

**California Child and Family Services  
Review  
(C-CFSR)**

**System Improvement Plan Update**

**Yolo County  
April 2009**

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## Yolo County 2009 SIP Update

### Summary

The Yolo County 2008 System Improvement Plan (SIP) for Child Welfare Services (CWS) and the Probation Department created a roadmap to improve outcomes for children and families in our service system. The journey over the past year has been exciting as we have seen progress and improvement in numerous areas of our outcomes as well as taking steps back in other areas. Completing the SIP Update provided an opportunity to reflect on the journey and view our accomplishments as a whole. SIP updates have been noted in bold red type and we are pleased to report that our strategies for improvement over the last few years are truly making a difference.

As indicated in our SIP, the County began a comprehensive effort towards improvement in the area of Timely Response. One goal was to improve the quality of data entry into the Child Welfare Services Case Management System (CWS/CMS). This improvement in the County's accuracy in recording contacts/attempted contacts along with focused efforts with SafeMeasures to track compliance has allowed Child Welfare to significantly improve our outcomes in both immediate and 10-day response measures.

Child Welfare Services and Probation have worked closely within the area of placement stability since the development and implementation of the Wraparound Services program. Wraparound is an intensive, community-based, family-oriented process designed to allow children with serious behavior and/or emotional difficulties to remain in their community or at the lowest level of care possible instead of being placed in a group home setting. The Wrap program was implemented in January 2008 and we have successfully kept a number of youth out of high level placements with this program. Wrap services are offered to eligible children referred by the County Departments of Child Welfare Services, Probation and Alcohol, Drug and Mental Health.

In the fall of 2007 Yolo County Department of Employment and Social Services (DESS) reorganized and moved several analysts to the Quality Improvement Division. These analysts' main duties remained with Child Welfare Services but with a focus on quality improvement and assurance processes. During this last year we have conducted two specific quality improvement reviews. They were;

- A focused review of Emergency Response referrals and Family Maintenance (FM) cases with children ages 0 – 5 years old who were referred to CWS as a result of physical abuse. In this review we looked at the rate of referrals evaluated out and if Structured Decision Making (SDM) was used in those cases. Also, was there timely response to the referral? Was the reporting party contacted? Who was interviewed as part of the investigation and how many prior referrals had been made on the child? In the FM review we looked at whether timely response was made on the report. Were all children contacted in the month? Did we see collateral contacts and was SDM used and was it timely?

As a result of this review it was recommended that we develop a policy on how to ensure children with multiple referrals to CWS get a closer review by the supervisors and

## Yolo County 2009 SIP Update

manager prior to closure. This policy is in the final approval stage at the time of this report.

- A survey of foster parents and relative/non-related extended family members to measure customer satisfaction with staff as well as service availability. We mailed out 101 surveys and received 23 responses.

Overall our foster parents and other caregivers were satisfied or highly satisfied with the quality of service received from CWS. We did receive lower marks in the areas of responding timely to phone calls and ability for our caregivers to secure adequate mental health services for children.

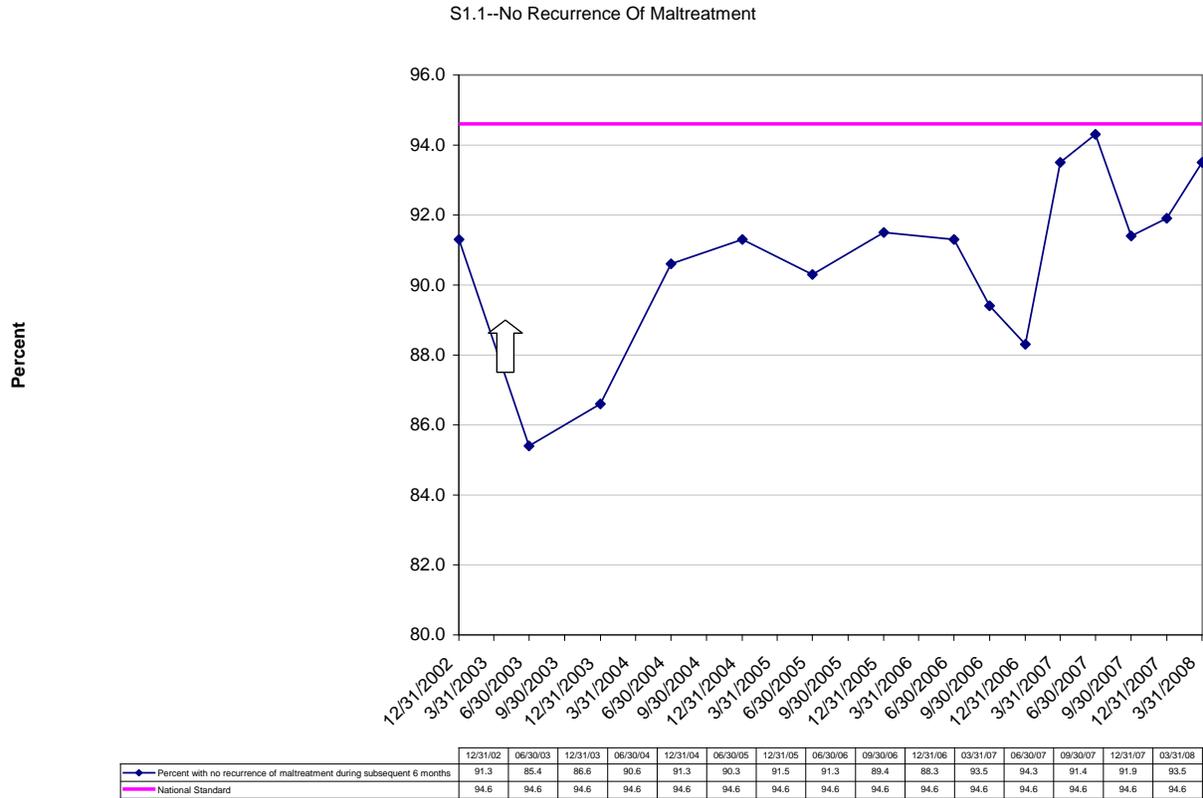
During 2008, Probation made some very significant changes in processes, including the implementation of risk and needs assessments and an associated database, the establishment of Motivational Interviewing competency for Probation Officers, the addition of several intervention programs in the community, including Thinking 4 a Change and Aggression Replacement Training (in partnership with school districts and local community-based organizations), implementing the use of a case planning system that is driven by the needs assessment, and implementing Functional Family Probation Supervision (FFPS). FFPS is a strengths-based case management strategy created by the developers of Functional Family Therapy. The model emphasizes engagement, motivation, and building a balanced alliance between the case manager (PO) and the entire family. This has increased family engagement and individualization of case planning, since the entire family is taking an active role in the planning process. Additionally, the Probation Department has removed the barriers to treatment for many youth at imminent risk for placement that had been imposed by program design as related to categorical funding restrictions.

The 2009 SIP Update shows our progress in the following outcome measures;

# Yolo County 2009 SIP Update

## S1.1 – No Recurrence of Maltreatment

As shown in the chart below we have made steady progress towards the National Standard or Goal since mid year in 2005. While we are still slightly below the standard we are higher than the state average.

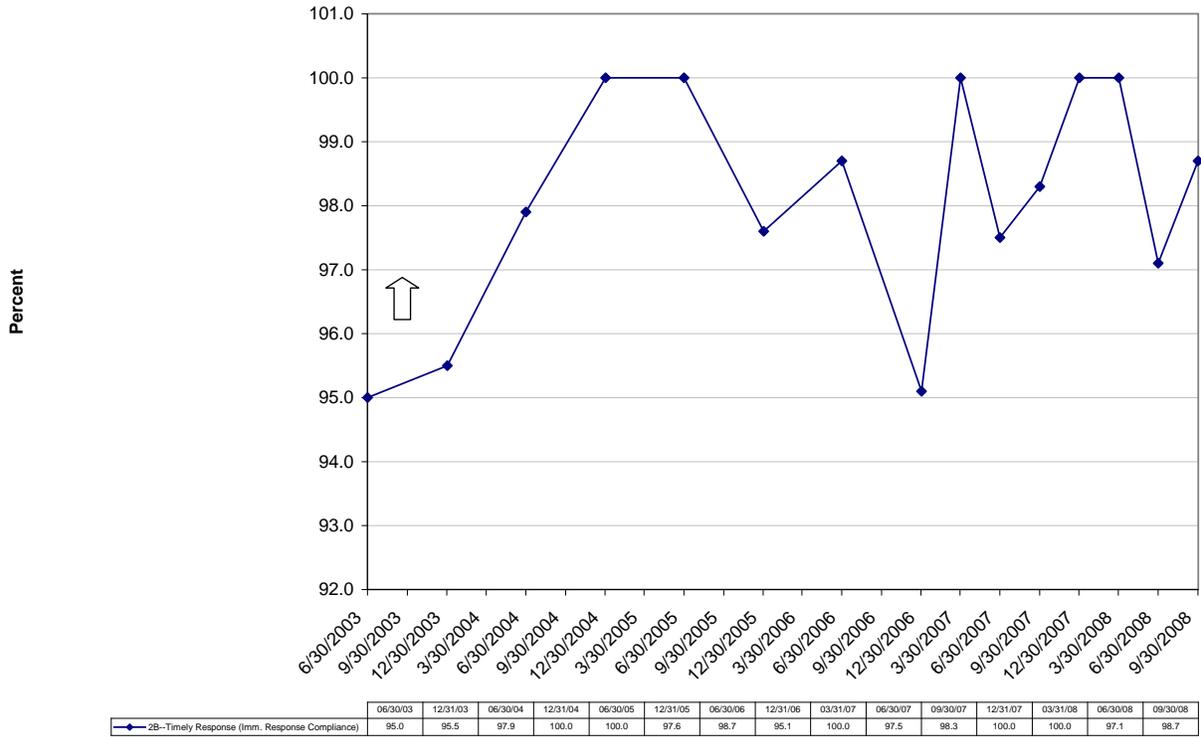


## 2B – Timely Response

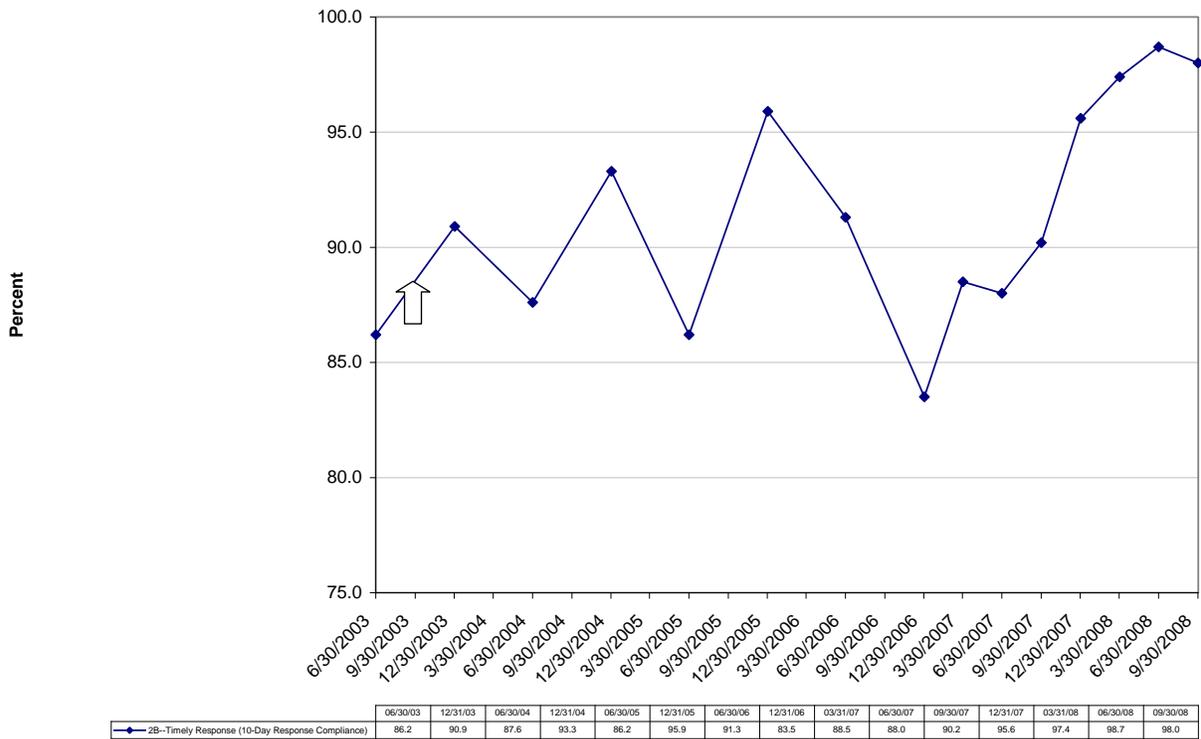
In both Immediate Response and 10-Day Response compliance we have shown significant improvement from the data that was reported in our SIP last year. Additionally, for this entire last year we have had rates significantly higher than the state average with several periods where we were at 100% compliance in the Immediate Response component.

# Yolo County 2009 SIP Update

2B--Timely Response (Imm. Response Compliance)



2B--Timely Response (10-Day Response Compliance)

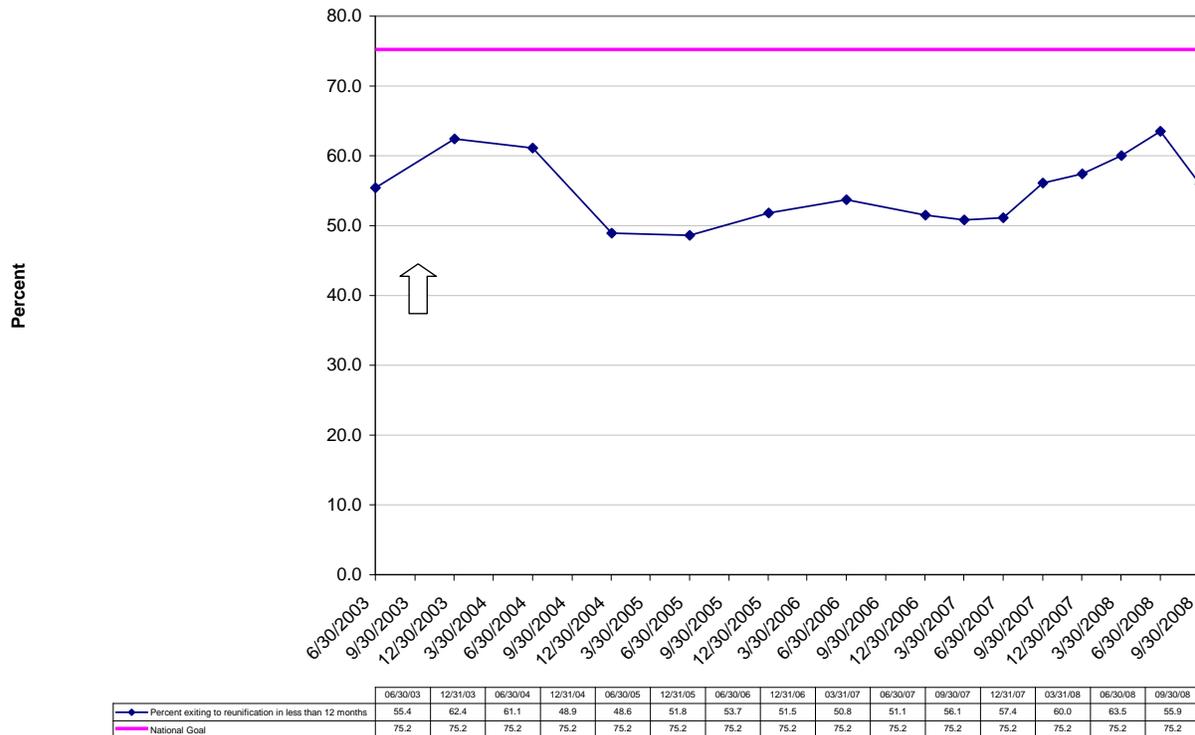


# Yolo County 2009 SIP Update

## C1.1 – Reunification Within 12 Months

As shown in the chart below we have shown a steady increase over much of the last year with a slight decrease for this most recent report period. While we are still below the National Standard or Goal we have made some progress since our SIP was last completed. While there are many theories contributing to this low rate, timeliness of treatment remains a major barrier towards reunification efforts particularly for substance abuse and mental health services. Also, we find that if we reunify too early we see a corresponding rise in reentry rates. This becomes a delicate balance act between reunification and reentry.

C1.1--Reunification Within 12 Months (Exit Cohort)

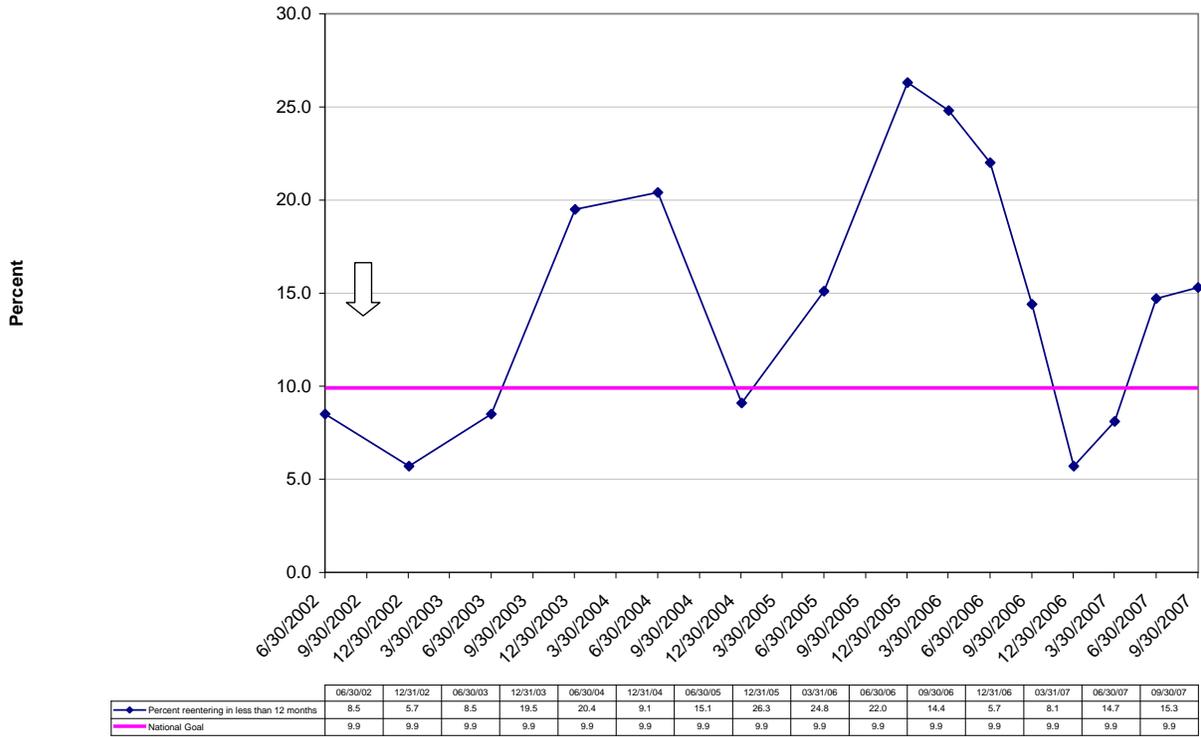


## C1.4 – Reentry Following Reunification

As shown in the chart below we have hovered both above and below the National Standard or Goal over the last year. While we are currently not meeting the National Standard or Goal, we have made some progress since our SIP was last completed. It is clear from the outcome data that this is an area that we need to continue to focus our efforts and attention.

# Yolo County 2009 SIP Update

C1.4--Reentry Following Reunification (Exit Cohort)



The following document provides a status report following our first year and our plans for continued improvement next year, identifying areas where we may more effectively focus our resources to improve child welfare outcomes. Each “Outcome/System Factor” grid includes our performance measures, improvement goals, strategies, rationales, milestones, timeframes, and current status of milestones.

## System Improvement Plan (SIP) – Update 2009

(All updates to the SIP are noted in red)

<b>Outcome/Systemic Factor: S1.1 No Recurrence of Maltreatment</b>		
<p><b>County’s Current Performance:</b>                  Yolo County’s performance on this measure for the baseline measurement period (07/01/2002 – 06/30/2003) was 91.3%. We had a high level of performance in the quarter ending December 2006 with performance at 92.6%, and our current performance for the quarter ending January 2008 is 88.3%<sup>1</sup>. The national standard/goal for this outcome measure is 94.6%.</p> <p><b>2009 SIP Update:</b>                  Our performance on this measure for the most recent report period is 93.5%<sup>2</sup>. While this is slightly below the national standard/goal for this outcome measure, we have shown an increase from our baseline performance as well as an increase from our performance when our SIP was originally created in 2008. Additionally, we are higher than the statewide average of 92.7%.</p>		
<p><b>Improvement Goal 1.0</b>                  Improve Recurrence of Maltreatment outcome data.</p> <p><b>2009 SIP Update:</b>                  Our performance in this measure has improved.</p>		
<p><b>Strategy 1. 1</b>                  Ensure that all staff utilize Structured Decision Making (SDM) beginning at point of referral and continuing throughout all service components to case closure.</p> <p><b>2009 SIP Update:</b>                  All staff received initial SDM training, a policy and procedures manual in October 2006 when we implemented SDM, as well as refresher training in 2008. CWS Supervisors monitor SDM usage at individual staff conferences on a regular basis. Staff Development coordinates this training with the Northern California Training Academy/UCD.</p>	<p><b>Strategy Rationale</b>                  SDM is an evidence-based assessment tool used by all social workers. It provides reliability and consistency in evaluating child risk and safety decisions. A process to assess social worker utilization of the SDM tools will help ensure that social workers appropriately utilize SDM tools in an effort to reduce recurrence of maltreatment.</p>	
<b>1.1.1</b>	June 2008 and ongoing	CWS Manager and Supervisors

<sup>1</sup> All statistics are from the CWS Outcome and Accountability County Data Report of January 2008 (<http://cssr.berkeley.edu/CWSCMSreports>)

<sup>2</sup> All SIP Update – April 2009 statistics are from the CWS Outcomes System Summary Report Apr2009.

## System Improvement Plan (SIP) – Update 2009

(All updates to the SIP are noted in red)

	<p>Monitor individual and unit SDM usage and compliance via SafeMeasures.  <b>2009 SIP Update:</b>                  Implemented and will be an ongoing effort.</p>				
	<p><b>1.1.2</b>                  Develop a policy and procedure for routine monitoring of compliance with SDM usage.  <b>2009 SIP Update:</b>                  Policy and procedure to be developed.</p>		<p>January 2009 <del>September 2009</del></p>		<p>CWS Supervisors and Analyst</p>
	<p><b>1.1.3</b>                  Ensure all staff receive initial and ongoing SDM training.  <b>2009 SIP Update:</b>                  Completed and will be an ongoing effort.</p>		<p>July 2009 and ongoing</p>		<p>Staff Development</p>
<p><b>Improvement Goal 2.0</b>                  Increase use of available resources and enhance current services to prevent subsequent referrals.</p>					
<p><b>Strategy 2.1</b>                  Continue to use Differential Response (DR) Path 1 referrals.   <b>2009 SIP Update:</b>                  We continue to use Differential Response for both Path 1 and 2 referrals.</p>			<p><b>Strategy Rationale</b>                  By utilizing community-based early intervention through Differential Response, families are less likely to be re-referred to Child Welfare Services. Incorporating DR referrals into daily practice will result in stronger internal prevention practices and philosophy and will assist families in identifying potential resources.</p>		
<b>Milestone</b>	<p><b>2.1.1</b>                  Continue to work with CalWORKs managers and supervisors to assess how more effectively to refer families to DR.  <b>2009 SIP Update:</b>                  Completed and will be an ongoing effort.</p>	<b>Timeframe</b>	<p>January 2009 and ongoing</p>	<b>Assigned to</b>	<p>CWS and CalWORKs Managers, Supervisors and Analysts</p>
	<p><b>2.1.2</b>                  Work with CWS ER Supervisor to maximize referrals to DR.  <b>2009 SIP Update:</b>                  Completed and will be an ongoing effort.</p>		<p>September 2008 and ongoing</p>		<p>CWS Manager, ER Supervisor and Analyst</p>

## System Improvement Plan (SIP) – Update 2009

(All updates to the SIP are noted in red)

	<p><b>2.1.3</b> Work with CalWORKs Supervisors to fully maximize available services. <b>2009 SIP Update:</b> Completed and will be an ongoing effort.</p>		January 2009 and ongoing		CWS Supervisors, Analyst and CalWORKs Supervisors
<p><b>Strategy 2.2</b> Continue to use Differential Response (DR) Path 2 referrals.  <b>2009 SIP Update:</b> We continue to use Differential Response for both Path 1 and 2 referrals.</p>			<p><b>Strategy Rationale</b> By utilizing community-based early intervention through Differential Response, families are less likely to be re-referred to Child Welfare Services. Incorporating DR referrals into daily practice will result in stronger internal prevention practices and philosophy and will assist families in identifying potential resources.</p>		
<b>Milestone</b>	<p><b>2.2.1</b> Modify existing tracking tool for Path 2 referrals to ensure sufficient data is captured and data extraction is maximized. <b>2009 SIP Update:</b> Completed</p>	<b>Timeframe</b>	September 2008	<b>Assigned to</b>	CWS ER Supervisor and Analyst
	<p><b>2.2.2</b> Review policies and procedures for DR Path 2 and Voluntary Family Maintenance, and develop guidelines for assessing cases for referral to these two programs. <b>2009 SIP Update:</b> Completed</p>		January 2009		CWS ER and FM Supervisors and Analyst
	<p><b>2.2.3</b> Continue to meet monthly with DR provider for case review, data collection and coordination for purposes of information sharing and problem solving. <b>2009 SIP Update:</b> Completed and an ongoing effort.</p>		Ongoing		CWS ER Supervisor and DR provider

## System Improvement Plan (SIP) – Update 2009

(All updates to the SIP are noted in red)

<p><b>Strategy 2.3</b> Develop coordinated case review processes with service providers and ensure staff is aware of available services for children and families.</p> <p><b>2009 SIP Update:</b> We conduct coordinated case reviews via the Treatment Review Team (TRT) meetings which are held two times per month with CWS staff and the service providers.</p>		<p><b>Strategy Rationale</b> Increased interaction between staff and service providers will promote communication regarding barriers that families may be having and availability of services.</p>			
<b>Milestone</b>	<p><b>2.3.1</b> Develop coordinated case review process with service providers. <b>2009 SIP Update:</b> Completed and will be an ongoing effort.</p>	<b>Timeframe</b>	July 2009 and ongoing	<b>Assigned to</b>	CWS Division Manager and Supervisors
	<p><b>2.3.2</b> Update chart titled SERVICE PROGRAMS AVAILABLE TO CWS CLIENTS each fiscal year and as service options are added. <b>2009 SIP Update:</b> Completed and will be an ongoing effort.</p>		September 2008 and ongoing		CWS Analyst
<p><b>Strategy 2.4</b> Develop mechanisms for supporting Voluntary Family Maintenance (VFM) as well as other prevention services for families and children with a substantiated referral. <b>2009 SIP Update:</b> Completed and will be an ongoing effort.</p>		<p><b>Strategy Rationale</b> Findings suggest that the recurrence rate is highly impacted by the availability of VFM services. Increased VFM services should help decrease recurrence.</p>			
<b>Milestone</b>	<p><b>2.4.1</b> Identify opportunities for and barriers to services for families who could benefit from voluntary services. <b>2009 SIP Update:</b> Completed and will be an ongoing effort.</p>	<b>Timeframe</b>	January 2009	<b>Assigned to</b>	CWS and Probation Managers
	<p><b>2.4.2</b> Explore fiscal strategies to enhance service array. <b>2009 SIP Update:</b></p>		July 2009		CWS and Probation Managers

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	<p>Future strategy that CWS and Probation plan to address.</p>				
	<p><b>2.4.3</b>                  Research sustainability and enhancement strategies employed by other counties and draft recommendations.  <b>2009 SIP Update:</b>                  Future strategy that CWS and Probation plan to address.</p>		<p>July 2009</p>		<p>CWS and Probation Managers</p>
<p><b>Describe systemic changes needed to further support the improvement goal.</b></p> <ul style="list-style-type: none"> <li>• <b>Service Array:</b> Our PQCR and Self-Assessment processes identified lack of communication between staff and service providers. Increasing coordinated case reviews and case staffing will enhance and improve lines of communication.</li> <li>• <b>Quality Assurance:</b> A case review system specific to outcome indicators needs to be developed.</li> <li>• <b>Fiscal Issues:</b> Anticipated state budget cuts will detrimentally affect services to children and families.</li> </ul>					
<p><b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b></p> <ul style="list-style-type: none"> <li>• During our PQCR process, staff identified an ongoing need for SDM training specific to their service component, as well as training in the ER portion of SDM for staff that provide standby/call back duties.</li> <li>• Strategies for family engagement.</li> <li>• Need clear guidelines and education around confidentiality issues across programs and agencies.</li> </ul>					
<p><b>Identify roles of the other partners in achieving the improvement goals.</b></p> <p>Incorporate community partners in prevention strategies for children and families. Increase communication among county agencies and community partners to improve services and address partnership issues as they emerge.</p>					
<p><b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b></p> <p>Resolution of issues surrounding confidentiality will encourage more joint case planning with community and interagency partners.</p>					

## System Improvement Plan (SIP) – Update 2009

(All updates to the SIP are noted in red)

<b>Outcome/Systemic Factor: 2B – Timely Response</b>					
<p><b>County’s Current Performance:</b>                  Yolo County’s current performance in this category is 86.4% compliance rate in the category of “Immediate Response” and 73.9% in the “10 Day Response” category for Quarter 2 of 2007. This is significantly lower than our baseline data for the period 04/01/2003 – 06/30/2003, which was at 95% in the category of “Immediate Response” and 86.2% in the category of “10 Day Response”.</p> <p><b>2009 SIP Update:</b>                  Our performance on this measure for most recent report period is 98.7% in the category of “Immediate Response” and 98% in the category of “10 Day Response”. We have shown an increase from our baseline performance as well as a substantial increase from our performance when our SIP was originally created in 2008. Additionally, we are higher than the statewide averages of 96.4% and 93.9% respectively.</p>					
<p><b>Improvement Goal 1.0</b>                  Improve referral response time in both immediate and 10 day response measures.</p> <p><b>2009 SIP Update:</b>                  Our performance has improved in both immediate and 10 day response measures.</p>					
<p><b>Strategy 1. 1</b>                  Improve accuracy of CWS/CMS data entry.</p> <p><b>2009 SIP Update:</b>                  Completed and will be an ongoing effort.</p>			<p><b>Strategy Rationale</b>                  Analysis revealed data entry significantly impacts this performance measure. Specifically, inaccuracy in counting days and recording contacts/attempted contacts in CWS/CMS significantly impacted our performance on this measure. Improvement in the accuracy and timeliness of data entry will increase the overall compliance rate.</p>		
<b>Milestone</b>	<p><b>1.1.1</b>                  Continue to develop and implement policies and procedures for CWS data entry.  <b>2009 SIP Update:</b>                  Ongoing</p>	<b>Timeframe</b>	<p>June 2009 and ongoing</p>	<b>Assigned to</b>	<p>CWS Analyst and Supervisors</p>

## System Improvement Plan (SIP) – Update 2009

(All updates to the SIP are noted in red)

<b>Milestone</b>	<b>1.1.2</b> Continue to train staff on CWS/CMS data entry issues. <b>2009 SIP Update:</b> Completed and will be an ongoing effort.	<b>Timeframe</b>	September 2008 and ongoing	<b>Assigned to</b>	CWS Supervisors
	<b>1.1.3</b> Continue to identify and monitor areas of non-compliance. <b>2009 SIP Update:</b> Completed and will be an ongoing effort.		September 2008 and ongoing		CWS Supervisors
<b>Strategy 1. 2</b> Continue to assess Immediate and 10-Day Response processes.  <b>2009 SIP Update:</b> Completed and will be an ongoing effort.			<b>Strategy Rationale</b> Development of more efficient and consistent internal process will maximize available response time.		
<b>Milestone</b>	<b>1.2.1.</b> Continue to identify points of delay. <b>2009 SIP Update:</b> Completed and will be an ongoing effort.	<b>Timeframe</b>	September 2008 and ongoing	<b>Assigned to</b>	CWS Supervisors
	<b>1.2.2</b> Continue to utilize SafeMeasures to track compliance. <b>2009 SIP Update:</b> Completed and will be an ongoing effort.		September 2008 and ongoing		CWS Supervisors
	<b>1.2.3</b> Continue to assess current staffing patterns to ensure timely response compliance. <b>2009 SIP Update:</b> Completed and will be an ongoing effort.		September 2008 and ongoing		CWS Division Manager and Supervisors

## System Improvement Plan (SIP) – Update 2009

(All updates to the SIP are noted in red)

<b>Improvement Goal 2.0</b> Develop a comprehensive quality improvement/assurance process to track program and regulation compliance.					
<b>Strategy 2.1</b> Continue to develop and improve quality improvement/assurance practices.		<b>Strategy Rationale</b> Improving quality assurance by ensuring uniform adherence to standards and practices will result in services that meet performance requirements.			
<b>2009 SIP Update:</b> In the fall of 2007 Yolo County Department of Employment and Social Services (DESS) reorganized and moved several analysts to the Quality Improvement Division. These analysts' main duties remained with Child Welfare Services but with a focus on quality improvement and assurance processes. During this last year we have conducted two specific quality improvement reviews.					
Milestone	<b>2.1.1</b> Develop policies and procedures for routine monitoring of response activity by Supervisors and Managers. <b>2009 SIP Update:</b> Policies and procedures to be developed by September 2009.	Timeframe	September 2009	Assigned to	CWS Analyst and Supervisors and Quality Improvement Division
	<b>2.1.2</b> Ensure utilization of monitoring system. <b>2009 SIP Update:</b> Polices and procedures will address this area.		September 2009		Quality Improvement Division Analyst
	<b>2.1.3</b> Identify and monitor areas of non-compliance. <b>2009 SIP Update:</b> Polices and procedures will address this area.		September 2009		Quality Improvement Division Analyst
	<b>2.1.4</b> Develop standardized data reports to make outcome data available to and easily readable by staff. <b>2009 SIP Update:</b> In development stage.		<del>June 2008</del> –September 2009		Quality Improvement Division Analyst
<b>Describe systemic changes needed to further support the improvement goal.</b> Develop and implement a comprehensive quality improvement/assurance process to track program and regulation compliance.					
<b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b>					

## System Improvement Plan (SIP) – Update 2009

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All staff who performs the Emergency Response (ER) function will receive comprehensive training on compliance issues. In the past, outcome measures were counted differently in computing compliance dates. All staff needs training on this compliance factor and training on the SafeMeasures tool that can assist with tracking compliance deadlines. Additionally, staff that performs standby/call back duties will receive comprehensive training on the ER process, CWS/CMS data entry requirements and compliance deadlines. Lastly, all staff that performs the ER process will receive refresher training on compliance deadlines and CWS/CMS data entry requirements and accuracy, both initially and on an ongoing basis.

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

CWS Division and Quality Improvement Division at DESS will work together to develop a comprehensive quality improvement/assurance process to track program and regulation compliance.

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

Resolution of issues surrounding confidentiality will encourage more joint case planning with community and interagency partners.

## System Improvement Plan (SIP) – Update 2009

(All updates to the SIP are noted in red)

<b>Outcome/Systemic Factor: C1.1 – Reunification With 12 Months (Exit Cohort)</b>					
<p><b>County’s Current Performance:</b> Our current performance in this outcome measure for the period of 07/01/2006 – 06/30/2007 is 52.8%. Our baseline (07/01/2002 – 06/30/2003) performance was 54.9%. Following this, our performance went up to a high of 67.7% then fell to 49.0% over the next one-and-one-half years. Our performance has since remained relatively consistent, falling between the high 40’s to the mid-50% range. The national standard/goal for this outcome measure is 75.2%.</p> <p><b>2009 SIP Update:</b> Our performance on this measure for the most recent report period is 55.9%. While this is below the national standard/goal for this outcome measure we have shown an increase from our baseline performance as well as an increase from our performance in our 2008 SIP.</p>					
<p><b>Improvement Goal 1.0</b> Improve County performance in the length of time it takes for children to exit foster care and reunify, and increase the percent of children who reunify in less than 12 months.</p>					
<p><b>Strategy 1. 1</b> Ensure that all staff utilizes Structured Decision Making (SDM) tools throughout all service components to case closure.</p> <p><b>2009 SIP Update:</b> SafeMeasures has been implemented and provides the ability to monitor usage throughout all service components.</p>			<p><b>Strategy Rationale</b> A key purpose of best and evidenced-based practice is to ensure that children are consistently protected from harm while removing as much subjective bias as possible from the decision making process.</p>		
Milestone	<p><b>1.1.1</b> Monitor individual and unit SDM usage and compliance via SafeMeasures. <b>2009 SIP Update:</b> Completed and will be an ongoing effort.</p>	Timeframe	June 2008 and ongoing	Assigned to	CWS Manager and Supervisors
Milestone	<p><b>1.1.2</b> Develop a policy and procedure for routine monitoring of compliance with SDM usage. <b>2009 SIP Update:</b> In progress.</p>	Timeframe	<del>January 2009</del> –January 2010	Assigned to	CWS Supervisors and Analyst

## System Improvement Plan (SIP) – Update 2009

(All updates to the SIP are noted in red)

<b>Milestone</b>	<b>1.1.3</b> Ensure all staff receives initial and ongoing SDM training. <b>2009 SIP Update:</b> Completed and will be an ongoing effort.	<b>Timeframe</b>	July 2009 and ongoing	<b>Assigned to</b>	CWS Supervisors and Analyst
<b>Strategy 1. 2</b> Child Welfare Services and collaborative efforts are matched to the needs and strengths of children, families, kin and communities. <b>2009 SIP Update:</b> Completed and will be an ongoing effort.		<b>Strategy Rationale</b> Direct services provided by contracted collaborative partners must be designed to ensure that services and supports for families meet their needs and address child safety/risk factors in order to promote child well-being and improved outcomes.			
<b>Milestone</b>	<b>1.2.1.</b> Regular assessment and evaluation of contracted services (client satisfaction, numerical and outcome objectives, use of best practices) to capture service utilization and effectiveness. <b>2009 SIP Update:</b> As contracts are being reviewed for amendments or renewal these performance outcome measures are being added.	<b>Timeframe</b>	July 2009 and ongoing	<b>Assigned to</b>	CWS Analyst
<b>Improvement Goal 2.0</b> Ensure that Child Welfare Staff actively involve families, a family's natural support system, and agency and community partners in case planning.					
<b>Strategy 2.1</b> The Wraparound program was implemented in January 2008 with training scheduled for February and first clients to be referred to the program in March 2008. <b>2009 SIP Update:</b> Our Wraparound program has been in effect since January 2008. We have kept our Wrap slots full and at times have had a waiting list for the program.		<b>Strategy Rationale</b> By developing expanded family based services, children can safely be returned to and maintained in their homes with the provision of ongoing services to preserve and enhance family functions, thereby reducing the number of children re-entering foster care.			
<b>Milestone</b>	<b>2.1.1</b> Develop policy and procedure for Wraparound Services for CWS and Foster Care staff. <b>2009 SIP Update:</b> Completed	<b>Timeframe</b>	February 2008	<b>Assigned to</b>	Quality Improvement Analyst

## System Improvement Plan (SIP) – Update 2009

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	<p><b>2.1.2</b> Work with partner agencies (ADMH and Probation) and FamiliesFirst to ensure fidelity to the Wraparound standards and to monitor implementation and development of the program. <b>2009 SIP Update:</b> Completed and will be an ongoing effort.</p>		<p>July 2008 and ongoing</p>		<p>CWS Division Manager, Supervisors and CWS Analyst</p>
<p><b>Strategy 2.2</b> Enhance coordination with the Linkages program to support and stabilize families who are reunifying. <b>2009 SIP Update:</b> Completed and will be an ongoing effort.</p>			<p><b>Strategy Rationale</b> Establishing stronger Linkages with CalWORKs services will assist clients, as they reunify, to access the services and supports they need to be successful.</p>		
<b>Milestone</b>	<p><b>2.2.1</b> Work with CalWORKs and CWS Managers, Supervisors and staff to develop a teamwork approach to enable this program to be more successful. <b>2009 SIP Update:</b> Completed and will be an ongoing effort.</p>	<b>Timeframe</b>	<p>Ongoing</p>	<b>Assigned to</b>	<p>Linkages Team</p>
<p><b>Strategy 2.3</b> Review and revise visitation practices and protocols to increase the number of parents visiting, and provide parents and caregivers with hands-on training and support. <b>2009 SIP Update:</b> Our first steps in this process were to move all visitation staff under one supervisor for consistency. Individual training needs for staff have been identified and staff will be trained over the next year. We are available for and offering evening visitation for those parents who have that need. Staff are working to transition parents to less restrictive supervision as warranted.</p>			<p><b>Strategy Rationale</b> During our self-assessment process, flexible visitation was identified as a barrier to successful reunification. Research demonstrates that parents who visit reunify. By establishing flexible visitation practices in a teaching modality which includes not only the parents but the children, youth and caretakers, parents will be better able to parent successfully upon reunification.</p>		

## System Improvement Plan (SIP) – Update 2009

(All updates to the SIP are noted in red)

<b>Milestone</b>	<b>2.3.1</b> Identify best practice models that can be implemented in Yolo County. <b>2009 SIP Update:</b> This is an ongoing effort and we are working on this milestone.	<b>Timeframe</b>	September 2009	<b>Assigned to</b>	CWS Analyst
	<b>2.3.2</b> Review existing protocols on visitation prior to reunification and revise as necessary to encourage supportive, progressive visitation prior to reunification, when appropriate. <b>2009 SIP Update:</b> This is an ongoing effort.		Ongoing		CWS Supervisors
<b>Strategy 2. 4</b> Develop a systemic effort to promote positive relationship with the Court.  <b>2009 SIP Update:</b> This is an ongoing effort.			<b>Strategy Rationale</b> Yolo County’s self-assessment indicated that a positive relationship between CWS and Probation and the Juvenile Court is critical both in supporting staff in their roles and in achieving good outcomes for families.		
<b>Milestone</b>	<b>2.4.1</b> Improve administrative communications with the Court through monthly meetings with the Judge or through other avenues as available. <b>2009 SIP Update:</b> This is an ongoing effort.	<b>Timeframe</b>	Ongoing	<b>Assigned to</b>	CWS Division Manager
	<b>2.4.2</b> Get feedback from County Counsel and finalize confidentiality policy and procedure for CWS Handbook. <b>2009 SIP Update:</b> This is an ongoing effort.		<del>September 2008</del> <b>September 2009</b> and ongoing		CWS Division Manager and Analyst

## System Improvement Plan (SIP) – Update 2009

(All updates to the SIP are noted in red)

<p><b>Strategy 2.5</b> Continue roll-out of the Child Care Subsidy Program.</p> <p><b>2009 SIP Update:</b> The Child Care Subsidy Program has been implemented.</p>		<p><b>Strategy Rationale</b> This funding will follow the child if his/her placement changes as long as the new placement is in Yolo County, or within 25 miles from the home of removal. The program is intended to maintain a stable home environment, strengthen county foster care recruitment efforts, and encourage visitation with parents to strengthen reunification efforts.</p>			
<b>Milestone</b>	<p><b>2.5.1</b> Ensure all staff is aware of the program and the eligibility requirements, and are utilizing the program whenever possible.</p> <p><b>2009 SIP Update:</b> Completed</p>	<b>Timeframe</b>	Ongoing	<b>Assigned to</b>	CWS Supervisors and Analyst
<p><b>Describe systemic changes needed to further support the improvement goal.</b> Yolo County CWS will ensure that staff is fully trained on policies and procedures and that an accountability system is in place to monitor consistent, agency-wide implementation.</p>					
<p><b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b> When the confidentiality policy is finalized, comprehensive training for CWS staff will be scheduled.</p>					
<p><b>Identify roles of the other partners in achieving the improvement goals.</b> Buy-in and support from CalWORKs to ensure Linkages programs works to its full potential. Feedback from County Counsel on confidentiality policy.</p>					
<p><b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b></p>					

## System Improvement Plan (SIP) – Update 2009

(All updates to the SIP are noted in red)

<b>Outcome/Systemic Factor: C1.4 – Reentry Following Reunification (Exit Cohort)</b>					
<p><b>County’s Current Performance:</b> Our current performance in this measure for the time period of 04/01/2005 – 3/31/2006 is 26.3%. This is not meeting the national standard of 9.9% and is an increase from our baseline (07/01/2001 – 06/30/2002) performance of 8.0%.</p> <p><b>2009 SIP Update:</b> Our performance on this measure for the most recent report period is 15.3%. This is not meeting the national standard or goal as well as being higher than the state average. While we are currently not meeting the National Standard or Goal we have made some progress since our SIP was last completed. It is clear from the outcome data that this is an area that we need to continue to focus our efforts and attention.</p>					
<p><b>Improvement Goal 1.0</b> Decrease the percent of foster care reentry.</p>					
<p><b>Strategy 1. 1</b> Ensure that all staff utilizes Structured Decision Making (SDM) tools throughout all service components to case closure.</p> <p><b>2009 SIP Update:</b> SDM and SafeMeasures have been implemented and provides the ability to monitor usage throughout all service components.</p>		<p><b>Strategy Rationale</b> SDM is an evidence-based assessment tool used by all social workers. It provides reliability and consistency in evaluating child risk and safety decisions. A process to assess social worker utilization of the SDM tools will help ensure that social workers appropriately utilize SDM tools in an effort to reduce recurrence of maltreatment.</p>			
<b>Milestone</b>	<p><b>1.1.1</b> Monitor individual and unit SDM usage and compliance via SafeMeasures. <b>2009 SIP Update:</b> Completed and will be an ongoing effort.</p>	<b>Timeframe</b>	<p>June 2008 and ongoing</p>	<b>Assigned to</b>	<p>CWS Manager and Supervisors</p>
<b>Milestone</b>	<p><b>1.1.2</b> Develop a policy and procedure for routine monitoring of compliance with SDM usage. <b>2009 SIP Update:</b> In progress</p>	<b>Timeframe</b>	<p>January 2009–January 2010</p>	<b>Assigned to</b>	<p>CWS Supervisors and Analyst</p>

## System Improvement Plan (SIP) – Update 2009

(All updates to the SIP are noted in red)

	<b>1.1.3</b> Ensure all staff receives initial and on-going SDM training. <b>2009 SIP Update:</b> Completed and will be an ongoing effort.		July 2009 and ongoing		CWS Supervisors and Analyst
<b>Strategy 1. 2</b> The Wraparound program was implemented in January 2008 with training scheduled for February and first clients to be referred to the program in March 2008. <b>2009 SIP Update:</b> Our Wraparound program has been in effect since January 2008. We have kept our Wrap slots full and at times have had a waiting list for the program.		<b>Strategy Rationale</b> By developing expanded family-based services, children can safely be returned to and maintained in their homes with the provision of ongoing services to preserve and enhance family functions, thereby reducing the number of children re-entering foster care			
<b>Milestone</b>	<b>1.2.1.</b> Develop policy and procedure for Wraparound Services for CWS and Foster Care staff. <b>2009 SIP Update:</b> Completed	<b>Timeframe</b>	February 2008	<b>Assigned to</b>	Quality Improvement Analyst
	<b>1.2.2</b> Work with partner agencies (ADMH and Probation) and FamiliesFirst to ensure fidelity to the Wraparound standards and to monitor implementation and development of the program. <b>2009 SIP Update:</b> Completed and will be an ongoing effort.		July 2008 and ongoing		CWS Division Manager, Supervisors and CWS Analyst



## System Improvement Plan (SIP) – Update 2009

(All updates to the SIP are noted in red)

Continue to increase individualization of case planning in Probation. <b>2009 SIP Update:</b> Completed and ongoing.		Improved access to services will help ensure family stability and will assist in preventing reentry to care.			
<b>Milestone</b>	<b>2.2.1</b> Continue to identify strategies necessary to increase individualization of case plans. <b>2009 SIP Update:</b> Completed and ongoing.	<b>Timeframe</b>	July 2009	<b>Assigned to</b>	Probation Managers and Supervisors
	<b>2.2.2</b> Continue to develop policies and procedures for individualized case planning. <b>2009 SIP Update:</b> Draft policy developed and this is ongoing.		July 2009		Probation Managers and Supervisors
<b>Describe systemic changes needed to further support the improvement goal.</b> Continued in-depth analysis of factors associated with reentry following reunification.					
<b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b> Continued training on SDM for staff, community partners and other agencies.					
<b>Identify roles of the other partners in achieving the improvement goals.</b> Community partners, other county agencies and staff will be familiar with program changes and support putting new processes and services into practice. All parties will continue to engage in ongoing partnership and dialog to address emerging issues.					
<b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b>					

## System Improvement Plan (SIP) – Update 2009

(All updates to the SIP are noted in red)

<b>Systemic Factor: Quality Assurance System</b>			
<b>County's Current Performance:</b> Yolo County developed a Quality Assurance Division in 2006 and then recruited and hired a staff member for the CWS Quality Improvement Unit in 2007.			
<b>Improvement Goal 1.0</b> Enhance CWS and Juvenile Probation's capacity to analyze data, including the identification of trends, to improve the implementation of policies and procedures.			
<b>2009 SIP Update:</b> DESS moved 3 analysts to the Quality Improvement Division in late 2007. Among other duties these staff are responsible for writing policies and procedures, gathering and analyzing data from SafeMeasures, CWS/CMS and U C Berkeley's Outcome data.			
The Probation Department implemented a risk and needs assessment system and associated database, with available individual and aggregate reporting. Additionally, the Probation Department continues to work with Yolo Information Technology Department to integrate the two systems and develop more robust outcome reporting systems. Lastly, the Probation Department is working with researchers to validate the efficacy of our risk assessment and program efficacy.			
<b>Strategy 1. 1</b> Develop the capacity and process to present C-CFSR data to CWS and Probation Managers, Supervisors and staff.		<b>Strategy Rationale</b> This will ensure that C-CFSR data is shared with affected parties.	
<b>2009 SIP Update:</b> This is in the development stage.			
<b>Milestone</b>	<b>1.1.1</b> Develop standardized data reports to make outcome data available and easily readable for staff.	<b>Timeframe</b>	<b>Assigned to</b>
	<b>2009 SIP Update:</b> This is in the development stage.	<del>June 30, 2008</del> – <b>October 2009</b>	Quality Improvement Division Analyst
	<b>1.1.2</b> Identify areas for improvement and monitor compliance levels.	<del>July 31, 2009</del> <b>October 2009</b>	Quality Improvement Division Analyst
	<b>2009 SIP Update:</b> This is in the development stage.		
<b>Strategy 1. 2</b>		<b>Strategy Rationale</b>	

## System Improvement Plan (SIP) – Update 2009

(All updates to the SIP are noted in red)

Determine the type of Quality Assurance System needed for Juvenile Probation. <b>2009 SIP Update:</b> Completed.		This will ensure that the Quality Assurance System functions at an optimal level to facilitate improvement in data entry and data analysis.			
<b>Milestone</b>	<b>1.2.1.</b> Convene a workgroup that assesses the present Juvenile Probation Quality Assurance System and make recommendations for changes or improvements to increase outcome measures. <b>2009 SIP Update:</b> Probation staff and outside consultants completed this measure, for Probation programs.	<b>Timeframe</b>	July 2008	<b>Assigned to</b>	Probation Managers, CWS Division Manager, Analysts
<b>Strategy 1.3</b> Improve standardized practice and data entry throughout Child Welfare. <b>2009 SIP Update:</b> This is an ongoing effort. We have improved our data entry in CWS/CMS around timely response and will continue to identify and work on other areas.			<b>Strategy Rationale</b> This will create consistency for data extracted for data analysis.		
<b>Milestone</b>	<b>1.3.1</b> Convene a workgroup in CWS comprised of social workers and clerical support staff to identify challenges to data entry and make recommendations and an action plan. <b>2009 SIP Update:</b> Due to budget constraints this may not be feasible.	<b>Timeframe</b>	July 2008	<b>Assigned to</b>	CWS Staff
<b>Improvement Goal 2.0</b> Increase communication regarding CWS and Probation data information with community stakeholders and staff.					
<b>Strategy 2.1</b> Promote ongoing communication with community stakeholders to define data report needs. <b>2009 SIP Update:</b> This needs to be developed.			<b>Strategy Rationale</b> This will ensure community stakeholders receive the information they need, and promote ongoing partnership and collaboration.		
<b>Milestone</b>	<b>2.1.1</b> Gather information from community stakeholders	<b>Timeframe</b>	September 2008- <b>October 2009</b>	<b>Assigned to</b>	CWS Manager, Supervisors and Analyst

## System Improvement Plan (SIP) – Update 2009

(All updates to the SIP are noted in red)

	<p>on their data needs.  <b>2009 SIP Update:</b>                  This needs to be developed.</p>				
	<p><b>2.1.2</b>                  Develop an easy-to-understand data packet for community stakeholders to update them on current data analysis and trends.  <b>2009 SIP Update:</b>                  This needs to be developed.</p>		<p><del>January 2009</del> <b>October 2009</b></p>		<p>CWS Analyst</p>
<p><b>Strategy 2. 2</b>                  Promote ongoing communication with CWS and Probation staff to define data report needs.  <b>2009 SIP Update:</b>                  This is in the development stage.</p>			<p><b>Strategy Rationale</b>                  This will ensure that CWS and Probation staff receives the needed information and will promote ongoing partnership and collaboration.</p>		
<b>Milestone</b>	<p><b>2.2.1</b>                  Gather information from staff on their data needs.  <b>2009 SIP Update:</b>                  This is in the development stage.</p>	<b>Timeframe</b>	<p><del>September 2008</del> <b>October 2009</b></p>	<b>Assigned to</b>	<p>CWS Manager, Supervisors and Analyst</p>
	<p><b>2.2.2</b>                  Develop an easy-to-understand data packet for staff to update them on current data analysis and trends.  <b>2009 SIP Update:</b>                  This is in the development stage.</p>		<p><del>January 2009</del> <b>October 2009</b></p>		<p>CWS Analyst</p>
<p><b>Improvement Goal 3.0</b>                  Obtain information from social work staff, and from children and families receiving child welfare services, on social work practice and its impact on service delivery.</p>					
<p><b>Strategy 3.1</b>                  Create an assessment process.  <b>2009 SIP Update:</b>                  Survey completed.</p>			<p><b>Strategy Rationale</b>                  This will enable gathering of information about the CWS processes that impact the delivery of CWS services.</p>		
<b>Milestone</b>	<p><b>3.1.1</b>                  Create a survey tool for staff to complete to determine what services are most needed.  <b>2009 SIP Update:</b>                  This is in the development stage.</p>	<b>Timeframe</b>	<p><del>January 2009</del> <b>October 2009</b></p>	<b>Assigned to</b>	<p>CWS Supervisors and Analyst</p>

## System Improvement Plan (SIP) – Update 2009

(All updates to the SIP are noted in red)

	<b>3.1.2</b> Create a survey tool for families to complete to identify their service needs. <b>2009 SIP Update:</b> Survey completed.		<del>July 2009</del> <b>March 2009</b>		CWS Supervisors and Analyst
<b>Describe systemic changes needed to further support the improvement goal.</b> These systemic changes will support improvements in the CWS Outcomes.					
<b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b> Further training will occur on CWS Outcomes and Accountability Data for staff, community partners and other agencies.					
<b>Identify roles of the other partners in achieving the improvement goals.</b> Support from community partners to identify data needs and increase communication will positively impact outcomes.					
<b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b>					