/10		Core Team and California Disproportionality Project
	2.3.3: Conduct every other month meetings of Core Team and Extended Team for local planning and input for strategies and tests of small change.		4/1/09 – 3/31/10		Core Team and Extended Team
Strategy 2.4: Provide education, training and support to the community. <p style="text-align: center;">NEW STRATEGY</p>		Strategy Rationale: The disproportionate number of African American children and families in the CWS system begins upon referral. It is anticipated that training of mandated reporters will assist in reducing the disproportionate referral numbers. Also, that support to kin caregivers will help keep children in the care of their family system and avoid re-entry into foster care.			
Milestone	2.4.1: Mandated reporter training, with a segment of the curriculum related to the disproportionate number of African American children and families referred to the child welfare system.	Time frame	4/1/09 – 3/31/10	Assigned to	Valley Community Counseling Center
	2.4.2: Kin Care Support Program in the zip code area of 95206 in Stockton. To assist relative caretakers with the task of raising kin children. Support groups, information and referral, case management and assistance with school related issues to be provided.		7/1/09 – 3/31/10		Contract non-profit agency yet to be determined

Improvement Goal 3.0: To reduce the number of parents relapsing into substance abuse					
Strategy 3. 1: Prior to reunification, all parents with a substance abuse problem will be referred to appropriate treatment services			Strategy Rationale: By providing substance abuse treatment services prior to reunification, parents will have the opportunity to become sober, with on-going support services, reunification rates should increase and rates of re-entry into foster care should decrease.		
Milestone	3.1.1: Parents with substance abuse problems will be immediately referred to treatment services upon the initiation of Dependency Proceedings with treatment to begin immediately.	Timeframe	Ongoing 4/1/08 to 3/31/09 Completed and ongoing	Assigned to	CWS, Substance Abuse Treatment Providers
	3.1.2: Parents with substance abuse problems will be assigned to the Dependency Drug Court for monitoring by the Dependency Court Judge		Ongoing 4/1/08 to 3/31/09 Completed and ongoing		Dependency Court Judge
Discuss changes in identified systemic factors needed to further support the improvement goals. The most important systemic factor affecting this outcome continues to be the fiscal shortage that keeps public and private service providers from being able to provide prevention and early intervention services to at-risk families. HSA continues to address this issue through the pooling of resources in community collaborative in order that the costs are shared with a wide range of partners.					
Describe educational/training needs (including technical assistance) to achieve the improvement goals. Training and staff development continue to be strong elements of our redesign effort. As San Joaquin County expands to a countywide approach through the utilization of Team Decision Making, comprehensive training modules will continue to be used.					
Identify roles of the other partners in achieving the improvement goals. HSA will continue to partner with the Community Partnership for Families, a multi-agency consortium serving the entire county. The Partnership will continue to staff the Family Success Teams and work closely with HSA and other key county departments – Probation, Public Health, Mental Health, and Substance Abuse Services – in delivering services and conducting TDMs. HSA has also provided training to other agencies on fairness and equity issues. These agencies are not responsible to look within their organizations for change.					
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. N/A New: Legislation to increase funding for the provision of services.					

Outcome/Systemic Factor: Outcome Measure S1.1 No Recurrence of Maltreatment					
County's Current Performance: For the time period of 7/1/06 through 6/30/07, the county's current performance for no recurrence of Maltreatment is 93.3% (89.1% for 7/1/07 through 6/30/08), versus 92.5% (92.8 % for 7/1/07 through 6/30/08) for the state.					
Improvement Goal 1.0: To Increase no recurrence of maltreatment to 95%					
Strategy 1. 1: Continue the transition into using the Structured Decision Making (SDM) tool for determining risk and safety issues for children referred to Child Welfare Services (CWS). Cases referred to CWS will be initially assessed to determine the appropriate response by CWS. Cases investigated and determined to be substantiated or inconclusive will undergo a safety assessment and the case will be referred for appropriate services.			Strategy Rationale: Use of the SDM tool should enhance the ability of CWS to investigate and conduct safety assessments to determine appropriate services. The strategy should result in lowering the recurrence of maltreatment by connecting families with services to reduce safety issues for families and build upon family strengths.		
Milestone	1.1.1: Conduct initial case assessments on referrals to CWS to determine appropriate response of the evaluate out, ten-day response or immediate response.	Timeframe	Ongoing 4/1/08 – 3/31/09 Completed and ongoing	Assigned to	CWS Intake and Assessment Program/Cover Center Supervisor
	1.1.2: Upon the initial investigation of referrals to CWS, complete a safety assessment.		Ongoing 4/1/08 – 3/31/09 Completed and ongoing		CWS Intake and Assessment Program Social Workers and Supervisors
	1.1.3: Following the results of the safety assessment for cases which were substantiated or inconclusive, a risk assessment is completed. The case is referred to appropriate services, which include community referral for Differential Response Case Management Services or Juvenile Court Intervention.		Ongoing 4/1/08 – 3/31/09 Completed and ongoing		CWS Intake and Assessment Social Workers and Supervisors
	1.1.4: Utilize the Team Decision Making (TDM) process for appropriate cases, after completion of SDM safety assessment, to determine appropriate service plan, including possible Family Maintenance Services and Family Reunification Services.		Ongoing 4/1/08 – 3/31/09 Completed and ongoing		CWS Intake and Assessment Program, CWS, Juvenile Court Intake Program, Voluntary Family Maintenance Program

Strategy 1.2: Continue the differential response program for Path 1 and Path 2 referrals. Funding will continue to be provided through Promoting Safe and Stable Family funds and through Child Welfare Services Outcome Improvement Program funds.

Strategy Rationale: Path 1 Differential Response referrals evaluated out of Child Protective Services (CPS) to community-based agencies, allows for voluntary early intervention and prevention services, with a goal of reducing the number of cases referred to CPS and the number of cases substantiated and re-substantiated. Path 2 Differential Response cases, which CPS responds to directly, often times with a community partner, will refer cases which do not require further CPS services, to community-based agencies for Differential Response Case Management Services. These cases will include previously substantiated cases of medium to low risk, which could benefit from case management services and prevent recurrence of maltreatment.

Milestone	1.2.1 Refer up to 50 cases per week to community based agencies contracted to provide Path I DR Assessments.	Timeframe	Ongoing 4/1/08 to 3/31/09	Assigned to	CWS
	1.2.2 Refer up to 60 cases per month of Path 2 and 3 Differential Response cases to community-based DR case management services		Ongoing 4/1/08 to 3/31/09		CWS and Contracted Agencies
	1.2.3 Coordinate and facilitate monthly DR collaborative meetings with contracted CBO's for training, problem solving, sharing of information, and updates		Ongoing 4/1/08/ to 3/31/09		CWS and Contracted DR Agencies
	1.2.4 Continued refinement and support for the DR Case Management/Data System.		Ongoing 4/1/08 to 3/31/09		Contracted Data Agency, Contracted DR Agencies, CWS
	1.2.5 Continued assignment of CPS staff to law enforcement agencies for joint response on child abuse, neglect, and domestic violence referrals.		Ongoing 4/1/08 to 3/31/09		CWS, Tracy Police Department, Stockton Police Department
	1.2.6 Joint response of CPS and San Joaquin County Mental Health clinicians for referrals with possible mental health issues for parents or children.		Ongoing 4/1/08 to 3/31/09		CWS and San Joaquin County Mental Health
			<p>Completed and ongoing</p> <p>Completed and ongoing</p> <p>Completed and ongoing – meetings have become quarterly</p> <p>Ongoing</p> <p>Completed and ongoing</p> <p>Completed and ongoing</p>		

	<p>1.2.7 Joint response of CPS and San Joaquin County Public Health Foster Care Nurses for cases with medically fragile children.</p> <hr/> <p>1.2.8 Joint response of CPS and the Women's Center Domestic Violence Advocate for cases with domestic violence allegations and children in the home.</p> <p>NEW MILESTONE</p>		<p>Ongoing 4/1/08 to 3/31/09</p> <p>Completed and ongoing</p> <hr/> <p>Ongoing 4/1/09 through 3/31/10</p>		<p>CWS and San Joaquin County Public Health</p> <hr/> <p>CWS Women's Center of San Joaquin County</p>
<p>Strategy 1.3: Parenting classes for parents not referred to the Child Welfare system. Classes would address general parenting issues and be offered throughout San Joaquin County. Funding will be provided by CAPIT and CBCAP funds.</p>			<p>Strategy Rationale: By providing parenting classes and an early intervention/prevention strategy, it is anticipated that fewer families would be referred to Child Welfare services.</p>		
Milestone	<p>1.3.1 To offer parenting classes to 250 identified participants identified through community outreach.</p>	Timeframe	<p>7/1/08 through 6/31/09</p> <p>Program started 8/08 and is ongoing</p>	Assigned to	<p>Contracted Agency</p>

<p>Strategy 1.4: Twenty-four hour, seven days a week crisis hotline for children and parents in which children may be at risk of child abuse and neglect. Hotline staff would provide telephone crisis counseling and home assessments/contacts as necessary, in order to assist families with resolving crises and referring to the appropriate community services. Funding will be provided through CAPIT and CBCAP funds.</p>		<p>Strategy Rationale: Round-the-clock crisis line should assist families in resolving immediate issues which, if not resolved, could lead to child abuse or neglect.</p>			
<p>Milestone</p>	<p>1.4.1 To receive up to 100 calls per month and make 10 home calls per month.</p>	<p>Timeframe</p>	<p>7/1/08 through 6/31/09</p> <p>Program began 7/1/08 and is ongoing. Number of calls and home calls is significantly less than anticipated.</p>	<p>Assigned to</p>	<p>Contracted Agency</p>

Improvement Goal 2.0: To reduce the disproportionate number of African American children referred to Child Protective Services, with substantiated referrals and the number entering foster care.					
Strategy 2.1 Conduct training of all CWS staff			Strategy Rationale Continued training should lead to enhancement of culturally competent practice		
Milestone	2.1.1 Two trainings will be provided to all CWS staff	Timeframe	4/1/08 to 3/31/09 Partially completed. Not able this fiscal year to provide the training to all staff.	Assigned to	CWS and contracted consultant
	2.1.2 Training for managers and supervisors on curriculum for supervising cases, taking into consideration cultural and fairness and equity issues.		4/1/08 to 3/31/09 Partially completed through management meetings, however, unable to secure contract for specific training. The consulting company had resignation of the key person working with our agency.		CWS and contracted consultant
Strategy 2.2 Conduct training for Community Partners			Strategy Rationale Further training of Community Partners should enhance the practice of cultural competence in prevention/early interventions work.		
Milestone	2.2.1 Two community forums	Timeframe	4/1/08 to 3/31/09 Completed – Child Abuse Prevention Symposium in April, 2008 and Training of Judges and Lawyers in November 2008.	Assigned to	CWS and contracted consultant

Strategy 2.3: Participate in the California Disproportionality Project – Break Through Series Collaborative <p style="text-align: center;">NEW STRATEGY</p>		Strategy Rationale: Through shared learning opportunities with other counties and experts, ideas for improvement in fairness and equity outcomes should occur.			
Milestone	2.3.1: Participate in four learning sessions with other selected counties and experts	Timeframe	4/1/09 – 3/31/10	Assigned to	Core Team and California Disproportionality Project
	2.3.2: Conduct monthly meetings of the Core Team for Project conference calls and follow-up local planning meetings.		4/1/09 - 3/31/10		Core Team and California Disproportionality Project
	2.3.3: Conduct every other month meetings of Core Team and Extended Team for local planning and input for strategies and tests of small change.		4/1/09 – 3/31/10		Core Team and Extended Team
Strategy 2.4: Provide education, training and support to the community. <p style="text-align: center;">NEW STRATEGY</p>		Strategy Rationale: The disproportionate number of African American children and families in the CWS system begins upon referral. It is anticipated that training of mandated reporters will assist in reducing the disproportionate referral numbers. Also, that support to kin caregivers will help keep children in the care of their family system and avoid re-entry into foster care.			
Milestone	2.4.1: Mandated reporter training, with a segment of the curriculum related to the disproportionate number of African American children and families referred to the child welfare system.	Time frame	4/1/09 – 3/31/10	Assigned to	Valley Community Counseling Center
	2.4.2: Kin Care Support Program in the zip code area of 95206 in Stockton. To assist relative caretakers with the task of raising kin children. Support groups, information and referral, case management and assistance with school related issues to be provided.		7/1/09 – 3/31/10		Contract non-profit agency yet to be determined

Discuss changes in identified systemic factors needed to further support the improvement goals.

Identified systemic factors needed to further support improvement goals including increased funding for the provision of early intervention/prevention services for at-risk children and families. Currently, limited CAPIT, PSSF and CBCAP funds are utilized.

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

Training and staff development continue to be strong elements in our DR improvement activities. Although our needs are minimally met, increased funding for on-going training for specific evidence based practices would be beneficial.

Identify Roles of other partners in achieving improvement goals.

NEW: through the provision of contracts through HAS and the Children's Services Coordinating Commission (support provided by the County Office of Education), utilizing various funding sources, the contract agencies all serve a role in prevention and early intervention services. The Programs referred to in this SIP Update all were supported for creation from the 2007 County Self Assessment.

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

N/A

New: Legislation to increase funding for early intervention and prevention programs.

Outcome/Systemic Factor: Outcome measures C4.1, C4.2, and C4.3 – Placement Stability

For 4/1/09 through 3/31/10, Changing to Outcome Measure 4B – Least Restrictive Placement. Specifically Relative Placements.

County's Current Performance:

In San Joaquin County during the year of 2006, the percentage of children with two or fewer placements; in care eight days to twelve months was 69.4% (**77.9% for 7/1/07 through 6/30/08**); the state percentage was 81.6% (**82.4% for 7/1/07 through 6/30/08**). The percentages of children with two or fewer placements; in care at least 12 months but less than 24 months, 41.5% (**54.3% for 7/1/07 through 6/30/08**) in San Joaquin County; the state average was 60.9 (**62.6% for 7/1/07 through 6/30/08**).

For new Outcome/Systemic Factor – Measure 4B, for San Joaquin County, during the time period of 7/1/07 through 6/30/08, first placements with relatives was 8.9% and for the state was 20.8%. For point in time placements, San Joaquin County was 22.5% and the state was 34.9%.

Improvement Goal 1.0 To decrease the number of placements for children in care eight days or longer to two or less placements by 25%.

Strategy 1. 1 Increase the number of County permanent placement homes.

Strategy Rationale: Having licensed County permanent placement homes immediately available for placement will make certain less placements for the child(ren).

Milestone		Timeframe		Assigned to
	1.1.1 Conduct a minimum of two recruitment activities monthly to reach a larger segment of San Joaquin County.		04/01/08 – 03/31/09 Completed and ongoing	CWS/Licensing
	1.1.2 Build additional training segments onto the PRIDE training and the relative/NREFM trainings designed to better educate foster parents of the following issues: How to care for drug exposed infants; how to better work with the bio-family during the reunification process; how to handle teen issues; anger issues the child presents; long term issues: ADHD, depression, runaways, bipolar, etc.		08/01/08 – 03/31/09 Completed	CWS/Licensing
	1.1.3 Assist in creating a networking system with the San Joaquin County Foster Family Association designed to provide 24-hour crisis line and respite care for permanent placement foster parents.		04/31/09 – 03/31/09 Not completed due to lack of fiscal resources.	CWS/Licensing San Joaquin County Foster Family Association

Strategy 1. 2 To increase the number of relative/NREFM placements		Strategy Rationale: To keep the child within their own family and/or community			
Milestone	1.2.1. Have a concurrent planning social worker attend every disposition hearing in order to obtain as many relative names as possible	Timeframe	04/01/08 – 03/31/09 Completed and ongoing	Assigned to	CWS/Concurrent Planning
	1.2.2 Contract with a relative search engine to identify as many possible relatives and how to contract them as possible.		04/31/09 – 03/31/09 Completed trial run and in process of contracting for the service. Fiscal issue concerns.		CWS/Concurrent Planning Relative Search Engine
	1.2.3 Mail letters regarding placement needs to all potential relatives/NREFM's within 3 working days after receiving the contact information with a 10-day timeframe for response.		04/01/08 – 03/31/09 Completed and ongoing		CWS/Concurrent Planning
	1.2.4 Begin relative/NREFM evaluation process on all relatives who expressed interest immediately.		04/01/08 Completed and ongoing.		CWS/Concurrent Planning
	1.2.5 Evaluate the current Concurrent Planning system for documenting and evaluating relative/NREFM placements to eliminate duplication, slow and cumbersome paperwork, and develop a system that can place a child in appropriate homes within 14 days following the disposition hearing. Examples are: social workers being able to utilize emergency CLETS and being trained on how to do immediate relative assessments; examine the necessity of currently required psychosocial assessment; to not eliminate a relative because they may not express a wish to adopt a child initially.		04/01/08 – 03/31/09 Completed and ongoing		CWS/Concurrent Planning/Court/Adoptions
	1.2.6 To examine personal biases, institutional biases, etc. to determine if possible relative/NREFM placements are held to a higher standard than necessary. To eliminate any unnecessary restrictions in ensuring timely placement of the child. Examples are: age (to young/to elderly); racial bias; same-gender couples; lack of consistency in how criminal waivers are addressed.		04/01/08 – 03/31/09 Completed and ongoing		CWS/Concurrent Planning

<p>1.2.7 Conduct two trainings to all CWS staff on culturally competent practice which address fairness and equity issues.</p>	<p>4/1/08 – 3/31/09</p> <p>Partially completed. Not able this fiscal year to provide training to all staff.</p>	<p>CWS and contracted consultant</p>
<p>1.2.8 Child Welfare Division Chief to review any case in which a child had an approved relative/NREFM home but placement was maintained or new placement made with a non-relative/NREFM home.</p>	<p>04/01/08 – 03/31/09</p> <p>Completed and ongoing</p>	<p>Child Welfare Division Chief</p>
<p>1.2.9 Develop and implement a system for CPS Intake and Assessment workers to conduct more Emergency Relative Placement Assessments and for Court Intake workers to conduct Immediate Relative Assessments when children are initially taken into protective custody.</p> <p>NEW MILESTONE</p>	<p>4/1/09 through 3/31/10</p>	<p>CWS Intake and Assessment Program, CWS Court Intake Program, CWS Concurrent Planning Program</p>

Strategy 1. 3 Coordinate and facilitate Joint Assessment Meetings (JAM's) to review every child that enters the system to assess placement.		Strategy Rationale: Reduce the time a child is placed in a FFA home, Satellite Home, Mary Graham Children's Shelter, or temporary County Foster Home and be placed in an appropriately matched permanent placement home.			
Milestone	1.3.1 To conduct two JAM meetings per week with all pertinent personal at the meeting to review incoming cases and begin permanent placement planning.	Timeframe	04/01/08 – 03/30/09 Completed and ongoing	Assigned to	CWS/Concurrent Planning/Court/Adoptions
	1.3.2 Develop a method of tracking each case reviewed by the JAM team, ensuring success for each child.		04/01/08 – 03/30/09 Completed and ongoing		CWS/Concurrent Planning
	1.3.3 JAM's develop dialogue among all divisions and/or units that will assist in consistency in placement issues, identify training needs, etc.		04/01/08 – 03/30/09 Completed and ongoing		CWS
	1.3.4 Decision for a specific type of placement or a specific person for placement to be followed by placing social worker – not discretionary. May be appealed to the Child Welfare Division Chief NEW MILESTONE		4/1/09 through 3/31/10		JAM'S Placing Social Worker Child Welfare Division Chief
	1.3.5 At Jam's, all children ages 7 to 17, at the initial stage of case and at change of placement, will be considered for the possibility of wrap around services. NEW MILESTONE		4/1/09 through 3/31/10		Family Vision Program (wrap around provider) JAM'S

Discuss changes in identified systemic factors needed to further support the improvement goals.

Identify systemic factors that hinder the process of ensuring a child two or less placements and make required changes to current policies and procedures.

New: To identify why San Joaquin County is significantly lower than the state average for relative placements. This includes examining agency and judicial system practice, possible bias and demographic issues within the county.

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

Provide funding to assist Foster Family Association in establishing a 24-hour crisis line and coordination of respite care
Training and staff development regarding current laws in Concurrent Planning and Licensing.
Additional funding to assist in recruitment and the cost of a relative search engine.

New: Continued education/training around systems issues and practice issues for approving and ultimately making placements with relatives.

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

Partnering with outside agencies, community groups, faith-based organizations, educational system, media, etc. to work with County Foster Family Coordinator to identify additional avenues of connecting with and recruiting permanent placement foster homes.
Identify and contract with a relative search engine to quickly identify as many relatives of children in the CWS as possible.

New: The Judicial system, including social workers, judges, attorneys and Court Appointed Special Advocates all must advocate strongly for the timely placement of foster children with appropriate relatives.

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

N/A

New: Legislation for increased funding specifically for caseload reduction so social workers have the time to conduct relative assessments in a timely manner.

San Joaquin County
California Child and Family Services Review
County System Improvement Plan- Update

Probation Department

Please find enclosed, the San Joaquin County System Improvement Plan (SIP) – Update, dated March 13, 2009.

In summary, it has been a very active year of addressing the Outcome/Systemic Factors of our System Improvement Plan.

Our initial Outcome/Systemic Factors were:

1. Systemic Factor H – Local Systemic Factor.
2. Systemic Factor B – Case Review System: Process for Parent-Child-Youth Participation in Case Planning

The SIP update addresses our efforts towards improved outcomes and illustrates what efforts were completed and what efforts will continue.

The Probation Department is committed to improving outcomes for our youth in foster care and will continue to strive to advance our placement services.

Patricia Mazzilli
Chief Probation Officer

Date

Outcome/Systemic Factor: Systemic Factor H: Local Systemic Factors					
County's Current Performance: Through the Peer Quality Case Review process, the Probation Department identified several challenges affecting the service delivery to the youth in out-of-home placement.					
Improvement Goal 1.0 Reduce the caseload sizes of Placement probation officers from 40 to 25-30 youth per caseload to help ensure probation officers have time to build relationships with youth and their families and actively engage in the family reunification process.					
Strategy 1. 1 Request funding from the County General Fund for an additional placement officer.				Strategy Rationale By adding an additional placement officer, caseloads would be reduced to the recommended levels.	
Milestone	1.1.1 Write a Supplemental Funding Request for the addition of a Probation Officer I/II.	Timeframe	Completed	Assigned to	Juvenile Division Assistant Deputy Chief Probation Officer
	1.1.2 Meet with the County Administrator to justify need for additional probation officer.		Completed		Probation Administration
	1.1.3 Hire additional Probation Officer I/II and assign to the Juvenile Placement Unit.		Completed		Juvenile Division Assistant Deputy Chief Probation Officer
Improvement Goal 2.0 Offer flexible work hours to allow the probation officers to meet with families and children at times that are convenient for the parent.					
Strategy 2.1 Negotiate through the Meet and Confer process with the San Joaquin County Probation Officers Association and Probation Administration, the development of a 1-year pilot project offering flexible work hours to specified probation units.				Strategy Rationale Traditionally, probation officers work a standard Monday – Friday 8:00 a.m. – 5:00 p.m. workweek, which does not allow for evening appointments.	
Milestone	2.1.1 Allow probation officers to work a flex time schedule.	Timeframe	Completed	Assigned to	Chief Probation Officer
	2.2.2 Hold monthly parent meetings in the evening and schedule individual appointments with parents.		Completed - Ongoing		Juvenile Division Assistant Deputy Chief Probation Officer and Placement Probation Unit Supervisor

2.1.3 Monitor increased availability for evening appointments with parents/guardians.	Completed - Ongoing	Juvenile Division Assistant Deputy Chief Probation Officer and Juvenile Division Probation Unit Supervisors
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Improvement Goal 3.0
Provide more clerical support to the Placement Unit probation officers to assist with the large volume of required paperwork, which would allow the probation officers to spend more time focusing on the youth in placement.

Strategy 3. 1 Review current organizational structure of the Juvenile Division and analyze clerical support resources and duties.	Strategy Rationale The existing support staff assigned to the Placement Unit consisted of one Senior Office Assistant, which was not able to provide enough clerical support.
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Milestone	3.1.1 Meet with Placement Probation Unit Supervisor and the Clerical Support Supervisor of the Juvenile Division to assess responsibilities and allocation of resources.	Timeframe	Completed	Assigned to	Juvenile Division Assistant Deputy Chief Probation Officer
	3.1.2 Redistribute workload and assign second clerical support to the Placement Unit.		Completed – modified to 1.5 FTE		Juvenile Division Assistant Deputy Chief Probation Officer
	3.1.3 Provide cross training to all support staff in the Juvenile Division to act as back-ups to the Placement Unit when the need arises.		Ongoing		Juvenile Division Assistant Deputy Chief Probation Officer and Clerical Support Supervisor

Discuss changes in identified systemic factors needed to further support the improvement goals.
The San Joaquin County has been working on implementing the recommendations identified in the Peer Quality Case Review process.

Describe educational/training needs (including technical assistance) to achieve the improvement goals.
Probation Supervisors and Administration are responsible for ensuring probation officers and support staff assigned to the Placement Unit are knowledgeable and proficient in all Division 31, California Department of Social Services, and Title IV-E requirements, as well as position expectations.

Identify roles of the other partners in achieving the improvement goals.
The University of Davis Extension Learning Center, as well as the California Department of Social Services can assist the Probation Department in providing training and training materials. Otherwise, this is an internal Probation Department function, not requiring the assistance of other

County partners.

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

None

Outcome/Systemic Factor: Systemic Factor B: Case Review System: Process for Parent-Child-Youth Participation in Case Planning

County's Current Performance:

The Probation Department prepares case plans in accordance with federal and state law. Case plans are initiated on all minors that are detained at the time of their arrest, and on those who have been cited and referred to the District Attorney for the filing of a petition. The case plans are reviewed and updated every six months. Although every effort is made to obtain the involvement of the minor and parent/guardian in the development of the case plan, there are circumstances where that is not possible and the case plan is developed without their participation or input.

Improvement Goal 1.0:

Improve the parent-child-youth participation and input in the case planning process and increase their understanding of the role they play in the supervision and treatment plan.

Strategy 1. 1

Implement a system to ensure that every youth and parent/guardian is interviewed before the probation officer completes/updates the case plan.

Strategy Rationale

Presently, there are some circumstances where the youth and/or parent/guardian are not interviewed and the probation officer relies solely on his/her personal knowledge and/or prior case history to develop the case plan.

Milestone	1.1.1 Develop policies and procedure requiring each youth and parent/guardian is interviewed.	Timeframe	Revised - May 15, 2009	Assigned to	Juvenile Division Assistant Deputy Chief Probation Officer
	1.1.2 Train probation officers on the policies and procedures.		Revised - May 30, 2008		Juvenile Division Probation Unit Supervisors
	1.1.3 Monitor compliance with policies and procedures by conducting random case file reviews and regular case audits.		Ongoing		Juvenile Division Probation Unit Supervisors

Strategy 1. 2

Clearly explain to the youth and parent/guardian the purpose of the case plan and their individual roles and responsibilities.

Strategy Rationale

Presently, the case plan is designed to primarily address tasks to be completed by the youth with little or no emphasis on parental responsibilities.

Milestone	1.2.1. Train probation officers on the purpose of the case plan.	Timeframe	Completed	Assigned to	Juvenile Division Probation Unit Supervisors
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	1.2.2 Train probation officers on the importance of assigning responsibilities to the parent/guardian as well as themselves.		Completed		Juvenile Division Probation Unit Supervisors
	1.2.3 At the time of each monthly parent meeting, review the parent's/guardian's responsibilities and monitor their compliance regarding the case plan.		Completed - Ongoing		Juvenile Division Probation Unit Supervisors and Probation Officers
Improvement Goal 2.0: Improve the probation officer's ability to gather information from the youth and parent and apply that information to the development of a meaningful case plan.					
Strategy 2.1 Implement a validated risk assessment tool to identify the youth's criminogenic needs in the development of a case plan.			Strategy Rationale Presently, case plans are developed targeting conditions of probation with no assessment of the risk factors associated with their delinquent activity.		
Milestone	2.1.1 Implement a validated risk assessment tool.	Timeframe	Completed	Assigned to	Deputy Chief Probation Officer of Field and Court Services
	2.1.2 Train staff on the use of a validated risk assessment tool.		Completed		Outside Consultant
	2.1.3 Train staff on how to interpret results of the validated risk assessment tool and target interventions to target specific risk factors.		Completed		Outside Consultant
Strategy 2.2 Develop a dedicated Assessment Unit to perform initial assessments of all youth referred to the Probation Department and develop required case plans.			Strategy Rationale Presently, there is not a tool in place to objectively assess a youth's risk factors and the initial assessment is conducted throughout the Juvenile Division by a variety of staff, with little consistency,		
Milestone	2.2.1 Realign existing personnel resources to form a dedicated Assessment Unit responsible for conducting the initial assessment and required case plan for all youth referred to the Probation Department.	Timeframe	Completed	Assigned to	Deputy Chief Probation Officer of Field and Court Services

	2.2.2 Train all staff in the Assessment Unit to incorporate assessment results into a meaningful case plan,		Revised – May 15, 2009		Outside Consultant
	2.2.3 Train all juvenile probation officers on conducting reassessments of each youth every six months, or with a significant change in circumstance, and revising the case plan in accordance with changes in the youth's risk needs and protective factors.		Revised – May 15, 2009		Outside Consultant

Strategy 2.3 Improve the probation officers' ability to gather meaningful information during their interviews with the youth and parent/guardian.			Strategy Rationale Presently, probation officers have received little or no training on how to effectively solicit meaningful information from the youth and parent/guardian.		
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Milestone	2.3.1 Train all juvenile probation officers on motivational interviewing techniques.	Timeframe	Completed	Assigned to	Outside Consultant
	2.3.2 Ensure probation officers receive ongoing support and follow-up training on motivational interviewing techniques.		Completed - Ongoing		Motivational Interviewing Liaisons
	2.3.3 Ensure probation officers are incorporating their motivational interviewing skills in their interaction with youth and parent/guardians.		Completed -Ongoing		Juvenile Division Probation Unit Supervisors and Motivational Interviewing Liaisons.

Discuss changes in identified systemic factors needed to further support the improvement goals.
San Joaquin County Probation Department's implementation of a validated risk assessment and associated Evidence-Based Practices will result in improving parent-child-youth participation in case planning.

Describe educational/training needs (including technical assistance) to achieve the improvement goals.
The Probation Department has contracted with an outside consultant, Assessment.com, to assist in implementing Evidence-Based Practices in the Juvenile and Juvenile Detention Divisions. In addition, the consultant is responsible for providing training to all staff in using a validated risk assessment, developing Title IV-E Case Plans, and Motivational Interviewing techniques.

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

Stakeholder meetings have been held with representatives from the Court, District Attorney's Office, Public Defender's Office, and Lawyers Referral Services, as well as with various community-based treatment providers to advise them of the systemic changes in Probation practices. Future meetings will be held with local law enforcement agencies, various school representatives, and other County Departments.