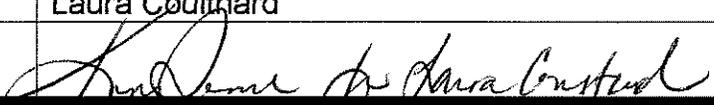
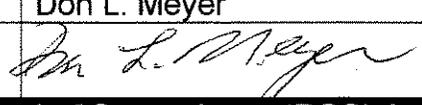


Appendix B: Part I – CWS/Probation Cover Sheet SIP Update

California's Child and Family Services Review System Improvement Plan	
County:	Sacramento
Responsible County Child Welfare Agency:	Sacramento County Department of Health and Human Services, Child Protection Division
Period of Plan:	July 1, 20010 – June 30, 2012
Period of Outcomes Data:	Quarter ending: Q2 2010
Date Submitted	July 19, 2010
County System Improvement Plan Contact Person	
Name:	Laura Williams
Title:	Human Services Program Manager
Address:	925 Del Paso Blvd. Sacramento, CA 95818
Fax:	916-874-3356
Phone and e-mail:	916-874-5080 williamsLau@SacCounty.net
Submitted by each agency for the children under its care	
Submitted by:	County Child Welfare Agency Director (Lead Agency)
Name:	Laura Coulthard
Signature:	
Submitted by each agency for the children under its care	
Submitted by:	County Chief Probation Officer
Name:	Don L. Meyer
Signature:	
Board of Supervisors (BOS) Approval	
BOS Approval Date:	12/1/09
Name:	/
Signature	

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Accountability – Systemic Reorganization – Consolidate Investigations

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Outcome Area	Strategy Area	Strategy
Accountability	Systemic Reorganization	Consolidation of Investigations
		Establish Centralized Placement Services Unit
		Reformat and consolidate existing policies and procedures
		Increase worker retention
		Adopt vertical case management
		Adopt a regional organization structure
	Regular Use of Data	Embed data analysis in management decisions
	Performance Evaluation	Implement a performance evaluation system.
Safety	Timeliness	Timely Safety Assessments
		Timely Response to Referrals – Immediate
		Timely Response to Referrals – 10 Day
		Timely Social Worker Visits with Child
	Quality Oversight Collaborative Decision Making	Quality of assessments
		TDMs
		See TDMs
Permanency	Creating stability	See TDMs
		See TDMs: Increase the number of kin placements
		Youth Transition (Probation)
	Reducing Time in Care	Family Engagement (Probation)
		Skill Development (Probation)
		See vertical case management

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Accountability – Systemic Reorganization – Consolidate Investigations

Outcome: All ER referrals will be investigated by the ER program	Strategy Rationale: Abuse/neglect investigations should be completed by staff who are trained and supervised for this task.	
Milestones	Timeline	Method of Measurement
1 Meet and confer with labor 1.1 SEIU – approved in concept 10/22. Subgroup to work on issues and present a draft 11/16. UPE completed 12/1/09 Implement in Family Reunification	September 30, 2009 Completed 12/1/2009	Meeting held Malinda Lake Kim Pearson Malinda Lake Kim Pearson
2.1 Immediate response referrals 2/2/09 - 10/27/10 training for ER in working with dependents & SDM Substitute Caretaker tool. 1/4/10 ER testing to begin 2.2 Ten day referrals 3/1/10 ER will start doing FRs 10 day referrals	March 31, 2010 Completed March 4, 2010 & ongoing May 31, 2010 June 15, 2010 June 30, 2010 & ongoing Completed 7/6/10 July 31, 2010	SafeMeasures SafeMeasures Luis Villa Kim Pearson
3 Implement in Permanency Services 3.1 Train ER & permanency staff on new procedures 3.2 Pilot new procedures 3.3 Final implementation		
4 Implement in Adoptions 4.1 Train ER & adoption staff on new procedures 4.2 Pilot new procedures 4.3 Final implementation	August 15, 2010 September 30, 2010 & ongoing	99% of all Emergency Response referrals will be handle by ER SafeMeasures
<p>Discuss changes in identified systemic factors needed to further support the improvement goals. Revision of Policy/Process/Procedure to have Emergency Response conduct all investigations. Implementation of PEP</p>		
<p>Describe educational/training needs. Training session on common risk assessment areas designed and delivered. Advanced SDM risk assessment training. Design and deliver training session on Placement Unit.</p>		
<p>Identify roles of the other partners in achieving the improvement goals. Training: The University of California Davis Extension Northern Academy and Children's Research Center. Labor unions regarding consolidation of emergency response investigations in the ER program.</p>		
<p>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. None</p>		

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Accountability – Systemic Reorganization – Centralized Placement Unit

Outcome: Placement stability measures will improve due to increased placement with kin and early placement TDMs.	Strategy Rationale: Research supports that relative placements and TDMs increase stability and reduce reentry. A centralized placement unit will increase the opportunity to place with kin within 23 hours of removal, thus avoid a shelter placement.	Milestones		Timeline	Method of Measurement	Assigned		
Strategy : Design, test, and implement a centralized Placement Unit.								
1. Implement a Centralized Placement Services Unit <i>As of March 2009, CPSU is making placements for all new placement episodes of children becoming dependents.</i>				10/30/10 & ongoing		Luis Villa		
1.1 Make all placements and replacements for FR				7/30/10				
1.2 Make all placements and replacements for long term placement				10/30/10				
Discuss changes in identified systemic factors needed to further support the improvement goals. Reallocate staff to support the centralized placement process and capacity for kinship assessments.								
Describe educational/training needs: Initial and on-going training on TDMs and how to use the centralized placement process.								
Identify roles of the other partners in achieving the improvement goals. Partners will continue to support and participate in TDMs.								
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. Regulatory and statutory changes are needed relating to waivers in order to expand the ability to increase relative placements.								
Associated Measurable Outcomes								
C4.1 Placement Stability for those in care less than 12 months (SafeMeasures)		Actual	1/1/08-12/31/08	1/1/09-12/31/09	1/1/10-12/31/10	1/1/011-12/31/11	1/1/12-12/31/12	1/1/13-12/31/13
Berkeley Report: 10/1/08-9/30/09: 78.6%		Goal	78.0%	80%	85%	90%	90%	90%
C4.2 Placement Stability for those in care 12 to 23 months. (SafeMeasures)		Actual	10/1/07-9/30/08	10/1/08-9/30/09	10/1/09-9/30/10	10/1/10-9/30/11	10/1/11-9/30/12	
Berkeley Report: 10/1/08-9/30-09: 65.4%%		Goal	54.3%	54.5%	54.7%	54.9%	55.1%	

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Accountability – Systemic Reorganization – Policies and Procedures

Outcome: Reform, revise, and consolidate existing policies, processes, and procedures		Strategy Rationale: Staff need accessible, simple, up to date, and cross-linked written direction on how to perform their job. Revised policy/process/procedures will standardize the work so the impact of new strategies can be better judged.		
Strategy: Produce policies/process/procedures concurrently with the redesign of processes				
Milestones		Timeline	Method of Measurement	Assigned
1. Train project staff in information mapping		October 2010 Completed October 2010 but remains an ongoing task	Training Attended	Laura Williams
2. Rewrite policy/process/procedure		June 2012 & ongoing	Posted electronically on common drive	Laura Williams
Primary P/P/P	Related P/P/P			
ER Intake	<ul style="list-style-type: none"> ○ Protective Custody ○ How to obtain a protective custody order & How to execute a protective custody warrant ○ Establishing Dependency ○ Secondary Referral ○ TDMS ○ Court Intervention Staffing ○ How to check a child in protective custody into the Children's Receiving Home ○ How to obtain a non-detaining order ○ Update Component 3, task 1 of existing policy 	3/31/10 4/30/10		
Medical Exams update		5/30/10		
Placement	Bed Holds	12/31/10		
Assessment & Case Planning	Client Engagement	12/31/10		

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Accountability – Systemic Reorganization – Policies and Procedures

Permanency	Paternity Testing Adoption	6/1/11		
Case Transfer		12/31/10		
Court Reports		12/31/10		
Case Management	Referrals <ul style="list-style-type: none"> o AOD Services o Mental Health Services o Housing Transportation Social worker visits with child, caretaker, parents Family visitation	12/31/10		
3. Design and implement a process to ensure policies and procedures are continuously reviewed and updated				
		8/31/09 Completed on 8/8/09	Posted electronically on common drive	Laura Williams
4. Design and implement a shortened policy/process/procedure approval process				
Discuss changes in identified systemic factors needed to further support the improvement goals. Supervisors and managers should use these when answering questions and/or training staff.		12/31/10 Completed on 8/8/09	Adopted by Executive Management Team	Laura Williams
Describe educational/training needs. New policy/process/procedure will need to be incorporated into training Identify roles of the other partners in achieving the improvement goals. LCD Training Center Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. None				

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Customer: Improve weather education Strategy: Improve training and staff support	Accountability ... Systemic Reorganization ... Increase worker retention	Increase worker retention Identify Retention: An enterprise-wide effort for problem babies. A daily workshop includes state transitions due to staff vacancies, which serve as a warning time and plan development. Plan for the long term of impact in the case of early and gradual increase weather education data
Objectives	Timeline	Assigned
<p>1. Develop and implement a plan to address weather education, management, increasing energy production and understanding the overall weather program strategy.</p> <p>1.1. Develop a plan to address weather education, management, increasing energy production and understanding the overall weather program strategy.</p> <p>1.2. Develop a plan to address weather education, management, increasing energy production and understanding the overall weather program strategy.</p> <p>1.3. Develop a plan to address weather education, management, increasing energy production and understanding the overall weather program strategy.</p> <p>1.4. Develop a plan to address weather education, management, increasing energy production and understanding the overall weather program strategy.</p> <p>1.5. Develop a plan to address weather education, management, increasing energy production and understanding the overall weather program strategy.</p>	<p>March 21, 2010 Completed</p> <p>Developed and implemented a plan to address weather education, management, increasing energy production and understanding the overall weather program strategy.</p> <p>Completed March 21, 2010</p>	<p>Completed of weather education, management, increasing energy production and understanding the overall weather program strategy.</p> <p>Completed March 21, 2010</p>
<p>2. Develop a plan to address weather education, management, increasing energy production and understanding the overall weather program strategy.</p> <p>2.1. Develop a plan to address weather education, management, increasing energy production and understanding the overall weather program strategy.</p> <p>2.2. Develop a plan to address weather education, management, increasing energy production and understanding the overall weather program strategy.</p> <p>2.3. Develop a plan to address weather education, management, increasing energy production and understanding the overall weather program strategy.</p>	<p>Completed March 21, 2010</p> <p>Completed March 21, 2010</p> <p>Completed March 21, 2010</p>	<p>Completed of weather education, management, increasing energy production and understanding the overall weather program strategy.</p> <p>Completed March 21, 2010</p>
<p>3. Develop a plan to address weather education, management, increasing energy production and understanding the overall weather program strategy.</p> <p>3.1. Develop a plan to address weather education, management, increasing energy production and understanding the overall weather program strategy.</p>	<p>Completed March 21, 2010</p>	<p>Completed of weather education, management, increasing energy production and understanding the overall weather program strategy.</p> <p>Completed March 21, 2010</p>
<p>4. Develop a plan to address weather education, management, increasing energy production and understanding the overall weather program strategy.</p> <p>4.1. Develop a plan to address weather education, management, increasing energy production and understanding the overall weather program strategy.</p>	<p>Completed March 21, 2010</p>	<p>Completed of weather education, management, increasing energy production and understanding the overall weather program strategy.</p> <p>Completed March 21, 2010</p>

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Accountability – Systemic Reorganization – Increase worker retention

5	Develop a systemic process for regularly receiving job satisfaction feedback.	12/31/2010	Issue Report	Karen Parker					
Discuss changes in identified systemic factors needed to further support the improvement goals.									
NA									
Describe educational/training needs.									
NA									
Identify roles of the other partners in achieving the improvement goals.									
NA									
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.									
NA									
Associated Measurable Outcomes									
Increase worker retention ¹		2008	May-June 2009	July – December 2009	January – June 2010	July – December 2010	January – June 2011	July – December 2011	January – June 2012
Baseline Data/Actual		13%	3%	1%					
Target			≤6%	≤6%	≤6%	≤6%	≤8%	≤8%	≤10%

¹ Chapter 13 of the Monthly Data Book.

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Accountability – Systemic Reorganization – Adopt vertical case management

Outcome: Increased placement stability		Strategy Rationale: Worker continuity during dependency will improve permanency outcomes and placement stability		
Strategy : Adopt Vertical Case Management				
	Milestones	Timeline	Method of Measurement	Assigned
1	Use Compression Planning to create work plan and timelines.	June 2010	Plan exists	Laura Coulthard
2	Revise SIP to incorporate milestones developed at Compression Planning	June 2010	SIP Submission	Laura Williams
3	Adopt case reassignment method	July 2010		
4	Train staff	September 2010	# staff trained	Terry Clauser & Karen Parker
5	Test model	October –December 2010	At least 1 unit adopting	Terry Clauser & Karen Parker
6	Train staff	January 2011	% staff trained	Terry Clauser & Karen Parker
7	Implement	March 2011	% applicable units adopting	Melinda Lake Luis Villa
Discuss changes in identified systemic factors needed to further support the improvement goals.				
Emergency Response assume investigation for all secondary referrals. Centralized Placement Unit able to make all placements.				
Describe educational/training needs.				
Staff will be trained on new process and roles.				
Identify roles of the other partners in achieving the improvement goals.				
Attorneys				
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.				
N/A				

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Accountability – Systemic Reorganization – Adopt a regional organization structure

Outcome: Division reorganization
Strategy : An identified group of workers will be assigned cases according to geographic region.

Strategy Rationale: Workers will become familiar with resources within their assigned geographic area. Building relationships with partners will result in better services to the child and family.

Milestones		Timeline	Method of Measurement	Assigned
1	Use Compression Planning to create work plan and timelines.	June 2010	Plan exists	Terry Clauser & Karen Parker
8	Revise SIP to incorporate milestones developed at Compression Planning	June 2010	SIP Submitted	Laura Williams
2	Determine processes to be regionalized	August 2010	Plan approval	Laura Coulthard
3	Determine region boundaries	August 2010	Plan approval	Laura Coulthard
4	Train pilot staff	September 2010	% of staff trained	Terry Clauser & Karen Parker
5	Pilot the model	October – December 2010	Pilot cases assigned	Terry Clauser & Karen Parker
6	Create method for staff reassignment	January 2011	Approve method	Laura Coulthard
7	Reassign staff	March 2011	Reassignment of worker codes	Kim Pearson Melinda Lake Luis Villa

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

Vertical case management will need to be implemented

Describe educational/training needs.

Processes will be redefined and staff trained on them.

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

Public education districts are important in successful reorganization

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

N/A

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Accountability – Regular Use of Data -- Embed Data Analysis in Management Decisions

Outcome: Meet or exceed SIP outcomes		Strategy Rationale: Use of data in decision making will strengthen the organizational capacity to make lasting, effective program changes.		
Strategy : Embed data analysis in management decisions				
Milestones	Timeline	Method of Measurement	Assigned	
1 Review SIP progress monthly at Division Managers meeting	ongoing			
2 Review the progress of at least one SIP strategy at Executive Management Team Meetings	ongoing			
3 Utilize data analysis skills by				
3.1 Reporting outcomes Friday morning all managers call	ongoing			
3.2 Reviewing outcome dashboards	ongoing			
4 Improve staff skills in data analysis				
4.1 SafeMeasures for data monitoring via Safe Measures training: 5 sessions, each for a different program grouping	March & April 2009	104 staff attended	Terry Clauser	
4.2 Data analysis and use of Berkeley web site for data monitoring via Chapin Hall Training	6/30/09-7/2/09	41 Attended	Terry Clauser	
Discuss changes in identified systemic factors needed to further support the improvement goals.				
Not applicable.				
Describe educational/training needs.				
The Division has in-house resources to conduct logic model training.				
Identify roles of the other partners in achieving the improvement goals.				
None other than identified on specific work plans.				
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.				
None				

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Accountability – Performance Evaluation – Performance Evaluations

Outcome: Conduct annual performance evaluations		Strategy Rationale: Performance feedback is essential to develop a skilled work force.	
Strategy: Adopt and implement PEP			
Milestones		Timeline	Assigned
1. Train line staff on how to complete their part of the PEP. Note: Staff are trained the month prior to the PEP due date.		June 2011	Melinda Lake Kim Pearson Luis Villa
2. Conduct annual performance evaluations		June 2011 & ongoing	Offer staff on-line training, training by the Training unit, or training by their supervisor 95% of all Staff will have a PEP evaluation within 2 months of its due date
Discuss changes in identified systemic factors needed to further support the improvement goals. None			
Describe educational/training needs. None			
Identify roles of the other partners in achieving the improvement goals. None			
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. None			

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Safety – Timeliness – SDM Safety Assessments

6.3.3.2	Train staff	11/30/09 completed	90% of staff receiving hardware are trained	Karen Habben	
6.3.3.3	Monitor that staff are using the NetBooks and reallocate NetBooks as needed	12/31/09 ongoing	Monthly report of air time usage	Bambi Rethford Laura Williams	
6.4	Monitor	March and April 2009	80% of targeted staff will be trained	Tarry Clauser	
6.4.1	Emergency Response Program managers and supervisors will attend program specific Safe Measures Training to learn how to create compliance reports.	12/31/10	By report of Division Manager	Kim Pearson	
6.4.2	Emergency Response Program managers and supervisors will routinely produce monitoring reports.	12/31/10	SafeMeasures usage report will show 85% of supervisors use SafeMeasures at least 4 times a month.	Kim Pearson	
6.4.3	Emergency Response Program managers and supervisors will use the monitoring reports to improve staff compliance.				
<p>Discuss changes in identified systemic factors needed to further support the improvement goals. Revision of Policy/Process/Procedure to have Emergency Response conduct all investigations. Implementation of PEP</p> <p>Describe educational/training needs. Training session on common risk assessment areas designed and delivered. Advanced SDM risk assessment training. Design and deliver training session on Placement Unit.</p> <p>Identify roles of the other partners in achieving the improvement goals. Training: The University of California Davis Extension Northern Academy and Children's Research Center. Labor unions regarding consolidation of emergency response investigations in the ER program.</p> <p>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. None.</p> <p>Associated Measurable Outcomes</p>					
SDM Timely Completion Rate (SafeMeasures)		7/1/09	12/31/09	6/30/10	12/31/10
		Actual	69.4%	75.9%	
		Goal	90%	95%	95%

* Using the staff counts for the PEP strategy, there are 151 targeted staff minus 25 clerical supervisors and family service supervisors = 126 staff.

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Safety – Quality Oversight – Timely Response to Immediate Referrals

Outcome: Timely response to Immediate Response Referrals		Strategy Rationale:					
Strategy : Regularly monitor timeliness		Close monitoring of compliance will improve performance.					
Milestones	Timeline	Method of Measurement	Assigned				
1. Supervisors and Managers will routinely review SafeMeasures outcome data for response to immediate referrals	Ongoing	See Below	Luis Villa Kim Pearson Melinda Lake				
Discuss changes in identified systemic factors needed to further support the improvement goals. Routine performance evaluations (see strategy 1) will provide concrete feedback to staff.							
Describe educational/training needs. None							
Identify roles of the other partners in achieving the improvement goals. None							
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. None							
Associated Measurable Outcomes							
2B Timely Response to Referrals ⁸	Actual	10/1/08-12/31/08	July 2009 ⁷	1/1/10 – 3/30/10	4/1/10-6/30/10	7/1/10 -9/30/10	July 2011
	Goal	79.5%	89.2%	95.1%	95%	95%	95%

⁷ Children's Research Center SafeMeasures Data, Sacramento County, AB 636 Measure 2C: Timely Social Worker Contacts, Retrieved 9/17/09 from Children's Research Center website. URL: <https://www.safemeasures.org/ca/safemeasures.aspx>

⁸ Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magnuder, J., Exel, M., Glasser, T., Williams, D., Zimmermann, K., Lou, C., & Peng, C. (2009) Child Welfare Report for California. Retrieved 8/20/09 from University of California at Berkeley Center for Social Services website http://cssr.berkeley.edu/research_data/data/direct/ISS_2B.aspx for the period 10/1/08-12/31/08.

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Safety – Quality Oversight – Timely Response to 10 Day Referrals

Outcome: Timely response to 10 Day Referrals	Strategy Rationale: Close monitoring of compliance will improve performance.				
Strategy : Monitor outcomes using SafeMeasures					
Milestones	Timeline	Method of Measurement	Assigned		
1. Supervisors and Managers will routinely review SafeMeasures outcome data for response to 10 day referrals	Ongoing	See Below	Kim Pearson		
Discuss changes in identified systemic factors needed to further support the improvement goals. Routine performance evaluations (see strategy 1) will provide concrete feedback to staff.					
Describe educational/training needs: None					
Identify roles of the other partners in achieving the improvement goals. None					
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. None					
Associated Measurable Outcomes					
2B Timely Response to Referrals- 10 Day ⁹	Actual	10/1/08-12/31/08	July 2009 ⁹	July 2010	July 2011
	Goal	79.5%	89.2%	91.0%	93%
January 2010 = 88.3%; Feb 2010 = 89.7%					

⁹ Children's Research Center SafeMeasures Data. Sacramento County, AB 636 Measure 2C: Timely Social Worker Contacts. Retrieved 9/17/09 from Children's Research Center website. URL: <https://www.safemeasures.org/ca/safemeasures.aspx>
 or Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmermann, K., Lou, C., & Peng, C. (2009) Child Welfare Report for California. Retrieved 8/20/09 from University of California at Berkeley Center for Social Services website http://cssf.berkeley.edu/sites/default/files/childwelfare/19SS_218.aspx for the period 10/1/08-12/31/08.

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Safety – Quality Oversight – Timely Child Visits

Outcome: Timely social worker visits with child		Strategy Rationale: Close monitoring of compliance will improve performance			
Strategy : Monitor outcomes using SafeMeasures					
Milestones	Timeline	Method of Measurement	Assigned		
1. Supervisors and Managers will routinely review SafeMeasures outcome data for timely social worker visits with child	Ongoing	Routine performance evaluations will provide concrete feedback to staff.	Melinda Lake Luis Villa		
2. Implement reporting of FFA social worker visits to CWS/CMS	September 2010	Submission of visit information from FFAs	Melinda Lake Luis Villa		
3. Ask Family Reunification staff with under 25 cases to make courtesy visits for Placement Services and Adoption cases. Courtesy visits will only be done for children 6 and older.	July 2010	Placement Services timely social worker visit to child will improve to 90%	Luis Villa		
Discuss changes in identified systemic factors needed to further support the improvement goals. Routine performance evaluations (see strategy 1) will provide concrete feedback to staff.					
Describe educational/training needs. None					
Identify roles of the other partners in achieving the improvement goals. None					
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. None					
Associated Measurable Outcomes					
Timely Social Worker visits with Child	Goal	12/08	Q2 2009	Q2 2010	July 2011
	Actual			94%	95%
Timely Social Worker visits with Children 5 and under	Goal			94%	95%
	Actual				

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Safety – Quality Oversight – Quality of Assessments

Outcome: SDM Safety Assessments are completed timely		Strategy Rationale: The quality of SDM Safety Assessments cannot be compromised to meet timeliness standards.		
Strategy : QA system				
Milestones		Timeline	Method of Measurement	Assigned
1	Conduct a quality assurance review at least quarterly on a sample of Emergency Response's SDM Safety assessments.	Ongoing	Report issues	Laura Williams
2	Work with SDM coordinator to retrain staff on common errors.	Ongoing	Training held	Laura Williams
Discuss changes in identified systemic factors needed to further support the improvement goals.				
Describe educational/training needs.				
Identify roles of the other partners in achieving the improvement goals.				
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.				

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Permanency – Creating Stability – TDMS

Outcome: Increase placement stability at 12 and 24 months and reduce reentry.		Strategy Rationale: Research supports that relative placements and TDMS increase stability and reduce reentry.	
Strategy : Hold TDMS at strategic points in the referral/case to improve stability in foster care and increase first time placements with kin.			
Milestones	Timeline	Method of Measurement	Assigned
1 Hold TDMS at the following points in the referral/case: 1.1 Before or shortly after a child is put in protective custody, especially for children reentering foster care; 1.2 Before reunification; 1.3 When the current placement is threatened.	11/1/09 & ongoing	Placement Stability at 12 and 24 months	Kim Pearson, Melinda Lake, Luis Villa
2 When relatives are available, appropriate, and can receive a 309 approval, place children with relatives as their first placement.	11/1/09 & ongoing	Decreased reentry following reunification Placement stability at 12 and 24 months. Increase kin placements	Kim Pearson, Melinda Lake, Luis Villa
Discuss changes in identified systemic factors needed to further support the improvement goals. Establishment of the Centralized Placement Services Unit.			
Describe educational/training needs. None			
Identify roles of the other partners in achieving the improvement goals. Partners will continue to support and participate in TDMS			
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. None.			

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Permanency – Creating Stability – TDMS

Associated Measurable Outcomes		1/1/07- 12/31/07	1/1/08- 12/31/08	1/1/09- 12/31/09	1/1/10- 12/31/10	1/1/011- 12/31/11	1/1/12- 12/31/12	1/1/13- 12/31/13
C 1.4 No Reentry following reunification (SafeMeasures)	Actual	13.7%	16.3% (SM)		12.3%			
	Goal			13.2%				9.9% ¹¹
Placement Stability for those in care less than 12 month (Safe Measures)	Actual	72%	78.0%	78.2%				
	Goal		80%	85%	90%	90%	90%	
Placement Stability for those in care 12 to 23 months (SafeMeasures)	Actual	45.3%	47.4%	56.8%				
	Goal		54.5%	54.7%	54.9%	55.1%		
4B. Placement with Kin at first entry	Actual	9.8%	12.0%					
	Goal			9.8%	10.0%	10.5%	11.0%	11.5%

¹¹ National Standard = 9.9%. California average for 1/1/07-12/31/07 = 11.6%

System Improvement Plan
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Permanency – Creating Stability – Youth Transition

Improvement Goal 1.0 Improve outcomes for youth as it relates to transition.

Milestones	Timeframes	Method of Measurement	Assigned
<p>Strategy 1: Ensure minors receive the necessary services for a successful transition out of Foster Care.</p>			
<p>Strategy Rationale: Outcomes will improve by ensuring proper service. It prepares the minor for adulthood and reduces recidivism.</p>			
1.1: Enhance collaboration with providers and the minors to create a transition plan.	Ongoing Ongoing		
1.2: Enhance collaboration with Independent Living Program (ILP).			
1.3: Develop and Implement ILP services at Sacramento Assessment & Treatment Center (SATC).	March, 2010	For Milestones 1.1 – 1.8 Review each Permanency Planning Hearing report and case plans which will document minor's transition services, document procurement, and participation.	Al Mateer, Harold Rowe, Jeff McClaughry
1.4: Standardize referral procedure for transitional services.	Ongoing		
1.5: Identify and utilize programs willing to provide quality transitional services.	Ongoing		
1.6: Training placement staff to access transitional services for probation youth	March 2010		
1.7: Assist probation minors with procurement of necessary documents, i.e.: birth certificates, Social Security cards, health passports, etc.....	Ongoing		Alex Kwan, Consuelo Palafox- Chavez
1.8: Increase engagement of minors and care providers in transitional activities.	Ongoing	Review each case to ensure proper documentation has been entered.	Al Mateer, Harold Rowe, Jeff McClaughry
1.9: Provide Placement Probation Officers access to the CMS/CWS system and train them to enter data on each youth committed to placement	October 2010		

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Permanency – Creating Stability – Family Engagement

Strategy 2: Increase family engagement through increased face to face family contact.	Strategy Rationale: Outcomes will improve for minors with consistent and frequent family contact.			
Milestones	Timeframes	Method of Measurement	Assigned	
2.1: Determine an appropriate placement program through a comprehensive Assessment.	Ongoing		Jeff McClaughy	
2.2 Sustain support plans using the case plan and the PACT as a tool to address the needs of the minors and their families.	Ongoing		Al Mateer, Harold Rowe, Jeff McClaughy	
2.3: Review family finding computer software applications, within budgetary constraints.	March – August 2010			
2.4: Develop protocol for family finding (locate potential family members or long term care-giver for permanency) Pursuant to Assembly Bill (AB) 938	Ongoing	Review each officers chronos to ensure proper documentation and family contact, through PIP (Probation Information Program) which will measure the officers and family success in improving family engagement		

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Permanency – Creating Stability – Skill Development

Milestones	Timeframes	Method of Measurement	Assigned
<p>Strategy 3: The use of Training, Skill Building, and Evidence Based Practices. Provide Placement staff with professional skills in order to provide a greater level of stability, safety, and permanency or placement.</p>			
<p>Strategy Rationale: Outcomes will improve for minors with professionally trained Placement officers who are trained in services that respond to the unique needs of minors and their families.</p>			
3.1: Identify training that is placement specific	Ongoing		For milestones 3.1, 3.2, 3.3, and 3.4 Al Mateer, Harold Rowe, Jeff McClaughry
3.2: Assign staff for training that meets or exceeds STC requirements, including local, state, and national conferences as related to placement services.	Ongoing	Insure Placement officers attend placement specific training.	
3.3: Train Placement officers to handle the technical complexity of managing Placement cases.	Ongoing	Review training records quarterly.	
3.4: Legal updates and Literature review for Placement officers. Create and maintain a placement specific resource library.	Ongoing	Maintaining current updated literature and resources for placement officers	
3.5: Facilitate training for new Placement officers, by the Division's training officer, as new staff are assigned, and cross train other Probation Divisions regarding placement.	June – August 2010 / As needed		For Milestone 3.5 Harold Rowe
<p>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</p> <p>Funding is needed for additional support staff relevant to Placement-Youth to include Training, Family Finding, State and Federal Grant Finding. Additional support staff would include IT Support, Database Research, and Project Manager to identify unique placement needs and assist in managing large and time sensitive projects.</p>			

Permanency – Creating Stability – Skill Development

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

Need funding to attend placement specific training, conferences, and fairs. Develop training and incentives to engage families; provide social life skills parenting classes.

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

Collaborate with CPS and ILP Services for Probation Placement youth. Collaborate with UC Berkeley for statistic outcomes for Placement. Enhance relationship with UC Davis Northern Training Academy for mandated training, technical assistance, resource development and networking. Identify, review and seek approval of Out-of-State programs.

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

Need State liaison to communicate pending legislation regarding foster care. The liaison would ensure officers were updated on current and pending state regulations that impact placement. Need access to different databases regulated by State, i.e. Medi-Cal, CWS and SSI.