

California Outcomes and Accountability System

Glenn County

2010 Child Welfare System Improvement Plan Update

**Scott Gruendl, Director, Child Welfare Services
Brandon Thompson, Chief Probation Officer, Juvenile Probation**

Authored by: Cheryl Harrison, Program Manager



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COVER SHEET

California's Child and Family Services Review System Improvement Plan Update	
County:	Glenn County
Responsible County Child Welfare Agency:	Human Resource Agency Child Welfare Services
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Date Submitted:	
County System Improvement Plan Contact Person	
Name:	Cheryl Harrison, MSW
Title:	Program Manager
Address:	420 E. Laurel Street, PO Box 611, Willows, CA 95988
Fax:	530.934.6521
Phone & Email:	530.934.1448/charrison@hra.co.glenn.ca.us
Submitted by each agency for the children under its care	
Submitted by:	County Child Welfare Agency Director (Lead Agency)
Name:	Scott Gruendl, Director
Signature:	
Submitted by:	County Chief Probation Officer
Name:	Brandon Thompson, Chief Probation Officer
Signature:	
Board of Supervisors (BOS) Approval	
Submitted by:	
Name:	
Signature:	

SYSTEM IMPROVEMENT PLAN (SIP) UPDATE
October 2010

Glenn County's 2009 SIP Update is presented here with revised goals and objectives as determined from regular quarterly reviews. Child Welfare stakeholders, the courts and agency partners continue to work with Child Welfare Services on improvements in outcomes for children and families. All data reviewed is from online and quarterly reports from the CDSS/UC Berkeley Center for Social Services Research: CWS/CMS Dynamic Report System. The quarterly report publication used for review was from the October 2010; data extract Quarter 1-2010. In addition, current and case specific data is reviewed from SafeMeasures. Glenn County is scheduled to complete the next Peer Quality Case Review (PQCR) in October 2011.

Glenn County outcomes continue to be impacted by staff turnover. Over the last year, five out of thirteen CWS social workers have either retired or left CWS for other reasons. Glenn is a small county. A 37% turnover in one year is a significant loss of trained staff. The cycle of losing staff and training new workers continues to impact Glenn County's ability to make significant improvements. Despite these circumstances, Glenn County has made outcome improvements. An overview of each specific year one improvement goal is summarized below:

Safety – Measure S1.1 No Recurrence of Maltreatment

Improvement Goals:

1. Increase the number of children who do not experience recurrence of abuse or neglect.
Since initiation of the current SIP in December 2009, slight improvement has been made in the number of children who do not experience recurrence of abuse or neglect. During the performance period starting in January 1, 2008, no recurrence of maltreatment dropped to 82.7% before improving. Continued adherence to these goals and objectives is necessary to meet the stated goal.

In addition, for each investigation finding of substantiated or inconclusive a risk assessment is completed and classifies the referral into one of four risk levels ranging from low to very high. The agency must manage the risk of harm by providing services to those most likely to be at risk of recurrence of maltreatment. In addition, unsubstantiated cases may also be determined by risk. DR referrals served by the community are designated as low to moderate risk but not rising to the level of CWS Jurisdiction.

Improve DR Protocol – Staff turnover for both the DR service provider and CWS creates challenges to communication. Increased workload for the remaining staff, staff reassignment of duties and rotating assignments has been a barrier to monthly staffing/meetings. Recently, primary staff has been designated to respond to DR referrals, which should improve communication with CWS staff. In addition, supervisory staff from the provider and CWS will work together to identify performance indicators, share outcomes and clarify how information will be shared.

2. Increase the use of Structured Decision Making (SDM) tools to inform decisions and identify services.
Glenn County initiated use of SDM in March of 2009. The first review of compliance for the

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use of the tools was conducted from April 1, 2009 through September 30 2009. From this report it was determined that use of the tool could provide consistency, inform decisions and identify services. For this update SDM data was assessed from September 2009 through August 2010, or for a 12-month period with specific goals of increasing the use of the safety and risk assessment tools. There are two anomalies with this data that somewhat skew the results. During the month of August 2010 access to the Internet was down for a period of one week and during September of 2010 access to the Internet was intermittent. Therefore during the time period the Internet could not be accessed, SDM assessments were not completed. Nevertheless, it is still helpful to look at the total picture

The safety assessment helps ensure a comprehensive evaluation of immediate danger and identify steps to control threats to child safety. This assessment addresses the child's risk of *immediate* harm and identifies steps to control threats to their safety. During the period reviewed 595 referrals were assessed for compliance with the safety assessments. Thirty-four percent or 204 did not require a safety assessment due to being evaluated out or being secondary referrals on referrals that were already open. Safety assessments were completed on 326 referrals, or 55%, and 65 referrals or 11% did not receive an assessment. The number of completed safety assessments has increased significantly.

Align Agency practice with SDM protocol - Looking at just the referrals that required a safety assessment or where the assessment was optional (391) 83% received an assessment while 17% did not. This results in Glenn County not meeting the goal of 100% assessment completion on referrals requiring a safety assessment. This goal will be reduced to 90% to account for a number of cases that cannot be contacted or where the family will not cooperate so that CWS staff may complete the safety assessment.

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

Improvement Goals:

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

Starting with Team Decision Making meetings for all children potentially entering foster care the social worker engages the parent. Parents help identify relative or NREFM caretakers. Additionally, DR staff is present to identify community resources to support families who maintain their children in the home or who have children placed out of the home. SDM is used to identify the family strengths and needs and the results are shared with families as they collaborate in the development of their case plans.

Staff has attended father engagement training presented in collaboration with the Administrative Office of the Courts. A collaborative effort through the Children's Interagency Coordinating Council has resulted in a father engagement workgroup with participants from CWS, schools, First 5, CalWORKs and Community Services. This group, in consultation with Shasta and Tehama Counties, is planning a Father Engagement Conference in May 2011. In addition, social workers have received training on paternity. Over the last year, in an increased effort of County Counsel, social workers and the court, Glenn County has significantly increased the number of cases with established paternity as shown in the following chart:

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Parentage by type of father - September 2010

Number of Cases		Presumed		Alleged		TPR		Deceased/Unknown	
#	%	#	%	#	%	#	%	#	%
88	100%	62	71%	4	5%	17	19%	4	5%

Glenn County has increased the number of fathers who participate in services.

2. Increase the percentage of children who reunify within 12 months by improving parent-child interactions.

Glenn County has trained all social workers in evidenced based visitation. The development of an incremental process of this visitation model is in progress and will continue into Year 2 as stated in the goals. In addition, through Community Services a family advocate works with the family starting at detention. This worker sets up the TDM, working with the parents to identify their support base and to set up visitation services immediately. This worker has been trained in the *Nurturing Parent* model of parent education and is working with high needs parents to provide in-home *Nurturing Support* for families. Foster parents and social workers have also been trained in the *Nurturing Parent* model.

Glenn County is working with the courts and other stakeholders (county schools, mental health, CASA) through the Blue Ribbon Commission with goals that support timely reunification and permanency. The evidence based visitation training was a collaborative effort of the CICC and the Administrative Office of the Courts.

3. Increase the likelihood of reunification by reducing placement moves based on children's behavioral or developmental issues.

Glenn County's placement stability rates are well above the National and PIP standards. Given this, there are still barriers to working with Mental Health. With the advent of the economic downturn, county mental health agencies have suffered a severe reduction in funding and staffing. Glenn County has not had a Public Health Nurse in over a year. This also has presented a barrier to completing behavioral and developmental screenings and assessments. Glenn County is working to identify a routine process of completing behavioral assessments on all children entering foster care.

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

Improvement Goals:

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

Glenn County has increased collaborative case reviews for concurrent planning prior to Disposition and every six months for children in a Planned Permanent Living Arrangement (PPLA). For children under the age of three concurrent case reviews have not been as consistent. In part this has been due to State furloughs and frozen positions at the District Adoption Office. Also, there are philosophical differences between State Adoption and the County regarding the need to increase case reviews for very young children.

Glenn County has made significant progress in resolving paternity issues, which has led to more fathers and non-custodial fathers taking custody of their children. Family Finding

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efforts have not been as consistent. Process and procedures for Family Finding has been developed and disseminated to all social workers. Due to staff turn over, new workers will need to be trained in this effort as well. The Blue Ribbon Commission has identified this as one of the County Goals. During the next year, the CASA program and CWS will seek training in this area and collaborate on this effort. In January 2011, Glenn County will hold a Permanency Summit for service providers, foster parents, attorneys and other stakeholders. Case file coversheets have been developed to help identify key historical and legal actions in a case. This has improved social workers ability to understand various components of a case when a case is transferred to a new worker.

2. Increase the percentage of youth who exit to a permanent home by improving mental health assessment, treatment and contact with providers.
As mentioned previously, budget cuts in mental health services has greatly impacted this strategy. Glenn County is considering new strategies to make improvements in this area. These ideas will be developed when the State budget is published.

**Well Being – Measure 8A Complete High School or Equivalency
CWS Improvement Goal**

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

Education information is now consistently being entered in the CWS/CMS system. A procedure for education plans have been developed and in December 2010 all social work staff will be trained on education outcomes, laws and strategies. Youth are graduating from high school. All youth have the opportunity to participate in Youth Employment Services prior to leaving care. Glenn County is proceeding with Permanency Team Meetings (previously called emancipation conferences) every six months for all youth 16 and older.

**Well Being – Measure 8A Permanent Connection with an Adult
Improvement Goal**

1. Increase permanent connections for youth by maintaining family and friend relationships for youth who are unable to reunify.

Youth are identifying permanent connections and maintaining relationships through visitation. Youth are participation in the Blue Ribbon Commission and a Permanency Subcommittee. Youth are being educated on permanency options, their roles in court and how to express their needs both to the Court and to their social worker. They are working to identify ways that they can participate in improvements in permanency outcomes.

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Safety Outcome: No Recurrence of Maltreatment S1.1

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

County's Current Performance:

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

From April 1, 2009 to September 30, 2009, 88.5% of children who were victims of a substantiated maltreatment were not victims of another substantiated maltreatment.

Measure Number	Measure description	Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Trend Line	Positive Change
S1.1	No Recurrence of maltreatment	01/01/08 04/01/09	06/30/08 09/30/09	78 85	89 96	87.6 88.5	+ +	Yes Yes

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

UPDATE: During the comparison period Glenn County improved slightly with a positive trend starting with the fourth quarter of 2009 and continuing to the first quarter of 2010. It was during this period the current SIP was initiated. Glenn County has not met the national goal of 94.6% or the state PIP goal of 93.2%. Glenn County will continue with the following goals with the updated revisions.

Improvement Goal 1.0

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

Strategy 1.1

Improve DR protocol.

UPDATE: Continue this goal

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

Milestone	Timeframe	Assigned to
<p>1.1.1 Conduct monthly collaborative referral staffing with social workers, DR service providers and supervisors.</p> <p>UPDATE: Continue into Year 2</p>	<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	ER Supervisor DR Supervisor ER and DR Staff
<p>1.1.2 DR duty person will check-in daily with ER unit between 8 and 9 am.</p> <p>UPDATE: Community Services will designate</p>	<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	ER Unit Social Workers DR Duty Worker DR Staff

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<p>DR staff instead of having their staff rotate duty. Continue into Year 2.</p>				
<p>1.1.3 CWS social worker introduces DR duty worker to family.</p>		<input type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input checked="" type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012		<p>ER Unit Social Workers DR Staff Duty Worker</p>
<p>1.1.3 Align DR Pathways with SDM Assessments for all referrals. UPDATE: Not all DR Pathways are aligned with SDM Assessments. Continue to Year 2.</p>		<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012		<p>ER Supervisor ER Unit Social Workers</p>
<p>1.1.4 Identify and clarify feedback loop between ER Unit and DR regarding DR processes and service outcomes.</p>		<input type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012		<p>ER Supervisor DR Supervisor</p>
<p>1.1.5 Maintain a DR logbook within CWS to identify services outcomes for families.</p>		<input type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012		<p>ER Supervisor</p>
<p>1.1.6 Using co-located DR worker, streamline and strengthen DR I & II responses to include in home parenting support.</p>		<input type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012		
<p>1.1.7 Streamline DR I responses and outcomes by having DR staff provide monthly updates to ER Supervisor and Intake worker to assist in identifying families who are in need of a high level of intervention to prevent the reoccurrence of maltreatment.</p>		<input type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012		

Improvement Goal 2.0

Increase the use of Structured Decision Making tools to inform decisions and identify services.

Strategy 2.1

Align Agency practice with SDM protocol.

<input type="checkbox"/>	<p>CAPIT</p>	<p>Strategy Rationale Use of <i>Evidence Based Assessments</i>, aligned with practice, improves decision-making and increases accountability through consistent and standardized assessments, which promote the use of research-based interventions and services.</p>
<input type="checkbox"/>	<p>CBCAP</p>	
<input type="checkbox"/>	<p>PSSF</p>	
<input type="checkbox"/>	<p>N/A</p>	

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Milestone		Timeframe	Assigned to
	<p>1.1.1 Increase completion of SDM risk and safety assessments to 100%.</p> <p>UPDATE: Increase completion of SDM safety assessments to 90% for referrals requiring an assessment.</p>	<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	ER Supervisor ER Unit Social Workers
	<p>2.1.2 Adhere to SDM risk-based case opening guidelines.</p>	<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input checked="" type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	ER Supervisor ER Social Workers
	<p>2.1.3 Review all <i>decisions to promote</i> at investigation close. Adhere to SDM case opening protocol.</p>	<input type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	ER Supervisor ER Social Workers Supervisor
	<p>2.1.4 Increase technical support for data reports, analysis and quality assurance.</p>	<input type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	Outcomes & Accountability Manager Administrative Service Officer
	<p>2.1.5 Set up and maintain regular meetings to review SDM compliance using SafeMeasures.</p>	<input type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input checked="" type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	Deputy Director & CWS Manager CWS Manager & CWS Supervisors
<p>Describe any additional systemic factors needing to be addressed that support the improvement plan goals. Expand CWS/CalWORKs linkage for Path I, II and III referrals by convening team to determine how to identify and provide team services and resources to CalWORKs families. A CalWORKs social worker now carries all open cases with a CalWORKs connection. This social worker collaborates with the CWS social worker in developing case plans with the parents and identifying services available through CalWORKs.</p>			
<p>Describe educational/training needs (including technical assistance) to achieve the improvement goals. Family Engagement training for social workers and DR case managers. Technical assistance in collecting and developing outcomes for DR system. DR service provider supervisor and ER supervisors are working together to develop a system to clarify processes, provide feedback and collect outcomes for referrals being served by the community.</p>			
<p>Identify roles of the other partners in achieving the improvement goals. DR provider's commitment to providing duty worker and adherence to attendance at meetings. Due to staff turnover this continues to be refined. Develop strategy to increase membership in Data Review committee. Expand to include Mental Health, Alcohol and Drug services, CalWORKs, schools and other stakeholders.</p>			
<p>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. NA</p>			

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Permanency Outcome: Reunification within 12 Months (Exit Cohort) Measure C1.1
 This measure answers the question: Of all children discharged from foster care to reunification during the year who had been in foster care for 8 days or longer, what percent were reunified in less than 12 months from the date of the latest removal from home?

County's Current Performance:
 From January 1, 2008 to December 31, 2008, 40.0% of the children who had been in foster care were reunified in less than 12 months from the date of removal from their homes.
 UPDATE: From April 1, 2009 to March 31, 2010, 75% percent of the children who had been in foster care were reunified in less than 12 months from the date of removal from their homes.

Measure Number	Measure description	Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Trend Line	Positive Change
C1.1	Reunification within 12 months	01/01/08	12/31/08	10	25	40.0	+	No
		04/01/09	03/31/10	33	44	75.0	+	Yes

From the baseline year of 2002-2003, the percentage of children reunified within 12 months has decreased from 62.5% to 40.0%. Current performance is below the Federal Standard of 75.2% as well as the statewide performance of 61.8%. Glenn County will improve performance on this measure from 40.0% to 65.0%, resulting in 4 more children being reunified with their parent(s) within a 12-month timeframe.
 UPDATE: During the comparison period, Glenn County has made significant improvement in the number of children who are returned home within the 12-month timeframe. Glenn not only exceeded the goal of increasing this outcome to 65% percent but also exceeded the PIP standard of 61.8% and coming within 99.7% of the Federal Standard of 75.2%. Since initiation of this SIP in the fourth quarter of 2009, there has been a marked improvement in this area of focus.

Improvement Goal 1.0
 Increase the percentage of children who reunify within 12 months by strengthening social worker/probation officer practice to support timely reunification.

Strategy 1. 1 Increase family engagement in the reunification process.	<input type="checkbox"/>	CAPIT	Strategy Rationale Engaged parents promote healthy family relations and increase the likelihood that children will go home.
	<input type="checkbox"/>	CBCAP	
	<input type="checkbox"/>	PSSF	
	<input checked="" type="checkbox"/>	N/A	

Milestone	1.1.2 Train all social workers and probation officers on family engagement including father engagement. UPDATE: Social workers were trained on family engagement but due to a 38% staff turnover, Glenn will continue this goal through Year 2.	Timeframe	<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010	Assigned to	CWS Program Manager Probation Officer
	<input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011				
<input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012					

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	<p>1.1.3 Identify and train staff in mediation skills. <i>UPDATE: Two social workers attended a five-day training and were certified in mediation. One of the workers retired.</i> Utilize the mediation process with families to decrease barriers to reunification.</p>	<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	<p>ER Unit Supervisor TDM Coordinator</p>
	<p>1.1.3 Train all social workers and probation officers on engaging parents with substance abuse issues.</p>	<input type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	<p>CWS Program Manager Probation Officer</p>
<p>Strategy 1.2 Align Agency practice with TDM protocol.</p>		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p>Strategy Rationale Team Decision Making promotes client engagement and increases <i>informal</i> resources and support.</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Milestone</p>	<p>1.2.1 Conduct regular review of TDM process, procedures and data. Review and refine practice. <i>UPDATE: Regular reviews have taken place. The TDM coordinator retired. Continue with this goal through Year 2.</i></p>	<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	<p>TDM Coordinator TDM Facilitators CWS Supervisors and Manager</p>
	<p>1.2.2 Develop TDM reports for Data Review Team and for TDM committee review. <i>UPDATE: Reports have been developed. Continue using data to improve TDM process.</i></p>	<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	<p>Outcome & Accountability Manager Administrative Support Officer</p>
	<p>1.2.3 Form a committee to identify strategies and create a timeline to expand TDM meetings to include <i>icebreaker meetings</i>.</p>	<input type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	<p>CWS Program Manager</p>
	<p>1.2.3 Implement <i>icebreaker</i> meetings for all families with children entering foster care.</p>	<input type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input checked="" type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	<p>CWS Program Manager CWS Supervisors</p>

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Strategy 1.3 Align Agency practice with SDM protocol.		<input type="checkbox"/> CAPIT	Strategy Rationale Use of <i>Evidence Based Assessments</i> , aligned with practice, improves decision-making and increases accountability through consistent and standardized assessments.		
		<input type="checkbox"/> CBCAP			
		<input type="checkbox"/> PSSF			
		<input checked="" type="checkbox"/> N/A			
Milestone	1.3.1 Improve timeliness of Family Strength and Needs Assessment (FSNA) completion at critical junctures. <i>UPDATE: Staff turnover has impacted progress in this area. New social worker will be trained in SDM. Continue to Year 2.</i>	Timeframe	<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	Assigned to	CWS Supervisor
	1.3.2 Increase use of FSNA to evaluate functioning, target case plan activities and focus on priorities. <i>UPDATE: This continues to be a process of training new social workers.</i>		<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012		CWS Supervisor
	1.3.3 Increase use of FSNA assessments to monitor services and identify additional interventions over time.		<input type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input checked="" type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012		CWS Supervisors
Improvement Goal 2.0 Increase the percentage of children who reunify within 12 months by strengthening parent-child interaction.					
Strategy 2.1 Promote the use of research-based interventions and services to increase frequency and quality of parent/child visitations.		<input type="checkbox"/> CAPIT	Strategy Rationale Visits between parents and children living in foster care matter. Increasing the frequency and improving the quality of visits increase the likelihood that children will go home.		
		<input type="checkbox"/> CBCAP			
		<input type="checkbox"/> PSSF			
		<input checked="" type="checkbox"/> N/A			
Milestone	1.1.2 Train social work staff and probation officers in evidence-based visitation model. <i>UPDATE: Social workers, foster parents, attorneys and the Juvenile Court judge has been trained in this model. Follow up training will continue in Year 2.</i>	Timeframe	<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	Assigned to	CWS Program Manager CWS Social Work Supervisors

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	<p>1.1.3 Develop an incremental strategy to implement evidence-based visitation model. <i>UPDATE: This continues to be developed.</i></p>		<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012		<p>CWS Program Manager Community Services Manager</p>
	<p>2.1.3 Utilize evidence-based visitation model for all cases.</p>		<input type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input checked="" type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012		<p>CWS Social Workers</p>
<p>Strategy 2.2 Increase participatory case planning practices.</p>		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p>Strategy Rationale When parents and youth participate in activities to help improve their functioning they are more interested in the case plan, family relationships improve and placement outcomes improve.</p>		
<p>Milestone</p>	<p>2.2.1 Train all social workers in participatory case planning. <i>UPDATE: Social workers have been trained. Due to 50% turnover in case carrying social workers this strategy will continue in Year 2.</i></p>	<p>Timeframe</p>	<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	<p>Assigned to</p>	<p>CWS Social Work Supervisors</p>
	<p>2.2.2 Involve parents in placement move decisions. <i>UPDATE: Parents are informed about moves and consulted regarding relative or NREFM options.</i></p>		<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012		<p>CWS Supervisor</p>
<p>Improvement Goal 3.0 Increase the likelihood of reunification by reducing placement moves based on children’s behavioral or developmental issues.</p>					
<p>Strategy 3.1 Increase the number of children who have mental health and developmental screenings and assessments.</p>		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p>Strategy Rationale Understanding children’s mental health and developmental needs helps focus on appropriate interventions and increases the likelihood that children can return home or have a stable placement.</p>		
<p>Milestone</p>	<p>3.1.1 Increase the use of mental health and developmental screenings and assessments. <i>UPDATE: This goal was not met in Year 1 and will be continued to Year 2.</i></p>	<p>Timeframe</p>	<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	<p>Assigned to</p>	<p>CWS Deputy Director CWS Program Manager</p>

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<p>3.1.2 Provide social workers, foster parents and parents with information, training and strategies on dealing with behavioral issues. UPDATE: Social workers and foster parents have been trained in the evidence based Nurturing Parent model of parent education. Parent education dollars are being expanded through collaborative efforts with private providers, adult education and First 5. Glenn County has had limited parent education classes for the last five months. This collaborative effort will continue to be implemented.</p>	<p><input type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012</p>	<p>CWS Program Manager</p>
<p>3.1.3 Provide conflict mediation services to foster parents caring for youth with behavioral and developmental needs.</p>	<p><input type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input checked="" type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012</p>	<p>CWS Supervisor TDM Coordinator</p>
<p>Describe any additional systemic factors needing to be addressed that support the improvement plan goals. Court timeliness and continuances impact timeliness of reunification. The Blue Ribbon Commission has included timeliness of reunification in its goals and objectives. Contract with services providers offering evidence-based services. Glenn County is working on instituting Nurturing Parent countywide. Include client engagement mandates in contracts and Memorandums of Understanding agreements. Improve communication and collaboration with mental health, substance abuse and education providers. Develop policy and procedure manual that clearly identifies agency philosophy, expectations and practices.</p>		
<p>Describe educational/training needs (including technical assistance) to achieve the improvement goals. Provide family engagement and father engagement training. Develop information, strategies and training for foster parents, social workers and service providers on serving children with behavioral and developmental issues. Provide mediation training.</p>		
<p>Identify roles of the other partners in achieving the improvement Develop strategies for provision of mental health assessments and services. Increase collaboration, communication and teaming with visitation program partners. Recruit and identify foster parents who will commit to partnering with the Department as resource families.</p>		
<p>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. Mandate and fund Dependency Drug Courts.</p>		

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Permanency Outcome: Exits to Permanency (24 Months in Care) Measure C3.1								
This measure answers the question: Of all children in foster care for 24 months or longer on the first day of the year, what percent were discharged to a permanent home by the end of the year and prior to turning 18?								
County's Current Performance:								
From January 1, 2008 to December 31, 2008, 6.5% of the children who were in foster care for 24 months or longer on the first day of the year were discharged to a permanent home by the end of the year and prior to turning 18.								
From April 1, 2009 to March 31, 2010, 8.3% of the children who were in foster care for 24 months or longer on the first day of the year were discharged to a permanent home by the end of the year and prior to turning 18.								
Measure Number	Measure description	Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Trend Line	Positive Change
C3.1	Exits to Permanency	01/01/08	12/31/08	2	31	6.5	+	No
		4/01/09	03/31/10	2	24	8.3	+	Yes
From the baseline year of 2002-2003, the percentage of children who were in care 24 months or longer and were discharge to a permanent home by the end of the year decreased from 15.0% to 6.5%. Current performance is below the Federal Standard of 29.1% as well as the statewide performance of 22.8%. Glenn County will improve performance on this measure from 6.5% to 23.8% resulting in 5 more children finding permanent homes within 24 months of entering foster care.								
Glenn County continues to work on timely permanency goals. Timely exits to permanency are being impacted by the extended length of time adoption takes when children are placed with relatives. One case, where the parents were not offered services has been in a plan of adoption for six years. Until State Adoption is held to this outcome, this goal will continue to improve on an incremental basis. State Adoption is hesitant to finalize relative adoptions, holding them to standards that are much higher than that of families within the CWS system. These families typically require longtime support due to the trauma induced developmental issues of children who have been abused.								
Improvement Goal 1.0								
Increase the percentage of youth who exit to a permanent home by improving social worker practice to support permanency efforts.								
Strategy 1. 1 Institutionalize concurrent planning practice.				<input type="checkbox"/>	CAPIT	Strategy Rationale Clear concurrent planning practices helps assure that youth are part of a permanent family and that relationships prior to foster care are maintained.		
				<input type="checkbox"/>	CBCAP			
				<input type="checkbox"/>	PSSF			
				<input type="checkbox"/>	N/A			
Milestone	1.1.1 Increase collaborative case reviews of concurrent planning (prior to Disposition, every three months for children under 3 years old, and every six months for children post reunification). UPDATE: Progress has been made in collaboration of case review with State Adoption. Continue this strategy to Year 2 to increase			Timeframe	<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012		Assigned to	CWS Supervisor

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	<p>concurrent planning reviews for children under 3 years old.</p> <p>1.1.2 Develop a set of <i>permanency principals</i> and translate into policies and procedures agency wide and for various stages of a case.</p> <p>1.1.3 Improve tools and support for implementing concurrent planning (guidelines, checklist, referral forms, support staff resources).</p> <p>1.1.4 Include concurrent planning efforts in staff evaluation.</p>		<p><input type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012</p> <p><input type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input checked="" type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012</p> <p><input type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input checked="" type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012</p>		<p>CWS Deputy Director CWS Program Manager</p> <p>CWS Program Manager</p> <p>CWS Program Manager CWS Supervisor</p>
<p>Strategy 1.2 Improve efforts to recruit permanent families and maintain life-long relationships.</p>		<p><input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A</p>	<p>Strategy Rationale Children reach permanency faster when they have caring adult relationships.</p>		
<p>Milestone</p>	<p>1.2.1 Complete process and procedures and implement Family Finding search for relatives and absent parents, including resolving paternity issues early in a case.</p> <p>UPDATE: A focus on resolving paternity issues early in a case has resulted in more options for children/youth. Due to staff turnover Glenn will continue this goal during Year 2.</p> <p>1.2.2 Create screening tools and training and support documents to educate potential caregivers regarding permanency for youth.</p> <p>UPDATE: Glenn County will hold a Permanency Summit in January 2011. This summit will bring stakeholders (attorneys, the judge, foster parents, service providers) together to develop an understanding of how everyone works together toward permanency for youth and to create a</p>	<p>Timeframe</p>	<p><input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012</p> <p><input type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012</p>	<p>Assigned to</p>	<p>CWS Program Manager Outcome & Accountability Manager</p> <p>CWS Program Manager Outcome & Accountability Manager Stakeholders</p>

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		work plan of how to accomplish this.			
		1.2.3 Develop clear definitions and procedures for <i>full disclosure</i> regarding concurrent planning.		<input type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	CWS Program Manager CWS Supervisor
Strategy 1. 3 Implement improved strategies for case file documentation.			<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A	Strategy Rationale Good case file documentation improves positive transfer of a case to a new social worker; identifying key historical and legal actions that impact a youths ability to find permanency.	
Milestone	1.3.1 Create case file cover sheets that identify key historical and legal actions (TPR, reason for non-reunification, psych evaluations, etc). UPDATE: File cover sheets have been developed and about 25% of the cases have this information. Continue this goal for Year 2 to have all case files have this documentation completed.	Timeframe	<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	Assigned to	CWS Program Manager
	1.3.2 Create case file family mappings (genograms) to help identify youth's permanent connections.		<input type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012		CWS Supervisor
Strategy 1. 4 Improve agency commitment to focusing on tasks that support permanency.			<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale An agency that aligns permanency philosophy and values with ongoing practice promotes permanency as well as safety and well-being.	
Milestone	1.4.1 Develop written agency guidelines on reasonable efforts and achieving permanency. UPDATE: Guidelines are in place and new staff will be trained to the guidelines for Year 2.	Timeframe	<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	Assigned to	CWS Program Manager Outcomes & Accountability Manager
	1.4.2 Court reports specify permanency-planning efforts (possible placement options, what they found out about identified family, why or why not suitable) and sibling contact. UPDATE: This has been accomplished in Year 1		<input type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012		CWS Supervisor

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but will be continued to Year 2 to train new social workers.		
1.4.3 Conduct permanency team meetings for all youth 16 years old post reunification services without an identified permanent family every six months.	<input type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	CWS Supervisor

Improvement Goal 2.0
Increase the percentage of youth who exit to a permanent home by improving mental health assessment, treatment and contact with providers.

Strategy 2. 1 Foster children receive more health and mental health services and supports.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale Identifying children’s health and mental health needs early in the case improves placement stability and the likelihood of children reaching permanency.
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Milestone 2.1.1 Develop written policy and procedures for screening, assessment and treatment of children entering foster care. UPDATE: This goal has not been accomplished. Continue to Year 2.	Timeframe <input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	Assigned to CWS Program Manager Outcome & Accountability Manager
2.1.2 Implement behavioral health screenings of all children prior to Disposition.	<input type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	CWS Supervisor
2.1.3 Implement interagency review of transitioning aged youth mental health needs and supports.	<input type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input checked="" type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	CWS Deputy CWS Program Manager

Describe any additional systemic factors needing to be addressed that support the improvement plan goals.
 Courts, attorneys and CWS must closely collaborate and align efforts to assure permanency outcomes for children/youth.
 The Blue Ribbon Commission of Glenn County has made this one of their goals.
 Courts must assure that permanency hearings are held timely and reasonable efforts are made to timely place children in permanent homes.
 Prioritize permanency as an integral part of CWS as well as safety and well being

Describe educational/training needs (including technical assistance) to achieve the improvement goals.
 Provide training to social workers on promoting educational needs of children.
 This training will take place in December of 2010.
 Provide training to social workers, services providers and foster parents on permanency planning.
 A Permanency Summit is planned for January of 2011. This is a collaborative effort with the Administrative Office of the Courts.

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

Nurture cooperative relationships with State Adoption workers.

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

Educate community partners in permanency philosophy, values and efforts.

Improve interagency partnerships in support of concurrent planning.

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

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

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Well Being Outcomes:
Measures 8A

County's Current Performance:
Baseline for this measure was established in Quarter 4 2008. These measures are included in the SIP as they are part of the CC25I program.

Measure Number	Measure description	Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Trend Line	Positive Change
8A	High School completion	01/01/08 No data	12/31/08 No data	0 No data	2 No data	0.0 No data	+	
8A	Obtained Employment	01/01/08 No data	12/31/08 No data	1 No data	2 No data	50.0 No data	+	
8A	Have Housing Arrangements	01/01/08 No data	12/31/08 No data	2 No data	2 No data	100.0 No data	+	
8A	Received ILP Services	01/01/08 No data	12/31/08 No data	2 No data	2 No data	100.0 No data	+	
8A	Permanency Connection with an Adult	01/01/08 No data	12/31/08 No data	0 No data	2 No data	0.0 No data	+	

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

There is no data reported on these measures for Quarter 1-2010. Perhaps it is due to changes in the way data was entered. Staff supporting youth have been trained on NYTD data input. Glenn County is also entering information in the Efforts to Outcome database.

Improvement Goal 1.
Youth exiting foster care are more self-sufficient.

Strategy 1. 1 Foster youth are making educational progress and increasing school attendance.	<input type="checkbox"/>	CAPIT	Strategy Rationale Progress and completion of high school and higher education goals contribute to stability and the ability to obtain employment.
	<input type="checkbox"/>	CBCAP	
	<input type="checkbox"/>	PSSF	
	<input checked="" type="checkbox"/>	N/A	

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

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	1.1.3 Promote higher education attainment by encouraging completion of A-G requirements for high school students.		<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input checked="" type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012		CWS Supervisor
Strategy 1. 2 All foster care youth will participate in Youth Employment Services and obtain a job or job experience prior to emancipating from foster care.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale Youth with employment readiness schools and job experience are more able to support themselves after emancipation.		
Milestone	1.2.1 All youth are referred to the YES program. <i>UPDATE: This goal has been accomplished.</i>	Timeframe	<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	Assigned to	CWS Supervisor ILP Provider
	1.2.2 All youth have the opportunity developed job search skills, resumes and paid or unpaid job experience in a field of their interest. <i>UPDATE: Despite a loss of funding, Glenn County continues to provide a YES program to youth.</i>		<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input checked="" type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012		CWS Supervisor ILP Provider
Strategy 1. 3 All emancipating youth will have multiple housing options when they leave care.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale Stability in housing provides security.		
Milestone	1.3.1 Identify youth's options for housing post emancipation. <i>UPDATE: Youth's options continue to get identified through Permanency Team Meetings. Continue this strategy for both Year 2 and #.</i>	Timeframe	<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	Assigned to	CWS Supervisor
	1.3.2 Develop housing opportunities for youth.		<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input checked="" type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012		CWS Supervisor

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Strategy 1.4 All emancipating aged youth will be referred and have access to individual or group ILP service.		<input type="checkbox"/> CAPIT	Strategy Rationale Independent living skills prepare youth to live own their own and increase their confidence.		
		<input type="checkbox"/> CBCAP			
		<input type="checkbox"/> PSSF			
		<input checked="" type="checkbox"/> N/A			
Milestone	1.4.1 All youth have a Transition Independent Living Plan that they have participated in developing. UPDATE: Youth are participating in their TILP. Maintain and continue this goal to Year 2 and 3.	Timeframe	<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	Assigned to	CWS Supervisor
	1.4.2 Information on these efforts will be recorded in ETO and CWS/CMS. UPDATE: ETO and CWS continue to be the main areas where information is stored. Year 2 will add training on the NYTD.		<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input checked="" type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012		CWS Supervisor
	1.4.3 All emancipating aged youth 16 and over without a permanent home will have a permanency team meeting every six months.		<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input checked="" type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012		CWS Supervisor ILP Coordinator
Strategy 1.3 All emancipating aged youth will have permanent connections with at least one adult.		<input type="checkbox"/> CAPIT	Strategy Rationale Permanent connections provide stability and a sense of community to youth.		
		<input type="checkbox"/> CBCAP			
		<input type="checkbox"/> PSSF			
		<input checked="" type="checkbox"/> N/A			
Milestone	1.3.1 Social workers will help youth identify and maintain relationships with adults who will be part of their permanency team. UPDATE: This strategy is being met.	Timeframe	<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012	Assigned to	CWS Supervisor
	1.3.2 Visitations for these connections will be identified in the case plan and documented in court reports. UPDATE: Continue to Year 2 to train new social workers.		<input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012		CWS Supervisor

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<p>1.3.3 Youth will be provided means to maintain family relationships including visits with siblings. <i>UPDATE: Many youth are visiting with family members. Increased efforts will continue.</i></p>	<p><input checked="" type="checkbox"/> Year 1-Oct. 21, 2009 to Oct. 21, 2010 <input checked="" type="checkbox"/> Year 2-Oct. 21, 2010 to Oct. 21, 2011 <input checked="" type="checkbox"/> Year 3-Oct. 21, 2011 to Oct. 21, 2012</p>	<p>CWS Supervisor</p>
<p>Describe any additional systemic factors needing to be addressed that support the improvement plan goals. Agency philosophy and values that support success of transition aged youth. Identify multiple housing opportunities and strategies.</p>		
<p>Describe educational/training needs (including technical assistance) to achieve the improvement goals. Assistance and training in understanding education requirements and strategies to promote successful completion. <i>A plan has been develop and training of social workers will take place in December 2010.</i> Staff support in maintenance of database and creating reports. <i>Some reports are being created and run by support staff.</i></p>		
<p>Identify roles of the other partners in achieving the improvement goals. Schools must participate in multiple disciplinary teams. Workforce Investment Act programs must include transition aged youth focus and advocacy.</p>		
<p>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. Youth can remain in foster care until they are 21 years old. Align with Federal changes.</p>		

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