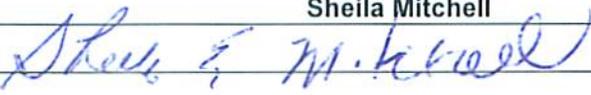


SIP Cover Sheet

California's Child and Family Services Review - System Improvement Plan	
County:	Santa Clara County
Responsible County Child Welfare Agency:	Department of Family and Children's Services
Period of Plan:	June 2009 to June 2012 – Updated SIP, dated April 2010
Period of Outcomes Data:	
Date Submitted:	(1) May 2010
County Contact Person for County System Improvement Plan	
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Submitted by each agency for the children under its care	
Submitted by:	County Child Welfare Agency Director (Lead Agency)
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Signature:	
Submitted by:	County Chief Probation Officer
Name:	Sheila Mitchell
Signature:	

V. Summary Assessment

A. Discussion of System Strengths and Areas Needing Improvements

An evaluation of Santa Clara County's performance with regard to federal and State indicators indicates mixed results. Improvement from a year ago is observed across 11 of the 20 federal and State indicators with 1 State indicator meeting the established goal. Of the 17 federal indicators, 7 are within 10 percent of meeting their respective goals. Strengths or improvements were noted in the following areas:

- Social workers respond in a timely manner to immediate response referrals.
- After training and data integrity efforts, social workers make timely visits to children.
- Children experience timely reunifications. Improvement is also observed for the rate of re-entry into foster care. Moreover, children placed with relatives or NREFMs experience a stronger effect for successful reunification than other placement types.
- Improvement is observed for the finalization of adoptions within 12 months. The effect is strongest for children placed in foster homes. While the adoption rate for children placed with relatives/NREFMs is not strong, it is nonetheless considered an optimal situation for children.
- Most children in foster care are in family placements, such as with relatives or foster homes.

These quantitative improvements are supported by systemic reforms that have been developed in the past few years and which will continue to be a focus or be strengthened and expanded in the next 2009 SIP. Key systemic strengths include:

- Inter-agency and private partnerships support families from front-end services through early intervention (e.g., Differential Response) or informal services (i.e., other diversion services) and continuing services for court cases.
- Focus on reducing disproportional representation of children of color by bringing culturally specific resources into focus for ER and DI staff, targeting DR services, using family group meetings (e.g., TDM), and using the CAT throughout the life of a case to ensure that all families are assessed comprehensively.
- Strengthening of the Family Finding Unit to ensure that all children coming into care are connected with family, with a priority on transition age youths and mid-aged children with no family connections or a permanent plan. In addition, better family finding search engines are being employed.
- A net of comprehensive services to support transition age youths, from basic living skills, to strengthening educational supports, to continued supports post emancipation. A team of inter-Agency and private partners work together to help youths achieve success according to their goals described in the Emancipation Conference.

The areas of improvement that SCC will be focused on are the many "pockets of success" within our county and the need to further evaluate and learn exactly what is working and how to expand these efforts and strategies. Detailed review of cases from the PQCR, the C-CFSR process, internal reviews, and community and stakeholder feedback continues to highlight tremendous efforts that meet all federal outcomes on particular cases. In addition, SCC continues to partner with the community for innovative services and programs that demonstrate best practice. However, SCC needs to concentrate efforts on ensuring that these innovative programs and services and best

practice in particular areas are expanded in order to improve overall practice and impact outcomes for all cases.

Santa Clara County has organized a comprehensive SIP to address structural and procedural changes aimed at improvement in meeting federal outcome indicators throughout the Agency and throughout the "life of a case". In addition, the new Quality Improvement and Enhancement Team and new Supervisor Training Institute are examples of internal resources and supports that will help to support these changes. SCC will continue to rely upon the strong and collaborative partnerships with community stakeholders and partners who are committed to being involved in improving child welfare services in Santa Clara County. We are confident that our efforts will continue to help move Santa Clara County Child Welfare Service in the direction of improved federal outcomes and best practice for children and families.

For Juvenile Probation, evaluation of numbers for youth has shown an increase in youth placed out of the area, as well as an increased ability to ensure the best match of a youth's placement and services to their need. The area of improvement will be information exchange with key partners. For Juvenile Probation, efforts will be toward education of community stakeholders including Court partners, as well as increased collaboration with DFCS.

B. Areas for Further Exploration through the Peer Quality Case Review

Santa Clara County Child Welfare System continues to work to improve all areas of Federal and State outcomes. However, in consideration of the areas for further evaluation through Peer Quality Case Review, Santa Clara County is currently considering two (2) outcome indicators that continue to provide little improvement.

The first area of consideration for the next PQCR is C-CFSR outcome C2.1 – C2.5 regarding Timeliness to Adoption. This is an area in which Santa Clara County is acutely aware that both our internal structure and process, as well as current Court procedures may impede outcome results. DFCS is developing strategies of both structural change as well as the development of a new foster and adoptive parent recruitment and retention plan. A PQCR in this area after some of the changes have begun will enable Santa Clara County to fine tune policies and procedures in order to impact outcome measures and ensure timely adoptions for children in care, as well as to help our Court partners understand their impact on outcomes.

The second area for consideration for the next PQCR is to again review C4.1, C4.2, and C4.3 for Placement Stability. DFCS gained important insight and understanding from the PQCR on Placement Stability in June 2008. Strategic efforts are currently underway with regards to increasing placement options and support for these options. However, with the transition of the Children's Shelter to a Receiving Center occurring in the next fiscal year, it will be vital to ensure that there are no adverse consequences regarding placement. Another PQCR regarding Placement Stability may be helpful in ensuring that the programs, services and resources put into place really are providing the necessary supports to ensure placements are successful.

Although these are potential ideas for Santa Clara County's PQCR in the next three year cycle, DFCS remains open to additional ideas and will track and monitor C-CFSR

outcome progress to ensure that our PQCR selection will be aimed at providing the necessary input and ideas for strategic change.

In addition, DFCS will need to work collaboratively with Juvenile Probation regarding a PQCR focus that would fit for both partners, or collectively decide to have different areas of focus for the next PQCR. Currently, Juvenile Probation has identified that an additional PQCR on placement stability focused on communication and consistent practices in relationship to the Juvenile Courts may be necessary.

**California Child and Family Services Review
System Improvement Plan
UPDATE, Dated April 2010**

**Santa Clara County
Department of Family and Children's Services and
Juvenile Probation Department**

June 2009 to June 2012



**Conducted by
Santa Clara County
Department of Family and Children's Services and the
Probation Department, Juvenile Probation Services**

**Will Lightbourne, Social Services Agency Director
Lori Medina, Department of Family & Children's Services
Director
Sheila Mitchell, Probation Department Chief Probation Officer**

**Submitted to the California Department of Human Services
Children and Family Services Division**

June 2009

I. System Improvement Plan Narrative Report Section

1. Local Planning Bodies

Santa Clara County Department of Family and Children's Services (DFCS) and Juvenile Probation Department (JPD) participated collaboratively in the development and writing of both the county Self Assessment and the System Improvement Plan. Santa Clara County has a history of utilizing multiple collaborations and partnerships in an effort to ensure a true public-private partnership with the county, partner agencies, community stakeholders, youth, caregivers and advocates. These partnerships include internal partnerships and committees within the structure of county business, as well as the development of on-going collaborations to ensure the necessary supports in services and programs for children and families. DFCS and JPD used community meetings with partners in order to discuss and further develop the county's Self Assessment and 2009 System Improvement Plan.

Santa Clara County DFCS began the Self Assessment and SIP process with on-going executive team meetings with administrators and managers beginning in August 2008. DFCS then hosted several community forum meetings with JPD, staff, supervisors, management from both respective agencies, community partners, and additional stakeholders in October and November of 2008, in an effort to share information gathered from the Peer Quality Case Review (PQCR), Child and Family Services Review on site case file review (CFSR), and State and Federal Outcome Measures that would be include in the Self Assessment, as well as to gather agency and community insight into next steps and goals for the SIP.

An oversight committee comprised of caregivers, youth, social workers, probation officers, supervisors, and community partners and stakeholders provided additional feedback and ensured accuracy of information for the final Self Assessment report and the identification of the necessary elements for the System Improvement Plan. In addition, regular monthly and quarterly meetings were identified in which to conduct on-going discussions regarding the SIP. These meetings have included the following:

- Integration and Oversight Team Meetings (Specifically, serves as the Advisory Board for California Connected by 25 and the System Improvement Plan). Identified partners are noted above.
- Council for Cultural Excellence (Utilized for discussion of outcomes related to disproportionality)
- Continuum of Care Meeting (All placement providers)
- Law Enforcement/Joint Response
- Court Permanency Meeting
- Child Abuse Prevention Community Collaborative

These community meetings have included at least one or more representatives from the following:

- Former Foster Youth from the Youth Advisory Board (YAB) and/or California Youth Connection (CYC)
- Caregivers, including the Kinship, Foster and Adoptive Parent Association, Local Foster Family Agencies and Adoption Agencies and Group Homes
- All jurisdictions of Law Enforcement in Santa Clara County
- County Mental Health
- Attorney representatives for the children and youth in Santa Clara County
- Court Appointed Special Advocates

- Indian Health Center
- Faith-based community Partners, such as members from the Black Kitchen Cabinet and members of the Help One Child Christian Faith based community organization
- Child Abuse Prevention Partners and Child Abuse Council Members
- Santa Clara County Office of Education- Foster Youth Services
- Local Education Agencies and School Districts
- San Andreas Regional Center
- Superior Court representatives from Juvenile Dependency and Delinquency Courts
- CalWORKs/Linkages representation
- Community Based Organizations, including foster and adoptive agencies, agencies providing Independent Living Skills, agencies providing preventative services, agencies serving homeless youth, agencies providing family finding services and agencies providing domestic violence services
- Private Foundations including Walter S. Johnson Foundation
- Please refer to the California Self Assessment for Santa Clara County for additional agencies and descriptions. (Attachment A)

In consideration of information contained in the Self Assessment and in alignment with the State's Performance Improvement Plan (PIP), Santa Clara County DFCS identified 20 Practice Enhancement Goals (PEGs) that span child welfare services from prevention and "front end" services to reunification and permanency efforts. (Please refer to Attachment B.) These PEGs are divided into the following categories:

- Investigation and Referral Response
- Assessment and Case Planning
- Engagement Strategies
- Placement Resources
- Health and Well-Being

JPD has 1 identified Practice Enhancement Goal related to Placement Stability

These Practice Enhancement Goals have shaped the creation of Santa Clara County's System Improvement Goals for the next three (3) years and will provide the structure for the changes to accomplish improvement outcomes and increased efforts of best practice work in child welfare and probation.

2. Share Findings that Support Qualitative Change

The Santa Clara County DFCS Administrative Support Bureau in collaboration with the Social Services Agency Department of Governmental Planning and Relations and Information Systems uses the data from the University of California at Berkeley's Center for Social Services Research, SafeMeasures, and multiple production reports using business objects and data from the Child Welfare System/Case Management System (CWS/CMS) to analyze and review child welfare outcomes.

Santa Clara County Probation Department utilizes both internal statistics and required state statistics. The Probation Department collects and submits placement information to the Department of Family and Children's Services (DFCS) on a monthly basis. Probation has its own eligibility worker who keeps track of the DFCS data and submits the information accordingly. DFCS then compiles this data and reports as required.

In addition, in 2008, the decision was made to dedicate resources in Social Services Agency's Administration Office to form the Quality Improvement and Enhancement Team (QIET) to work with DFCS. The goal of this QIET is to support progress on improvement goals and augment supervisory and managerial oversight. DFCS is very concerned about its performance in all federal indicator outcomes and is committed to better identify and understand factors at play, as well as barriers to our improvement in these outcomes. DFCS in conjunction with the QIET team undertake ongoing analysis and work together to ensure systemic agency change and improvements to impact outcomes. Both DFCS evaluation and analysis of outcomes and Social Services Agency (SSA) QIET analysis are incorporated into all identified SIP goals and PEGs.

DFCS has identified practice standards for each of the performance enhancement goals. Each of these 20 Practice Enhancement Goals has an identified lead manager to champion both the design and completion of the identified goals. Each program manager will ensure workgroups with involvement of the appropriate stakeholders and community partners in order to fully identify the project plan including: strategies; milestones; roles of staff, supervisors, managers, and community; training needs; timeframes; and, quality assurance to review progress and outcomes. These 20 PEGs are the foundation upon which DFCS created the 2009 SIP and 6 identified Improvement Goals.

DFCS also created quarterly Integration Team Meetings in 2006, which are used to provide feedback, discussions and serve as an oversight committee for both Santa Clara County's Connected by 25 Services and the County's System Improvement Plan in order to monitor implementation of new goals and progress. These community forum meetings allow youth, caregivers, stakeholders and community partners to provide additional insight and understanding regarding the County's efforts with children and families. This meeting also allows the County to share data, outcomes, and efforts toward improvements.

Probation Placement is a single Unit with one Unit Supervisor and one Probation Manager. Both the Unit Supervisor and Manager work together to achieve the improvement goal, and will advise Probation executive management of progress. The main goal is to develop statistics to help drive data based decisions on placement cases. As it is developed, this data is shared with other Probation Units and Delinquent Court Partners to participate in the overall achievement of the goal.

3. Please see the attached Summary Assessment (Section V) of the Self Assessment (Attachment A).

II. System Improvement Plan Components

Department of Family and Children's Services (DFCS) Identified SIP Goals:

<p>Outcome/Systemic Factor: Investigation and Referral Response (Reoccurrence of Maltreatment)</p>					
<p>County's Current Performance: Santa Clara County's percentage of children without a repeated substantiated recurrence of maltreatment within 6 months of a prior maltreatment (S1.1--No Recurrence Of Maltreatment) is less than the National Standard (≥94.6%) and has decline very slightly over the past 2 years. The vast majority of repeat maltreatment involved allegations of Severe Neglect and General Neglect. Santa Clara County has implemented a number of process improvement strategies to address this area, including Differential Response, Comprehensive Assessment Tools (CAT) for assessment of safety, risk, and protective capacity, and other policy changes and training.</p>					
<p>Improvement Goal 1.0 Reduce repeat maltreatment for children. Indicator: S1.1- No Recurrence Of Maltreatment (source: UCB; a federal performance indicator)</p>					
<p>Strategy 1. 1 CAT tool must be completed for every case and completed prior to determining the direction of the case, and all contacts and case documentation must be entered into CWS/CMS. Indicator: SPHERE CAT Penetration Report (source: SPHERE; not a federal performance indicator)</p>			<p>Strategy Rationale ¹ Completion of the CAT tool prior to decision making and detailed documentation will ensure full assessments prior to determining a child's risk of abuse and/or neglect for both children in care and out of care.</p>		
<p>Milestone</p>	<p>1.1.1. CAT tools will be fully completed for all cases.</p>	<p>Timeframe</p>	<p>November 2009 – Milestone completed</p>	<p>Assigned to</p>	<p>Emergency Response Program Manager –Milestones to be monitored through reports from Sphere regarding CAT completion.</p>
	<p>1.1.2 Training to be provided on best practice investigative narrative including a standard set of information to be included.</p>		<p>November 2009 – Milestone completed</p>		<p>QIET Program Manager Milestones to be monitored through feedback from staff from training.</p>
	<p>1.1.3 Consistent documentation of investigative narrative</p>		<p>November 2009 – Milestone completed</p>		<p>QIET Program Manager Milestones to be monitored through monthly ongoing qualitative evaluation of investigation narratives by QIET. Reports will be provided to</p>

					DFCS & SSA Management on performance. Emergency Response Worker focus groups scheduled for Spring 2010. Retraining as part of ER/DI (Emergency Response/ Dependency Intake) redesign training.
Strategy 1. 2 The agency culture, training and practice surrounding the investigation of child abuse and neglect reports must emphasize looking at the full family, gathering information directly from reporters, considering collateral information, and giving weight to past referrals and/or substantiations. This includes a redesign of Emergency Response and Dependency Intake functions.			Strategy Rationale ¹ Redesign of ER and DI will lead to a more thorough evaluation and follow through regarding assessments abuse and neglect.		
Milestone	1.2.1 Social Workers making the removal decision will be required to complete supporting documentation in the investigative narrative. (*)	Timeframe	July 2010	Assigned to	Administrative Support Manager in conjunction with ER and DI Program Managers Milestones to be monitored through feedback from staff, supervisors and managers. In addition, Investigative Narrative monitoring through QIET.
	1.2.2 Reallocation of resources within ER and DI to allow for full investigation and follow through on case through initial petition.		July 2010		Administrative Support Manager in conjunction with ER and DI Program Managers Milestones to be monitored through collaboration between managers and QIET to review any changes in outcomes to repeat maltreatment.
	1.2.3 Complete, in-person assessments of risk, not limited to the reason for referral and regardless of who the identified victim is.		July 2010		Administrative Support Manager in conjunction with ER and DI Program Managers Milestones to be monitored through QIET reports to management and random sampling of assessments

					through management.
Notes:					
(*) Santa Clara County has created a best practice example for the necessary components to include in an investigation narrative. All staff will be trained and utilize this example for documentation of investigations of child abuse and neglect referrals.					
Improvement Goal 2.0					
Reduce rates of disproportionality for children who are being placed into protective custody, as well as re-entry rates, specifically to decrease the disproportionality of African American families involved in Child Welfare Services.					
Indicators:					
PR--Participation Rates: Entry Rates and Disparity Indices (source: UCB, not a federal performance indicator)					
C1.4 Re-entry following reunification (source: UCB; a federal performance indicator)					
Entry rates with a focus on voluntary versus court cases (source: SPHERE Tracking Report)					
Strategy 2 1			Strategy Rationale ¹		
Increased culturally specific services in front end community service contracts			Providing culturally specific resources will help ensure clients are able to receive culturally appropriate services and emphasize the least restrictive course of action that is safe.		
Milestone	2.1.1	Timeframe	July 2009 to April 2010-delays in the contractual process	Assigned to	Administrative Support Program Manager
	2.1.2		July 2009 to September 2009 – due to delays in the contractual process		Administrative Support Program Manager
	2.1.3		December 2009 to July 2010 – in alignment with the ER/DI redesign		Administrative Support Program Manager
	Request for Proposal for a contract with a community provider who can provide family team meetings within 72 hours of removal. Pilot to begin with African American families.				Milestones to be monitored through feedback from contract provider, families served and special reports provided through Sphere on reductions of disproportionality.
	Request for Proposal for a contract with a community provider able to respond for consultation on Emergency Response cases involving families of African American ancestry.				Milestones to be monitored through feedback from contract provider, families served and special reports provided through Sphere on reductions of disproportionality.
	Greater time allowed through Court for Family Team Decision making prior to the Dispositional Hearing for family involvement in both placement and case planning decisions. Santa Clara County (SCC) will partner with the Courts to separate the				Milestones to be monitored through feedback from the staff, Court and community providers, as well as families served. SCC

	Jurisdictional and Dispositional Court hearings, allowing an additional 15 days between the Jurisdictional and Dispositional Court Hearings.				will also track the numbers of FTD meetings occurring before Disposition.
Strategy 2. 2 Provide training for managers, supervisors, and staff to ensure knowledge of and sensitivity to cultural and ethnic factors relating to child protection and well-being.			Strategy Rationale ¹ Increased awareness of cultural and ethnic factors will provide greater sensitivity and more appropriate assessments for children and families.		
Milestone	2.2.1 A series of cultural training to be provided to staff and supervisors relating to norms, customs and traditions aimed at providing cultural awareness and sensitivity for workers.	Timeframe	December 2009 –milestone completed. Please see attach list of training provided.		Assigned to Administrative Support Manager and Training Unit Milestones to be monitored through evaluations received from staff after training.
	2.2.2 Training on cultural and ethnic factors in comprehensive assessment of children and families to be provided.		December 2009 –milestone completed. Please see attach list of training provided.		
Describe systemic changes needed to further support the improvement goal. Santa Clara County will need to redesign ER/DI functions. This will include re-allocation of resources and re-determination of current job specifications. SCC will work with the Courts to separate the Jurisdictional and Dispositional Hearings, allowing an additional 15 days to complete dispositional recommendations. This time will enable completion of a Family Team Decision meeting for joint decisions regarding placement and case planning.					
Describe educational/training needs (including technical assistance) to achieve the improvement goals. Specific and detailed training for both ER and DI staff regarding changes in job duties. Training to include, but not limited to petition writing, clear and consistent documentation, knowledge and utilization of resources, family engagement in decision making for placement and case planning.					
Identify roles of the other partners in achieving the improvement goals. DFCS will need to ensure that community partners, Court and Law Enforcement are all included in the design, training and roll out of this agency shift to ensure full and complete child welfare assessments of abuse and neglect.					
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. None at this time.					

<p>Strategy 2. 3 Program Manager approval required on all substantiated allegations of emotional abuse and manager review for all referrals with prior referrals for the same allegation. Indicator: Recurrence of allegation with a focus on emotional abuse (source: UCB; not a federal performance indicator.)</p>		<p>Strategy Rationale¹ Greater attention to those substantiated allegations of emotional abuse and cases involving prior referrals will lead to better understanding of decision making and increased consistency throughout the Agency for decision making.</p>			
Milestone	<p>2.3.1 Decreased substantiated emotional abuse allegations</p>	Timeframe	<p>December 2008 –milestone met but continue on-going work</p>	Assigned to	<p>Emergency Response Program Manager</p>
	<p>2.3.2 Clear tracking and quality evaluation of emotional abuse allegations</p>		<p>October 2009 –milestone met but continue on-going work</p>		<p>QIET Program Manager Milestones to be monitored through manager review with case openings for physical abuse. QIET and Evaluation & Planning will complete qualitative case reviews to look at issues and provide specific recommendations to address.</p>

<p>Outcome/Systemic Factor: Placement Stability and Timeliness of Family Reunification</p>	
<p>County's Current Performance:</p> <p>Placement Stability: Santa Clara County's percentage of children with two or fewer placement settings is less than the current National Standards [$\geq 86\%$ for C4.1--Placement Stability (8 Days To 12 Months In Care); $\geq 65.4\%$ for C4.2--Placement Stability (12 To 24 Months in Care); and, $\geq 41.8\%$ for C4.3--Placement Stability (At Least 24 Months In Care)]. Performance has declined particularly in regards to C4.1 and to a lesser extent for C4.2. Between January 2006 and September 2008 the percentages for children who experienced two or fewer placements increased for both relative/non-guardians (64.1% to 74% for relatives and 73.2% to 79.6% for non-relative/non-guardians). Santa Clara County has implemented a number of strategies to improved performance, including Joint Response, Team Decision Making, Resource Family Support Team, Relative Family Support Team, and is planning for training, recruitment and placement practices that are anticipated to improve performance.</p> <p>Timeliness of Family Reunification: Santa Clara County's percentage of children reunifying timely is less than the National Standards [$\geq 75.2\%$ for C1.1--Reunification Within 12 Months (Exit Cohort); $\geq 48.4\%$ for C1.3--Reunification Within 12 Months (Entry Cohort)], but is very near the National Standard as measured by C1.3. Santa Clara County's performance in regards to C1.2--Median Time To Reunification (Exit Cohort) is less than the National Standard of ≤ 5.4 months. The county's performance in regards to C1.4--Reentry Following Reunification (Exit Cohort) is also less than the National Standard of $\leq 9.9\%$. Santa Clara County has implemented training and new practice standards in regards to client assessment and engagement of children and families in assessment and case planning processes, as well as other policy changes and training.</p>	
<p>Improvement Goal 3.0 Increase child and family involvement in development of individualized case plans and services.</p>	
<p>Strategy 3.1 Provide more detailed training on development of case plans and creative ways to engage children and families in their own case planning.</p> <p>Indicators: C1.3--Reunification Within 12 Months (Entry Cohort) (source: UCB; a federal performance indicator) C4.1--Placement Stability (8 Days To 12 Months In Care, C4.2--Placement Stability (12 To 24 Months In Care), and C4.3--Placement Stability (At Least 24 Months In Care] (source: UCB; federal performance indicators)</p>	<p>Strategy Rationale² Children and families who are engaged in creation of their case plans have more individualized case plans and take greater ownership of completion of these plans.</p>

Placement Stability (entry cohort) (source : UCB, not a federal performance indicator)					
Milestone	3.1.1 Increased quality of case plans including, timeliness and more uniformly comprehensive.	Timeframe	December 2010 –Training to be held in June 2010 – impact by December 2010	Assigned to	Continuing Services Program Manager
	3.1.2 Development of examples of individualized case plans including strengths and needs to be included in the Online Policies and Procedures and training to be provided.		December 2010 –Training to be held in June 2010 – impact by December 2010		Continuing Services Program Manager Milestones to be monitored through ongoing qualitative review of case plans and contacts by QIET once training is completed. Reports will be provided to DFCS & SSA Management on performance.
	3.1.3 All children over 10 will have an active role in the development of their case plans.		December 2010 –Training to be held in June 2010 – impact by December 2010		Continuing Services Program Manager
Strategy 3. 2 Increased efforts for engagement and the inclusion of fathers in case planning activities, as well as incarcerated parents		Strategy Rationale ¹ Increased efforts to include fathers and those parents who are incarcerated to increase their ability to reunify with their child(ren).			
Milestone	3.2.1. Training to be provided on current legislation regarding services to incarcerated parents.	Timeframe	July 2009 –milestone completed	Assigned to	Administrative Support Bureau in conjunction with the Office of the County Counsel and Law Enforcement
	3.2.2 Identification of resources available for incarcerated parents in both local and neighboring counties.		April 2009 –Due to allocation of resources to complete, this is in process and will not be completed until July 2010		Administrative Support Bureau in conjunction with the Office of the County Counsel and Law Enforcement Milestone to be monitored through feedback from staff and supervisors to ensure the identified resources are meeting the needs of the parent's being served.

	3.2.3 Training to be provided on engagement of families in case planning and documentation in case plans and contacts of efforts with special attention paid to fathers or mothers, who are not involved		January 2010 –Training to be held in June 2010 – impact by December 2010		Continuing Services Program Manager and Training Unit Milestone to be monitored through case plan and contact review described above.
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Notes:

The following activities are aimed at ensuring that the quality and comprehensiveness of child and family assessments are consistent throughout the agency and reflective of the individual needs and strengths of the child and family. In addition, DFCS wants to ensure that case plans flow from these assessments and that there is regular supervisory review of the efficacy of these case plans.

<p>Outcome/Systemic Factor: Timeliness of adoption and family reunification efforts</p>						
<p>County's Current Performance: County's Current Performance: Santa Clara County's timeliness in regards to adoptions finalized and children legally freed is less than the National Standards [$\geq 36.6\%$ for C2.1--Adoption Within 24 Months (Exit Cohort); $\geq 22.7\%$ for C2.3--Adoption Within 12 Months (17 Months In Care); 10.9% for C2.4--Legally Free Within 6 Months (17 Months In Care); and $\geq 53.7\%$ for C2.5--Adoption Within 12 Months (Legally Free) The county's C2.2 - Median Time To Adoption is more that the National Standard of ≤ 27.3 months. For the 2 year period from Quarter 4, 2007 to Quarter 3 2008, C2.1, C2.4 and C2.5 have shown a slight decline, C2.2 has been fairly constant at approximately 2 months below the National Standard, and C2.3 has been fairly constant, but below the National Standard. Overall, the county's performance has been relatively unchanged for the past two years. Santa Clara County is focusing efforts on reducing delays in adoptive home studies and strengthening concurrent planning procedures and practices to improve performance in timely adoption and the freeing of children.</p> <p>As indicated previously in regards to the timeliness of Family Reunification: Santa Clara County's percentage of children reunifying timely is less than the National Standards [≥ 75.2 for C1.1 - Reunification Within 12 Months (Exit Cohort); $\geq 48.4\%$ for C1.3 - Reunification Within 12 Months (Entry Cohort)], but is very near the National Standard as measured by C1.3. Santa Clara County's performance in regards to C1.2--Median Time To Reunification (Exit Cohort) is less that the National Standard of ≤ 5.4 months. The county's performance in regards to C1.4--Reentry Following Reunification (Exit Cohort) is also less than the National Standard of $\leq 9.9\%$. Santa Clara County has implemented training and new practice standards in regards to client assessment and engagement of children and families in assessment and case planning processes, as well as other policy changes and training.</p>						
<p>Improvement Goal 4.0 Increase timeliness of adoption. Indicators: C2.3--Adoption within 12 months when in care for 17 months of longer C2.5--Adoption within 12 months of becoming legally free for adoption (source: UCB; federal performance indicators)</p>						
<p>Strategy 4.1 Every child in family reunification must have a concurrent plan identified within 30 days of or by the dispositional hearing, whichever occurs first. In addition, every child in family reunification will have an identified concurrent placement identified and will have a transition plan identified to move to the concurrent placement within 59 days from the date of protective custody.</p>			<p>Strategy Rationale ¹ Clearly defined policies and guidelines on concurrency will lead to a better understanding of concurrency and increased numbers of children placed into concurrent homes</p>			
Milestone	<p>4.1.1 Signed Concurrency Agreements for every child in out of home care</p>	Timeframe	December 2010		Assigned to	Placement Program Managers in conjunction with DI program manager
	<p>4.1.2 Updated policies and procedures in the Online Policies and Procedures to reflect changes in</p>		<p>January 2010 to April 2010 Procedures are written and training will occur in April 2010</p>			Placement Program Managers in conjunction Administrative Support Manager and Training

	practice. Training to be provided to all staff			Unit	
	4.1.3 Development of a tracking system for concurrency for every child in care and concurrency trends throughout the agency		December 2010	Placement Program Managers in conjunction QIET Program Manager and Administration Support Manager	
Strategy 4. 2 Every child must be placed into a concurrent home within 90 days of removal		Strategy Rationale ¹ Through the use of the Concurrency Agreement, Social Workers will discuss concurrency and gain a commitment from the caregivers for concurrency or a concurrent home will be sought and secured for every child placed in a home in which the caregiver is unwilling to commit to concurrency			
Milestone	4.2.1 Every child in out of home care will have a completed Child Card detailing the child's placement needs.	Timeframe	December 2010	Placement Program Managers in conjunction with DI Program Manager	
	4.2.2 The child card will be added to CWS/CMS to ensure easier access to update.		January 2010 to April 2010 -Due to unexpectedly technical challenges	Placement Program Managers in conjunction Administrative Support Manager	
	4.2.3 Revised procedures on completion of the child card and matching process, including utilization of a Permanency Planning Coordinator to track these outcomes and procedures		January 2010 to April 2010 at the launch of the training and policies and procedure changes.	Assigned to	Placement Program Managers in conjunction Administrative Support Manager Milestone to be monitored through feedback from staff, supervisors and managers in conjunction with impact to outcomes in concurrency.
	4.2.4 Program Managers will identify areas in the process that result in delays and create procedures to reduce or eliminate those delays		January 2010- to December 2010- after launch of training and policies and procedures.		Placement Program Managers in conjunction with the Permanency Coordinator Milestones to be monitored through QIET, who will be completing a qualitative analysis of placement disruptions to help identify intervention, service and practice needs to increase placement stability.
Describe systemic changes needed to further support the improvement goal.					

DFCS will need to allocate additional resources to accomplish these goals and will need to increase efforts regarding recruitment and retention in collaboration with efforts toward concurrency.

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

DFCS is fully aware that education regarding concurrency will be cultural shift for the agency and will require training for managers, supervisors, workers, caregivers and community partners, including Court officers.

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

Please see education and training needs.

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

None identified at this time.

Outcome/Systemic Factor: Improve Health and Well-Being for children in out of home placement					
County's Current Performance: Santa Clara County's percentage of children entering foster care who have an initiated health passport (AB 636 Measure 5A: Health and Education Passport) and the percentage of children who have timely well child dental examinations (AB 636 Measure 5B: Dental Examinations) are less than the state standard (90%). Santa Clara County's percentage of children who have timely well child examinations (AB 636 Measure 5B: Physical Examinations) has exceeded the state standard (90%) in recent months, but performance needs to be monitored to maintain compliance. Santa Clara County has implemented several procedures to improve performance since 2007 and new case planning and performance tracking tools are under development that are expected to enhance performance further.					
Improvement Goal 5.0 All children in care will have timely medical and dental services, as well as access to the educational services and supports necessary to ensure their educational potential is met. Indicators: AB 636 Measure 5B: Physical Examination and AB 636 Measure 5B: Dental Examination (source: presently available through SafeMeasures. This is a State measure that is still in development and has not yet been formally endorsed by the State.) AB 636 Measure 5A: Health and Education Passport (source: presently available through Safe Measures, This is a State measure that is still in development and has not yet been formally endorsed by the State.)					
Strategy 5. 1 Strict monitoring of timely medical and dental services			Strategy Rationale³ Tracking and monitoring of dental and medical exams will lead to greater compliance with the necessary State and Federal timelines.		
Milestone	5.1.1 Increased timely medical and dental services	Timeframe	December 2009 –milestone met but continue on-going work	Assigned to	Administrative Support Manager
	5.1.2 Development of a comprehensive report for outcomes to be utilized by managers and supervisors		December 2009 to March 2010- report has been created but validation is taking longer than anticipated		Administrative Support Manager Milestone to be monitored through creation of a report through QIET to look at trends in late dental reports.
	5.1.3 Increased accuracy of medical and dental information entered into CWS/CMS, Health and Education Passport.		December 2009 –milestone met but continue on-going work		Administrative Support Manager Milestones to be monitored through progress on outcomes and evaluation of individual case review on medical and dental information.
Strategy 5. 2 Data clean up regarding educational information contained in			Strategy Rationale¹ Accurate information in CWS/CMS ensures that both caregivers		

CWS/CMS and inclusion of education information on the placement notification form for all children who change placements or who come into protective custody.		and social workers have the appropriate educational information	
Milestone	5.2.1. Increased accuracy of educational information contained in CWS/CMS Health and Education Passport	Timeframe	July 2009 – milestone met but continue on-going work
	5.2.2 Increased notification for education providers regarding children who change placements or who are placed into protective custody		December 2009 – milestone met but continue on-going work
	5.2.3 Development of a joint data base with Santa Clara County Office of Education and local school districts for use by DFCS, Juvenile Probation and the Courts		December 2010
Assigned to			
CC25 Program Manager Milestones to be monitored through monthly reports tracking accuracy of Health and Education Information.			
CC25 Program Manager Milestones to be monitored through feedback from service providers and schools ensuring placement information is provided.			
CC25 Program Manager			
Describe educational/training needs (including technical assistance) to achieve the improvement goals. Training for Child Welfare staff, supervisors, and managers has occurred regarding children’s educational needs and related legal issues, and procedural changes for entry of educational and medical information into CWS/CMS have been implemented. Tracking and monitoring procedures and safeguards are being finalized and tested to ensure procedures currently in place are helping to achieve desired outcomes			
Identify roles of the other partners in achieving the improvement goals. Continue Monthly meetings with representatives from the County Office of Education-Foster Youth Services, local school districts, Juvenile Dependency and Delinquency Court, and additional stakeholders will continue in order to move forward on the completion of the FYSIS (Foster Youth Services Information Systems Database), as well as the necessary court orders and policies and procedures to support this work.			
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. Standing court orders to allow the necessary releases and exchanges of information have been completed. Modifications necessary to this existing Court Order are being monitored.			

Juvenile Probation Identified SIP Goal:**Outcome/Systemic Factor:**

Similar to child welfare, the Probation Department will utilize out of home placement for delinquent minors. However, the reason for the use of placement by the [Juvenile Justice delinquent](#) Court and Probation is different than the reasons for placement use by child welfare. Probation will recommend the removal of youth from the home due to on-going criminal behavior, the risk the minor possess to themselves and the community, and in order to provide specialized rehabilitative treatment for the minor. At times youth may be removed because they are at risk of abuse if they remain in the home, but this is infrequent. Santa Clara County utilizes four levels of placement including; WRAP, Pre-Ranch Alternative Placement, General Placement, and California Department of Corrections and Rehabilitation (CDCR) Alternative Placement. WRAP is used as an early intervention for families in need of support and counseling, Pre-Ranch Alternative Placement in local group homes is used as an alternative to being committed to the Probation Department's Ranch, General Placement is used to meet long term treatment needs for minors with a specific emotional, or mental health needs, and CDCR Alternative Placement is used as an alternative to being committed to CDCR.

At all levels of Placement, Probation will try to secure placement with a relative either prior to use of placement, or as an alternative once a placement is completed. Probation also strives for family engagement, and has added state trainings for Placement Probation Officers to attend to gain knowledge about family engagement strategies, and best practices. In partnership with the [Juvenile Justice Delinquency](#) Court, Probation is also working toward live video feeds in Court for minors placed out of State, and live video visiting for families of minors who are placed out of state.

The Probation Department's relationship with the [Juvenile Justice Delinquency](#) Court is an area identified for needed improvement in the 2008 Peer Quality Case Review (PQCR). The PQCR found that a common problem that led to placement instability was frequent miscommunication between Probation, the Court and the District Attorney, and the attorney representing the minor. Miscommunication between the Court partners and family leads to an inconsistent messages to the minor and family, thus leading to instability in the minor's placement. There is a need to bring the court partners together to provide a clear message to the minors and families who are being placed and are in placements.

County's Current Performance:

From 2006 through the current year, Probation placement stability has remained relatively stagnant. Most minors placed through Probation remain in one placement, and they either fail or succeed. However, some minors do move through multiple placements. Although the overall number of minors who move through multiple placements remains the same, the reasons why remain perplexing. The decision to place minors rests with the Court and its partners and this is the most logical place to start to find solutions for the larger problem of stability and success in placement. In recent years the overall demographic of all Court partners has shifted from more experienced staff who have retired to less experienced staff who do not have the broad experience of the staff they are replacing. Further, all agencies have shifted overall goals to utilize more community options and less incarceration. The shift to less experienced staff and a shift in goals to utilize less incarceration has led to differences in what the Court partners believe Probation placements role should be in the delinquency system.

Improvement Goal 6.0

Improve placement stability by gathering data about placement screening and successful and unsuccessful placement, increasing the exchange of information about placement and increase training about placement with Probation staff and the [Juvenile Justice Delinquency](#) Court Partners (Judges, District Attorneys, and minor's attorneys). By having data to support screening and successful placement and

<p>increasing the knowledge level and understanding of Probation placement, Probation placement will be used effectively, and minors and families will receive a common, clear and consistent message about the purpose and goals for them. Further, once in an out of County or out of state placement the Probation Department will enhance family engagement by developing a live video conferencing program.</p>					
<p>Strategy 6. 1 Utilizing internal Probation computer databases to develop a tracking system to track screening, and assigned placement success and failures with reasons for the failures. <u>In addition, as access by Probation is gained into the State CWS/CMS system, available data from that system will be evaluated and if applicable utilized.</u></p>		<p>Strategy Rationale⁴ Gathering and sharing this data will help support successful placement by demonstrating which minors are successful in placement and why minors fail. This will serve to further support a common understanding of the use of placement by <u>Juvenile Justice/Delinquency</u> Court system partners.</p>			
Milestone	<p>6.1.1 With information systems develop a flag in the Juvenile Automated System (JAS) database that gathers information about screening, placement used, duration, and success and reasons for failure. <u>Once access into CWS/CMS is available, data from that system will be evaluated and if applicable utilized. The Screening Flag in JAS will continue to be developed</u></p>	Timeframe	201009	Assigned to	Probation Manager
	<p>6.1.2 Develop, and provide an automated report to provide data to delinquency Court partners.</p>		201009		Probation Manager (development), Probation Placement Supervisor (reporting)
<p>Strategy 6. 2 The Probation Placement Unit will provide Probation and <u>Juvenile Justice/Delinquency</u> Court partners with information about placements. A list of available placements will be maintained and shared with Probation and <u>Juvenile Justice/Delinquency</u> Court partners. As new placements are added, Placement will provide a presentation about the new program to Probation and <u>Juvenile Justice/Delinquency</u> Court Partners.</p>		<p>Strategy Rationale¹ This will serve to increase Probation and <u>Juvenile Justice/Delinquency</u> Court partners knowledge about the programs utilized and what minors are successful in the specific programs.</p>			
Milestone	<p>6.2.1. Develop data tracking screening, acceptance, and success or failure with reasons for failure. <u>Evaluate if information will be utilized from CWS/CMS data base.</u></p>	Timeframe	Complete in 201009	Assigned to	Probation Manager

⁴ Describe how the strategies will build on progress and improve this outcome or systemic factor

	<p>6.2.2 Provide data demonstrating screening, acceptance and success and failures in programs to identify minors who succeed and in which programs.</p>			<p><u>Annually</u>Quarterly</p> <p>Probation Placement Supervisor</p>
<p>Strategy 6.3 Probation Placement will provide annual<u>regular</u> training about placement types and available programs, eligibility and suitability criteria, how cases are screened for placements and the criteria for failure and program completion for Probation and <u>Juvenile Justice</u>Delinquency Court partners.</p>		<p>Strategy Rationale¹ Regular trainings in these areas will support common practices by all <u>delinquent-Juvenile Justice</u> Court partners, and develop a broad and common knowledge base about Probation Placement.</p>		
<p>Milestone</p>	<p>6.3.1 Develop <u>annual</u>quarterly training <u>curriculum</u>topics to include: <u>Probation Screening Process Protocol;</u> <u>Probation Placement Referral Form;</u> <u>List and description of Probation Placement providers.</u></p>	<p>Timeframe</p> <p>20<u>10</u>09</p>	<p>Assigned to</p>	<p>Placement Supervisor</p>
	<p>6.3.2 Schedule <u>annual</u>quarterly training for, probation officers and <u>Juvenile Justice</u>delinquency court partners. <u>Utilize</u> Probation Section Meetings (<u>Manager and Supervisors</u>) and Unit Meetings (<u>Supervisor and Probation Officer</u>) <u>to deliver training to Probation staff.</u> <u>Utilize Juvenile Justice, and the Delinquency-Court System training-Meeting for Juvenile Justice court partners may be used for these training sessions.</u></p>			<p><u>Annually commencing in 2010</u>Quarterly</p>
<p>Describe systemic changes needed to further support the improvement goal. Probation and each <u>Juvenile Justice</u>delinquency-Court partner have varying and different missions and goals, and therefore each views Probation placement serving different needs and a different role. In order to increase the successful placement of minors, leading to the best outcomes, each partner will have to develop a more common understanding of the use of placement by the delinquency system.</p>				
<p>Describe educational/training needs (including technical assistance) to achieve the improvement goals. The Probation Department will need to utilize its internal data base to more effectively track who is screened and accepted for placement and who succeeds and fails. <u>In addition, as Probation gains access into the State CWS/CMS system, data may be drawn from the system. Probation will need to evaluate the use of the CWS/CMS database and the available data that can be drawn. Ultimately, data drawn and used for placement evaluation w</u>This will provide accurate data to support better outcomes. Sharing the information with <u>Juvenile Justice</u>delinquency Court partners could be used to define common goals for Probation placement. Placement Probation Officers will continue to attend State offered trainings about placement as much as possible to increase their knowledge, and in turn the knowledge</p>				

gained from this specialized training needs to be provided to the Juvenile Justicedelinquency Court partners through an annual-quarterly placement training program.

Identify roles of the other partners in achieving the improvement goals.
 The Santa Clara County Probation Department will continue to work collaboratively with the other Juvenile Justicedelinquency Court partners to achieve these goals. These partners already meet monthly to table problems and issues. The presiding Juvenile Justice Courtdelinquency Judge is supportive of collaborative committees to solve common problems. Further, the presiding Juvenile Justice Courtdelinquency Jjudge is supportive of regular shared trainings offering new and current information about common practices. These partnerships have lead to addressing many significant issues amongst this group over the past two years. The Probation Department has also developed a strong collaborative relationship with the Department of Family and Children’s Services and Department of Mental Health specifically to work together on the challenging issues we each face with our county’s youth.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.
 None.

<p>Strategy 6. 4 Utilize CWSOIP funding to enhance family connections using live video conferencing technology. Parents would “visit” with minors in out of County and out of State placements over a live web video feed.</p>	<p>Strategy Rationale⁵ A family disconnect will lead to problems in placement stability. Utilize current technology to allow parents to visit with minors in out of County and out of State placements over a live video feed will serve to maintain and support the critical family connection</p>
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Milestone	Timeframe	Assigned to
<p>6.4.1 Purchase computer hardware and software to enable live video conferencing over the internet. Develop secure transmission between Juvenile Probation and out of County and out of State Placements. Identify a room to use as a video visiting room. Identify a staffing rotation to staff the visits.</p>	<p>July 20<u>1009</u> – Purchase hardware, software, and equipment.</p> <p>October 20<u>1009</u>- Identify location, secure transmission lines, and identify a staffing rotation.</p>	<p>Probation Manager</p>
<p>6.4.2 Pilot video visiting with one out of State placement and two instate placements.</p>	<p>November 20<u>1009</u> – January 20<u>1140</u> – Pilot the project.</p>	<p>Probation Manager (introduction to staff - oversight) Probation Placement Supervisor (ongoing monitoring)</p>
<p>6.4.3 Develop additional connections with all out of County and out of State placements</p>	<p>February 20<u>110</u></p>	<p>Probation Manager</p>

⁵ Describe how the strategies will build on progress and improve this outcome or systemic factor

<p>Strategy 6. 5 (2011) The 2008 PQCR identified a systemic need to begin to evaluate probation placements. Upon completion of Strategy 6.1 and for years 2011 and 2012, the Probation Department will begin to track data about placement success and failure. This will initiate a process to use data to evaluate placements and identify which minors succeed at various placements.</p>		<p>Strategy Rationale⁶ By effectively using placement data, probation can evaluate and identify the reasons for a minor's success or failure at a placement. This will lead to more effective first time placements of minors and avoiding unnecessary multiple placements.</p>			
Milestone	<p>6.5.1 Identify key placement factors to track using data. Identify regular reporting cycles for data gathering.</p>	Timeframe	<p>January 2011</p>	Assigned to	<p>Probation Manager</p>
	<p>6.5.2 Create data tracking, reporting and evaluation work plan</p>		<p>February 2011</p>		<p>Probation Manager</p>
	<p>6.5.3 Evaluate year one placement data.</p>		<p>January 2012</p>		<p>Probation Manager</p>

⁶ Describe how the strategies will build on progress and improve this outcome or systemic factor

Utilization of 07/08 and 08/09 Child Welfare System Outcome Improvement (CWSOIP) funding:

For fiscal year 07/08, the Probation Department utilized the CWSOIP funding for training. To access the 08/09 funding, Probation was required to develop a MOU with Department of Social Services. In the fall of fiscal year 08/09, the MOU was developed and finalized. These funds are available to support family reunification and to facilitate family visitation for Probation minors in placement. Funds are available for administrative and staff development costs in total of \$39,030. The funds were accessed for the first time in February 2009 when a grandmother was able to visit a minor at his placement in Florida. The Probation Department is developing an internal procedure and application to be utilized by parents or guardians who may wish to visit a minor but are unable to. This will be a tool to identify the most appropriate matters for the use of the funding. The Probation Department is also considering the purchase of teleconferencing and on-line video equipment in order to develop a virtual visiting program for parents to access at the Probation Department to have a live, on-line video visits with minors in out of County and State programs.

Department of Family and Children's Services utilized the CWSOIP funding for both fiscal year 07/08 and 08/09 to fund a Relative Support Team comprised of case managers and behavior specialists in order to stabilize and support children in placements with relatives and non-related extended family members. Total allocation \$299,955. In addition, part of these funds are used to support Path I and Path II efforts for Differential Response (DR) to Gardner Family Care in total of \$131,226 for case management diversion work (DR is linked to Strategies 1 and 2 for Child Welfare.) Total CWSOIP funding is \$431,181: \$428,135 is used for DFCS and \$39,030 is used for Juvenile Probation.

Consideration of Identified State PIP Strategies for Santa Clara County's SIP

<p>State PIP Strategy #1 Expand the use of participatory case planning strategies</p> <p>Goal- Increase engagement episodes in case planning and decision-making processes prior to or immediately after removal/placement disruption by all involved parties</p>	<p>State PIP Strategy #2 Sustain and enhance permanency efforts across the life of the case</p> <p>Goal- Enhance practices and strategies that result in more children/youth have permanent homes</p>	<p>State PIP Strategy #3 Enhance and expand caregiver recruitment, training, and support efforts</p> <p>Goal- Improve caregiver support strategies and augment educational/training curriculum</p>	<p>State PIP Strategy #4 Expand options and create flexibility for services and supports to meet the needs of children and families</p> <p>Goal- Increase statewide access to varied existing service options for children and youth in foster care</p>	<p>State PIP Strategy #5 Sustain and expand staff/supervisor training</p> <p>Goal- Increase educational and training opportunities for staff and supervisors working in the child welfare system</p>	<p>State PIP Strategy #6 Strengthen implementation of the statewide safety assessment system</p> <p>Goal- To improve timeliness of investigations and enhance services to families to ensure safety of a child</p>
<p>Practice Issue #9 - Families linked to non-CWS services when needed</p> <p>Practice Issue #5 - cultural specific resources in DI</p> <p>Practice Issue #11 - Use of TDM's and Family Group Meetings for overrepresented families</p> <p>Practice Issue #10 - Full compliance with parent's participation in the development of case plans</p>	<p>Practice Issue #12 - Family Finding and engagement efforts for all families</p> <p>Practice Issue #8a - Active concurrency planning at the onset of all dependency cases</p> <p>Practice Issue #15 - Increase use of placement options to cease use of Shelter</p>	<p>Practice Issue #13 - Active foster parent recruitment</p> <p>Practice Issue #14 - A system of Intensive family resource homes</p> <p>Practice Issue #16 - Education and training for Relative/NREFM caregivers</p> <p>Practice Issue #8b - Ensure youth are adequately prepared for adulthood</p> <p>Practice Issue #20 - Increase to educational services and supports to meet true educational potential</p>	<p>Practice Issue #6 - CAT utilization and strength based assessment must be verified</p> <p>Practice Issue #7a - Child and family assessments must be uniformly comprehensive and strength based</p> <p>Practice Issue #7b - Case plans must flow from child and family assessments, be specific to individual families' needs, be strength based, and be regularly reviewed for their efficiency</p> <p>Practice Issue #10 - Full compliance with parent's participation in the development of case plans</p> <p>Practice Issue #18 - Full compliance with HEP documentation</p> <p>Practice Issue #19 - All children in care will have timely medical services</p>	<p>All Practice Issues should overlap with social worker and supervisor training</p>	<p>Practice Issue #1 - full family review for investigations</p> <p>Practice Issue #2 - Improved documentation for investigations</p> <p>Practice Issue #4 - Strengthen distinction between social worker and law enforcement</p> <p>Practice Issue #6 - CAT utilization and strength based assessment must be verified</p> <p>Practice Issue #3 -Substantiations and removals on emotional abuse need close scrutiny and must have manager approval for those of African American ancestry</p> <p>Practice Issue #11 - Utilization of TDM's in the ER process</p> <p>Practice Issue #17 - Full compliance with Relative/NREFM approval and documentation</p>

Department of Family and Children's Services Performance Enhancement Plan Summary (Revised 1.20.10)

Focus area	Responsible Person	Practice Issue	Practice Standard	Changes Needed from Other Organizations
I. Investigation and Referral Response				
	1. Lori Connie Jonathan Gwen	The agency culture, training and practice surrounding the investigation of child abuse/neglect reports must emphasize looking at the full family, gathering information directly from reporters, considering collateral information, and giving weight to past referrals and/or substantiations. This includes a redesign of ER/DI functions	All children belonging to families referred for abuse/neglect, and for whom a response is indicated, will receive, in person, an assessment of risk not limited to the reason for referral, and regardless of who the identified victim is. All parents of children associated with the referral will be interviewed and assessed, including parents of half siblings. Managers will review all referrals with prior referrals for the same allegation. All investigations for which there is an identified referring party will include an interview with the referring party. Social workers making the removal decision will be required to complete supporting documentation. Family Team Decision making meetings (TDM's) should be held within 72	County Counsel will need to assist in validation of new petition language.
COMPLETED-2. continue on going efforts.	Connie Nicole Jenny Vo	Documentation of investigations must be improved.	All contacts and case documentation will be entered into the electronic case database. The investigative narrative (the written documentation of the caseworker's investigation) should include a standard set of information including a summary of allegations, summary of interviews, a rationale for the conclusion drawn from the interviews and data collection, preventive services considered, and a preliminary service plan including referrals made and how those referrals support the plan.	
COMPLETED-3. continue on going efforts.	Connie	Substantiations and removals based on emotional abuse need close scrutiny, and in the case of African American families, must have manager review.	All referrals with a substantiated allegation of emotional abuse must be reviewed by a manager.	
COMPLETED 4.	Connie Lori	The distinction between social worker and law enforcement roles must be strengthened and social workers provided resources, knowledge, and support to dissent from law enforcement.	Social workers responding to referrals with or without law enforcement shall make an independent assessment of risk, seek the least restrictive solution that will provide safety and wellbeing of children and youth who are the subject of referrals.	County Counsel needs to assist in developing training for staff. Engage law enforcement in the discussion especially for children returning home in less than four days.
COMPLETED-continue on-going efforts 5.	Will	Consciousness on disproportionality must migrate into Emergency Response and Dependency Investigation and attention be given to having culturally specific resources available in Dependency Investigation.	All workers will be knowledgeable of and sensitive to cultural and ethnic factors relating to child protection and well being. A The least restrictive, safe an appropriate course of action will be prioritized. Bypass of reunification services must be reduced to zero.	
II. Assessment and Case Planning				
6.	Nicole	CAT utilization and strength based assessment must be verified. -Will need to revise this strategy to include transition to SDM.	The CAT tool must be used along the full life of a case. Audit processes will identify when this is not done and managers will provide necessary oversight to assure compliance.	
7a.	Nicole Wendy	Child and family assessments must be uniformly comprehensive. -Training scheduled for February and March and will need to be altered due to transition from CAT to SDM. In addition, the Family Assessment tool in CWS/CMS will need to become mandated and policies and procedures created to reflect this change. And include CalWorks-Linkgages partnership.	Assessments, including the Comprehensive Assessment Tool (CAT), must be used consistently, and completed prior to determining the direction of the case. The CAT is to be used as a tool for service planning.	

Department of Family and Children's Services Performance Enhancement Plan Summary (Revised 1.20.10)

Focus area	Responsible Person	Practice Issue	Practice Standard	Changes Needed from Other Organizations
7b.	Nicole Wendy	Case plans must flow from child and family assessments, must be individualized and reflect both strengths and needs, and must be reviewed regularly for efficacy. -Training scheduled for June and July and will need to be altered to include transition from CAT to SDM.	The quality and comprehensiveness of child and family assessment must be consistent and reflective of the individual needs and strengths of the family and child. Case plans must flow from these assessments. There must be a regular supervisory review of the efficacy of the case plans.	
8a.	Roxanne Tracy Jonathan	Active Concurrency Planning must start at the outset of all dependency cases. - Training scheduled for April and May 2010.	Every child is assured of a concurrent placement if they cannot return home to their biological family. Every child in reunification must have a concurrent plan identified within 59 days or by the date of the Dispositional Hearing, whichever occurs first. Every child must be placed in a concurrent placement within 90 days of removal.	
8b.	Wendy Leticia	Careful attention must be paid to assuring that the needs of youth who are in permanency status are met, connections are fostered, and youth are adequately prepared for adulthood. - Work being completed through ILP-BSC and in collaboration with the Emancipation Conferences/My TIME meetings. Role out is beginning on a small scale. Full scale evaluation occurring and recommendation to be made by March 2010.		
9.	Leticia Mary Jaime	Families must be linked to services not driven by the child welfare services case plan when those services are needed.	Families and children will be offered the least restrictive services to meet their needs. Appropriate linkages to community based services will be made available to families assessed to need non-CWS services. Non-CWS services and linkages will be documented in case plans, and when no CWS services are offered, they will be documented in the case closure summary. Such documentation will include linkages for Differential Response path I, II, and IV, as well as referrals to benefits issuance and supports including CalWORKs.	Amend a Differential Response contract to include a pilot of joint visits with Emergency Response workers.
III. Engagement Strategies				
10.	Nicole Wendy Jonathan Larry	All parents will be fully engaged in their case planning activities. -Training scheduled for June and July and will need to be altered to include transition from CAT to SDM.	All parents and children over the age of 10 will have an active role in the development of their case plan. Parents must be engaged actively to be a participants in their case plan. Special attention will be given to the inclusion of fathers. Family participation will be fully documented.	Advocacy at the state level is required to change restrictions in electronic case database, and to translate case plan into all languages.
11.	Connie Gwen Leticia	The use of TDMs in Emergency Response must become the norm. TDMs will be required for removals due to allegations of neglect, emotional abuse, and positive tox new borns. Predisposition conferencing must be started for overrepresented families. Services will be contracted to provide specialized engagement services for African American families.	For any family where removal of a child is necessary, a TDM will be held within 72 hours, unless the family declines. Predisposition conferencing will be held within 25 days of removal.	Process for community collaboration needs to be developed. RFPs for contracts for African American specific services have been issued.
12.	Leticia Wendy Gwen	Family Finding must be fully functional and children should be engaged in finding relatives and non relative significant adult caretakers.	Family Finding efforts will be provided for any youth who does not have an identified significant adult by the Jurisdictional Hearing. Family Finding will be used for every child within 59 days of removal if the child is not placed with a relative or a non-relative significant adult caretaker in order to establish connectivity.	Ensure that Courts ask for relative names at the Detention Hearing. Develop a contract with an agency to engage families and ensure a lifelong commitment for each youth.
V. Placement Resources				

Department of Family and Children's Services Performance Enhancement Plan Summary (Revised 1.20.10)

Focus area	Responsible Person	Practice Issue	Practice Standard	Changes Needed from Other Organizations
13.	Tracy Roxanne Will	Recruitment and retention of Resource Families must be accelerated	The Department will have a target for recruitment efforts of 10 new families per month, and will measure this against need on an ongoing basis. The Department will evaluate the needs of the population of children and families being served and adjust recruitment efforts accordingly, specifically targeting the needs of adolescent African American youth. Resource Family training will be evaluated and adjusted as needed. Children will be maintained in foster adoptive and guardian homes with necessary supports.	Consider contracts with community provider for specialized recruitment assistance.
14.	Roxanne Tracy Doug Jaime	A system of intensive resource families must be developed. Work on increase for ITFCS homes.	The Department will ensure that children will be placed at the lowest level of care that meets the child's needs. The Department will develop partnerships with the community that will increase and maintain intensive family resource homes in addition to supportive services for both the child and the resource family. These intensified homes will allow children to be placed in family care rather than congregate care.	Mental Health and Department of Drug and Alcohol Services will need to provide adjunct services.
15.	Doug Roxanne Jaime	Placement systems must be implemented such that the only institutional residential services for children and treatment based and all other children are in family based care.	The Department will use family based settings as much as feasible to serve children in their care..	
16.	Tracy	Relative and Non-relative Extended Family Members (NRFEM) Caregivers must be trained and supported to care for children. -Trainings are in progress and caregivers and automatically enrolled into classes.	All Relative and Non-relative Extended Family Members (NRFEM) Caregivers must attend an Orientation within 30 days of placement of a child in their home. They will also be encouraged to participate in PRIDE classes.	Develop MOU with Community College to support caregiver Orientation Classes.
Completed -continue on-going efforts 17.	Lori Doug	Full compliance with NRFEM documentation must be accomplished.	All children placed in relative and non-relative family homes will have all required documentation protocols completed in a timely fashion.	
VI. Health and Well-being				
Completed -continue on-going efforts 18.	Lori Doug Wendy	Full compliance with the Health and Education Passport must be accomplished.	Upon placement or replacement of any child in out of home care must have a physical and dental exam within 30 days of placement. All HEP documentation will be reviewed and updated a minimum of every 6 months for every child with an open case.	Develop plan with COE to ensure all school information for all children in foster care (JET database). Collaboration with COE and districts for compliance with AB 490. Collaboration with Shelter Mental Health and Valley Medical Center to assist with necessary physical and mental health assessments. Consider drawdown of Title IVE dollars to provide educational supports for foster youth.
Completed -continue on-going efforts 19.	Lori Doug	Children in care must have all medical services in a timely fashion.	All children in care will have timely medical and dental services. Upon placement or replacement of children in out of home care, children must have a physical within 30 days of placement.	Build collaborations with orthodontists and dentists out of county to address dental needs. Work with Public Health Department to review use of CHDP nurses.
20.	Wendy	All youth will have access to the educational services and supports they need to assure that their educational potential is met.		