

# California's Child and Family Services Review

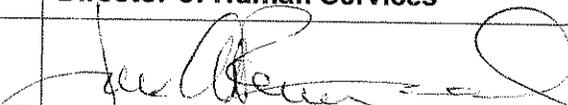
## System Improvement Plan

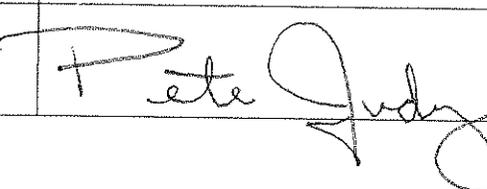
County:	Mariposa County
Responsible County Child Welfare Agency:	Mariposa County Department of Human Services Child Welfare Services
Period of Plan:	2010 – 2013
Period of Outcomes Data:	Quarter ending: Q2, 2010
Date Submitted:	May 2, 2011

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### Submitted by each agency for the children under its care

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Signature:	

Submitted by:	County Chief Probation Officer
Name:	Pete Judy
Signature:	

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**MARIPOSA COUNTY**  
**System Improvement Plan Update**  
**May 9, 2011**

**CWS/Probation Narrative**

Mariposa County has shown performance progress in a number of measurement areas as demonstrated in the January, 2011 Quarterly Data Report and corresponding SafeMeasures® reports. As indicated by the results of this data sample, positive directional performance is shown in the safety areas of no recurrence of maltreatment (S1.1) and no maltreatment in foster care. Mariposa County has maintained a performance of 100% in the area of no maltreatment in foster care (S2.1) for several years; thereby exceeding the National Standard over a period of time. This performance favorably shows the quality of foster parenting and the quality of social worker oversight that is present within the County.

The County also shows positive directional performance overall within the Reunification Composite sample C1; however, the County's performance slipped in the performance measurement sample for reunification within 12 months in Quarter 2, 2010; thereby failing to meet National Standards.

The Adoption Composite (C2) shows positive performance progress overall; however, the number of children included in the performance measurement sample is extremely small. The County contracts with the California Department of Social Services (CDSS) Adoptions Division for adoption services which they receive through the Fresno Unit. There has been turnover in the CDSS Adoptions representative to the County. As documented during the August, 2009 Peer Quality Case Review (PQCR), the County, in both Child Welfare Services and in Probation, and in coordination with CDSS Adoptions Unit needs to develop more aggressive concurrent planning activities. The County was chosen by the Administrative Office of the Courts to be a model site for the development of a Family Finding program. Family Finding is a key component of concurrent planning and family finding efforts can positively affect the performance measurements of placement stability and reunification. The County has received three of six training sessions that are planned and conducted by the Administrative Office of the Courts.

The January, 2011 Quarterly Data Report pertaining to Q2, 2010's data sample shows Mariposa County's performance below the National Standard for the following performance measures:

- S1.1 No Recurrence of Maltreatment
- C3 Adoption Composite
- C4.2 Placement Stability

In the 2010-2013 System Improvement Plan (SIP), Mariposa County chose to focus on the following performance measures:

- C1.4 Re-entry
- C4.2 Placement Stability – 12-24 months
- Reunification (Probation)

An annual status update for these three performance areas is addressed in the SIP Matrix Update which is attached to this narrative.

## Performance below National Standards (Q2, 2010 Sample)

**S1.1 No Recurrence of Maltreatment** – Of all children who were victims of a substantiated maltreatment allegation during the selected six-month period, what percent were not victims of another substantiated allegation within the following six months?

Regarding Performance Measure S1.1 – No Recurrence of Maltreatment during a six month period - the following information applies:

SafeMeasures® extract reports for 2/3/11 show an improving trend in this performance measure sample during the period 6/07 to 6/10, achieving a 95.9% rate in June, 2010, which exceeds the National Standard of 94.6%. The trend declined following this high.

In Q2, 2010, a performance sample including 45 children was measured and 40 children did not experience a recurrence of maltreatment. However, that means that 5 children did experience recurrence. The 5 children who were maltreated ranged from under the age of 1 to the ages of 6-10. The primary referral sources were law enforcement and medical providers. This information may suggest that particular care should be given by Hotline and Investigative staff to use the Structured Decision Making (SDM) safety and risk assessment tools for younger children, erring on the side of caution. The National Standard for this performance measure is 94.6%. Mariposa County's performance is 88.9%. SafeMeasures® reports for the period 1/1/10 through 6/30/10 shows recurrence of maltreatment for three of five children included in the sample. For the three, the lengths of time in days that lapsed before recurrence were: 19, 57, 18 days. Most referrals in Mariposa County are from law enforcement.

SafeMeasures® reports for the same time period show that Hotline staff is utilizing the SDM safety tool at initial referral for a twelve-month average of 52.62%, with the use of the tool decreasing over the twelve month period from a high of 100% and then stabilizing at approximately 30% for the last six months of the time period. In January 2011, approximately 80% of all child abuse referrals were screened in, leaving 20% not appropriate for Child Welfare Services investigation. Out of the 20 referrals that were screened in, 8 were considered to need an immediate response and 12 were categorized as needing a response within 10 days. Data was available for 18 of the 20 referrals. The SDM safety tool was completed in 5 situations, all indicating that the child was safe. Thirteen referral assessments did not have a safety tool completed.

Review of the January 2011 SafeMeasures® reports shows that the completion of SDM risk assessments has fluctuated over the period of time from February 2010 to January 2011, with a 12-month average of 23.18%. The high completion months were February 2010 (80%), March 2010 (60%), and July 2010 (50%). The lowest months were April, September, and December 2010 (0%) and January 2011 (0%). This result compares unfavorably with the reported statistic of 77.3% recorded in the SDM report for April 1, 2009 through December 31, 2009.

SDM safety/risk assessment completion at referral closure achieved a rate of 40.92% for the twelve-month period. There was a declining trend in the use of the tool from a high of 80% in February 2010 to a low of 0% in January 2011. This result compares unfavorably with the reported results of 23.18% cited in the SDM report for the period April 1, 2009 through December 31, 2009.

As of 2/24/11 current referrals showed that out of 17 referrals received, 12 (70.59%) had completed tools while 5 (29.41%) had no tool completion. Of the 12, 3 were assessed to need an immediate response and 9 were categorized as requiring a 10-day response. Of the 12 with completed tools, all 12 ultimately were assessed as having a different safety/risk level than the SDM tool indicated, although there was no override of the system. Of the 18 referrals taken, 16 had an incomplete SDM assessment.

This data may suggest that the accurate use of the SDM tool has not been fully incorporated into the work of the Hotline and Investigative staff or may not be considered reliable by the staff for decision-making purposes. The use of a structured decision making tool is considered a best practice for Child Welfare Services and CDSS encourages counties to use the SDM tool specifically. In Mariposa County, consistent completion of the safety/risk assessment is good social work practice, an expectation of staff, and an area requiring renewed focus and oversight by the Child Welfare Supervisors. Analysis of historical data which includes a comparison of SDM over-rides and the resulting case outcomes might provide workload indicators and predictors for these monitoring efforts.

**Note: In the most recently released Data Extract covering Q3, 2010 sample, Mariposa County at 95.4%, surpassed the National Standard of 94.6%. Sixty-five children were included in this sample. Sixty-two children experienced no recurrence of maltreatment. The County continued to achieve a performance score of 100% on performance measure S2.1 – no maltreatment in Foster Care. As previously stated in the County Self-Assessment (CSA) and the 2010-2013 SIP, small changes within small samples can produce fluctuating results and skew statistical results.**

### **C3 Adoption Composite**

In the Q2, 2010 sample, Mariposa County showed negative performance within the Adoptions Composite; however, a review of the statistics shows some interesting information. First, it is important to remember that Mariposa County contracts with CDSS for adoption services through their Fresno unit. Over the review period, there has been staff turn-over with a resulting lapse in service for a period of time. With the recent appointment of a CDSS Adoptions representative who provides adoption services to the County, adoption activity has increased.

Within the Adoption Composite, there are 5 performance measures: Adoption within 24 months (exit cohort), median time to adoption (exit cohort), adoption within 12 months (17 months in care), legally freed within 6 months (17 months in care), and adoption within 12 months (legally freed). During the period July 1, 2009 through June 30, 2010, Mariposa County has failed to meet National Standards in all measurement areas. In performance measure C2.1 (not adopted within 12 months) and C2.2 (median time to adoption), only one white, male child between the ages of 1-2 and placed with kin was included in the sample. The County did not meet the performance measurement standard. Historically, kinship placements often fail to advance to adoption. There are benefits payments available for kinship placements and family relationship concerns may result in the reluctance of kin, particularly grandparents, to proceed with adoption.

Mariposa County did not meet standards in performance measure C2.3 (adoption within 12 months (17 months in care) for the sample period July 1, 2009 through June 30, 2010. The performance measurement sample included seven children. Results indicated that one child (white) between the ages of 1 and 2 and placed with kin was adopted within 12 months while six children were not. The characteristics of these six children were: age 1 to 2 (1), ages 11-15 (1), ages 16-17 (4). Five of the children were white and 1 Hispanic. Five were male. Three children were placed with kin, 1 in a Foster Family Agency (FFA), and 2 in Group Homes. Historically, adoption of older children occurs less frequently. Also children, particularly teens, who have spent longer periods of time in residential care have a more difficult time adjusting to a home environment.

For performance measure C2.4 (legally freed within six months (17 months in care), the statistical data shows that the County falls below the National Standard. Four children were included in the measurement sample. All were white males and between the ages of 11 and 17. Two were placed with kin and 2 were in Group Home placement.

The statistics for performance measure C2.5 (adopted within 12 months legally freed) included 8 children in the sample. Although Mariposa County showed negative performance direction for

this performance measure, a look at the statistics shows good adoption results for 7 of the 8 children included in the sample. Interestingly, of the seven children who were adopted in less than 12 months, five were Hispanic and 2 were white. Other statistics show that the characteristics of the 7 children were: age under 1 (1), ages 1-2 (2), ages 6-10 (1), ages 11-15 (2), age 16-17 (1). Four were female and 3 male. Three were in kinship placement and 4 in foster homes. The one child measured in this sample and found not to meet this adoption time frame was a white male in kinship placement.

Five of the children were coded as Hispanic. An analysis of the data by the CDSS Fresno Adoptions Unit led to the conclusion that five children were Native American with Hispanic surnames. These seven successful adoptions have resulted in stability in the lives of seven children.

Concurrent planning activities were identified as an area for focus by the 2009 PQCR and the 2010-2013 SIP. The following feedback was provided by the CDSS Adoptions representative: Mariposa County, in the past, has elected to delay referrals for adoption services until after reunification services were terminated. In some cases these referrals were delayed for as long as two years.. Recently that trend has been changing. Adoption referrals are being received earlier and sometimes before reunification services have terminated. Mariposa County does not currently use the Adoptions staffing form to initiate joint-agency staffing reviews at the third month of dependency forward. Monthly telephone conferences, bi-monthly meetings in the County, and meeting notes are used to track the cases. The use of the form could provide better coordination between the two agencies and more expedient concurrent planning and adoption services for children and families.

The CDSS Fresno Adoptions Unit offers a program to co-locate Adoption staff in county departments for one day of each week to provide early adoption services. These services begin with detention hearings. The representative can assist counties with assessing relative placements and help with Family Finding and Engagements services. Mariposa County has not yet requested this type of service but is including the state adoptions representative in some team decision-making meetings. The representative also attended Family Finding training provided to the County by the Administrative Office of the Courts.

The CDSS Fresno Adoptions Unit would like to collaborate with the county on the assessment of prospective adoptive families. The assessment performed by Adoptions is more rigorous than the relative placement assessment required by Child Welfare Services. The two agencies are discussing the implementation of this practice. This joint assessment helps to speed the permanency planning and adoption process since an adoption assessment must occur before an adoption can take place. Relative placements must be considered prior to adoption proceedings so, by taking this step early in the concurrent planning process, there is greater assurance that the concurrent plan will not be derailed. The CDSS Fresno Adoptions Unit often has approved adoptive families that are unmatched and waiting for children. These families can serve as concurrent planning families for many children who are considered "low risk for return to parents" or are already determined to be inappropriate for Family Reunification. In Mariposa, the Adoptions Unit currently has two approved homes and one home under study.

**Note: Quarter 3, 2010 data sample continues to show the County failing to meet National Standards in this composite.**

**C4.2 Placement Stability** is addressed in the SIP Matrix Update which is attached.

**Note: Mariposa County surpassed National Standards in all Reunification Composite performance measures in Q3, 2010 reports.**

**Status of SIP Performance Measures**

In the 2010-2013 SIP for Child Welfare Services, two performance measures were selected for focus: C1.4 re-entry to foster care following reunification and C4.2 placement stability (12-24 months). Information concerning results for these two performance measures follows:

**1. Improvement Goal:**

Permanency 1. Children have permanency and stability in their living situations without reentry into foster care.

Child Welfare Services – Re-entry following Reunification (C1.4) – Of all children exiting foster care during the selected 12 month period, what percent reentered foster care less than 12 months from the date of discharge?

Improvement Target or Goals:

Mariposa County's performance for this Quarter 2, 2010 measurement sample was 0% while the National Standard is 9.9%. Thirteen children were included in the sample. This performance showed substantial improvement compared to the county's 18.8% performance in Quarter 2, 2009. Mariposa County has chosen as a goal, over the life of the SIP, the successful reunification without reentry of two additional children resulting in a 12.55% improvement score. This projected success would demonstrate improved stability for two children and families but would achieve an outcome performance of 6.25%, thereby exceeding the National Standard of equal to or less than 9.9%. This performance outcome score was based upon a sample of 16 children. Mariposa County has achieved their SIP goal within the first year; however, there has been a change in the number of children included in the measurement sample.. A change in the sample size could skew the results.

For Quarter 2, 2010 sample of 13 children, all 13 children had no reentries to foster care within 12 months following reunification. Mariposa County's performance of 100% compares favorably with that of California at 87.5%.

In Mariposa County, of the 13 children included in the performance measurement sample, the following statistics applied:

**Age**

Count	Under 1	1-2	3-5	6-10	11-15	16-17	Total
Reentered In less than 12months							
No reentry within 12 months		2	1	2	6	2	13
<b>Total</b>		<b>2</b>	<b>1</b>	<b>2</b>	<b>6</b>	<b>2</b>	<b>13</b>

**Ethnic Group**

Count	Black	White	Hispanic	Asian/P.I.	Nat. Amer	Missing	Total
Reentered in less than 12 months							
No reentry within 12 months		10	3				13
<b>Total</b>		<b>10</b>	<b>3</b>				<b>13</b>

## Gender

Count	Female	Male	Missing	Total
Reentered in less than 12 months				
No reentry within 12 months	6	7		13
<b>Total</b>	<b>6</b>	<b>7</b>		<b>13</b>

## Placement Type

Count	Pre-Adopt	Kin	Foster	FFA	Court specified Home	Group	Shelter	Guardian	Other	Missing	Total
Reentry in less than 12 months											
No reentry within 12 months		4	2	5		2					13
<b>Total</b>		<b>4</b>	<b>2</b>	<b>5</b>		<b>2</b>					<b>13</b>

SafeMeasures® historical trend reports covering the period 12/06 through 12/09 show an improving trend overall.

## Improvement Goal 2

Permanency 1 – Children have permanency and stability in their living situations without increasing entry to foster care.

C4.2 Placement Stability (12-24 months in care) – Of all children in foster care during the selected 12-month period who were in care for at least 12 months but less than 24 months, what percent had two or fewer placements?

Improvement Target or Goals:

County's Current Performance:

The most recent information indicates that 3 of 7 (65.4%) children included in the performance measurement sample have experienced two or fewer placements. The National Goal is 86.0%. Mariposa County has met its goal of improved placement history for one child each year during the span of this three year plan. The improved rate of 65.4% is still lower than the national goal. Progress has been seen in the placement history of children less than 11 years of age. Although placement stability is important for every child, efforts to achieve statistical performance improvement should focus on males, teens and Native American children. Within this sample, a majority of the children were placed with kin. Further analysis is needed to determine if failed placements were from placement types other than kin which subsequently resulted in kinship placement or if placements with kin also failed. The development of a formal Family Finding

program and adherence to the practice of pre-placement visits between prospective foster parents and children may provide improved placement stability.

In Mariposa County, of the seven children included in this sample, the following data applies:

**Age:**

Count	Under 1	1-2	3-5	6-10	11-15	16-17	Total
Two or fewer placements		1	1	1	0	0	3
More than two placements		0	0	1	2	1	4
<b>Total</b>		<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>7</b>

**Ethnic Group:**

Count	Black	White	Hispanic	Asian/PI	Nat. Am.	Missing	Total
Two or fewer placements		2			1		3
More than two placements		2			2		4
<b>Total</b>		<b>4</b>			<b>3</b>		<b>7</b>

**Gender:**

Count	Female	Male	Missing	Total
Two or fewer placements	0	3	0	3
More than two placements	1	3	0	4
<b>Total</b>	<b>1</b>	<b>6</b>	<b>0</b>	<b>7</b>

**Placement Type:**

Count	Pre-Adopt	Kin	Foster	FFA	Court-Specified	Group	Shelter	Guardian	Other	Missing	All
Two or fewer placements		2	1								3
More than two placements		4	0								4
<b>Total</b>		<b>6</b>	<b>1</b>								<b>7</b>

**Note: Q3, 2010 data sample results shows Mariposa County continuing to exceed National Standards in placement stability for the 12-24 month placement category. The County continues to struggle in meeting National Standards for 8 days to 12 months in care and at least 24 months in care categories. In the past, the 8 days to 12 months performance measure result was negatively affected by the initial placement in emergency shelter care for children entering foster care. The emergency shelter program was suspended recently.**

### **CWSOIP (Child Welfare Services Opportunity for Initiatives Program)**

FY 2009/2010 – Mariposa County received \$160,554 in CWSOIP funds for the fiscal year. The dollars were spent on SafeMeasures®, staff development activities for staff, and consultant fees for Outcome and Accountability plan completions.

FY 2010-2011 – In FY 2010-2011 Mariposa County has budgeted \$181,680 in CWSOIP funds. Through Q2 Mariposa County has claimed \$79,760 for staff development and Outcome and Accountability consultant costs.

In Probation, CWSOIP funds will assist in paying for the costs associated with training and travel for CWS/CMS implementation. Additionally, these funds will help pay the costs for Juvenile Probation Officers to have access to a search engine that can be used to locate parents and family members, which will reduce the need for out-of-home placement and improve timely reunification with parent/guardian or family members. Probation will also be reviewing other options that will increase parent/guardians' involvement in achieving case plan goals; and improve short and long term success rates for our youth.

### **CAPIT/CBCAP/PSSF Funds Update:**

An OCAP annual update was completed in 11/10. One change in the OCAP Plan was documented. A new service provider, La Familia Family Center, a family resource center, is willing to expand their services to include the SafeCare parenting model for Spanish-speaking families. SafeCare is an in-home parenting model program that provides direct skill training to parents in child behavior management, planned activities training, home safety training, and child health care skills to prevent child maltreatment. These services are available to children and families with increased risk of child abuse and neglect or who are receiving family maintenance through Child Welfare Services (CWS). CBCAP funds will be used for at risk families and CAPIT funds will be used for CWS families.

The addition of this service fills a gap in the community social services network for the growing Hispanic, Spanish-speaking population in the County.

Mariposa Safe Families continues to provide Family Enrichment Center services in Mariposa proper and as a virtual service at various sites in the North County. A North County Family Enrichment Center Advisory Council guides planning for the implementation and delivery of those services.

Parent Partner services are provided to Mariposa Wraparound. The services are funded with CBCAP, CAPIT, and Wraparound funds and the parent partner participants are drawn from Mariposa Safe Families Shared Leadership group. Training for parent partners was provided by UC Davis Extension.

PSSF funds have been used to provide services to court-ordered Child Welfare Services and Family Maintenance families respite care for minors and other family services to ensure that children can safely remain in their homes. Examples of services provided are referrals of parents to appropriate programs such as drug counseling or domestic violence services and to fund the assignment of social workers to provide in-home intensive case management services.

PSSF Family Support funds are braided with other funding to pay for costs of family members/placement families to travel to and/or stay in Mariposa, sometimes, from out of state, to spend time with child(ren), attend court proceedings, and return home with the child(ren) to provide a stable family/home for them.

The County continues to rely upon informal feedback from consumers to evaluate the services provided through OCAP funds. There is an ongoing need to formalize the evaluation process. An OCAP RFP has been issued for the 2011-2013 funding cycle. The RFP seeks Differential Response services and Parenting services, including an in-home component. There are performance measures and a formal evaluation process included in the RFP.

Human Services Department participated in a Peer Quality Case Review process for Child Welfare Services and Juvenile Probation in April, 2009. A Peer Review process for OCAP service delivery has not been put in place in the County to date.

**CWS SIP Outcome Matrix**

Update April 2011

<b>Outcome/Systemic Factor #1:</b>			
Permanency 1 - Children have permanency and stability in their living situations without increasing entry to foster care.			
C1.4 Reentry Following Reunification			
<b>County's Current Performance:</b>			
The most recent information indicates that 3 of 16 children (18.8%) have reentered foster care within the 12 months from the date of discharge. The National Goal is 9.9%			
<b>Improvement Goal #1</b>			
Improve to a rate of 12.55% (Year 1 = 18.8%; Year 2 = 12.5%; Year 3 = 6.25%)			
<b>Strategy 1. 1</b>	<input type="checkbox"/>	<b>CAPIT</b>	<b>Strategy Rationale</b> An infrastructure to support the above meetings will increase consistency and equity in case management. Statistically, this will positively affect validity and reliability of such processes.
	<input type="checkbox"/>	<b>CBCAP</b>	
<input type="checkbox"/>	<b>PSSF</b>		
<input checked="" type="checkbox"/>	<b>N/A</b>		
Build a complete infrastructure employing TDM/FGDM/MDT meetings at every crucial juncture in a referral or case, including all placement changes.			
<b>Milestone</b>	<b>1.1.1</b> Train additional facilitators to increase the pool of such.	Q3, 2010	Assigned to Deputy Director of Behavioral Health and Recovery Services/Fresno State SWERT
	<b>SIP Update:</b> TDM Facilitator training was provided on September 23 <sup>rd</sup> and 24 <sup>th</sup> , 2010. Mariposa has contracts in place with two persons in the community to facilitate TDMs.	SIP Update: Accomplished	
	<b>1.1.2</b> Establish written protocols/policies and procedures to include when, where, why, what and whom. (Address Wraparound cases/System of Care cases to ensure clarity.)	Q4, 2010	SS Deputy in conjunction with BHRS Deputy and Probation

	<p><b>SIP Update:</b> A TDM protocol/policy manual for Child Welfare Services and Mariposa Wraparound/Children's System of Care is being developed currently. Behavioral Health and Recovery Services received a Mental Health Services Act Innovation grant to develop a TDM strategic plan for adult clients. Behavioral Health and Recovery currently is working with consultants from Cal State Fresno to accomplish this strategy.</p>	<p><b>SIP Update:</b> New target date is Q3, 2011</p>									
	<p><b>1.1.3</b> Train staff (&amp; others) in developed protocols.</p>	<p>Q4, 2010</p> <p><b>SIP Update:</b> New target date is Q4, 2011</p>	<p>CWS, Wrap and Probation Supervisors</p>								
<p><b>Strategy 1.2</b> Fully utilize assessment tools and outcome measure reports to increase validity and reliability of safety and risk assessments.</p>	<table border="1"> <tr> <td><input type="checkbox"/></td> <td><b>CAPIT</b></td> </tr> <tr> <td><input type="checkbox"/></td> <td><b>CBCAP</b></td> </tr> <tr> <td><input type="checkbox"/></td> <td><b>PSSF</b></td> </tr> <tr> <td><input checked="" type="checkbox"/></td> <td><b>N/A</b></td> </tr> </table>	<input type="checkbox"/>	<b>CAPIT</b>	<input type="checkbox"/>	<b>CBCAP</b>	<input type="checkbox"/>	<b>PSSF</b>	<input checked="" type="checkbox"/>	<b>N/A</b>	<p><b>Strategy Rationale</b> Full utilization by social workers of SDM tools, using definitions correctly, will confirm to CWS staff sound case management decisions and will guide them in developing case plans and other courses of action.</p>	
<input type="checkbox"/>	<b>CAPIT</b>										
<input type="checkbox"/>	<b>CBCAP</b>										
<input type="checkbox"/>	<b>PSSF</b>										
<input checked="" type="checkbox"/>	<b>N/A</b>										

Milestone	Timeframe	Assigned to	
<p><b>1.2.1</b> Utilize SDM tools across the board, consistently, and in a timely manner to assess for safety and risk factors, especially regarding reunification. Setup management controls to monitor.</p> <p><b>SIP Update:</b> There continues to be a goal to incorporate the use of these tools into the day to day practice of social work staff.</p>	<p>Immediate and ongoing Q3, 2010 for Management tools</p> <p><b>SIP Update:</b> New target date is Q4, 2011</p>	<p>Continuing Social Workers and Supervisor SS Deputy Director</p>	
<p><b>1.2.2</b> Train social workers on generating and use their own SafeMeasures® reports.</p> <p><b>SIP Update:</b> Social worker staff has been trained on generating and using SafeMeasures® reports. Budget considerations have resulted in reduction in clerical staff and there continues to be turnover in the clerical and social worker ranks.</p>	<p>Q3, 2010</p> <p><b>SIP Update:</b> Accomplished</p>	<p>Continuing Supervisor/Fresno CWS Academy</p>	
<p><b>1.2.3</b> Ensure that clients whose cases leave CWS have a safety plan including provision of follow up services if needed to address any remaining issues and reduce risk to children. Develop P&amp;P or written expectations.</p> <p><b>1.2.4</b> <b>SIP Update:</b> TDM protocols will include policy provisions for the completion of safety plans and after-care plans as components of service provision. The social worker staff will be</p>	<p>Immediate and ongoing Q4, 2010</p> <p><b>SIP Update:</b> Immediate and Ongoing Q4, 2011</p>	<p>Social Workers and Supervisors SS Deputy Director</p>	

	trained on these expectations and the supervisors will oversee their completion.				
<b>Milestone</b>	<b>Strategy 1.3</b> Expanding Parent Education within the Department and in the community will be explored. Establish Parent Partners for Wraparound Program families.	<input checked="" type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A	<b>Strategy Rationale:</b> Increasing parenting abilities of those with children at risk of (repeated) removal will decrease the likelihood of reentry.		
	<b>1.3.1</b> Continue Parent Education classes provided collaboratively for Behavioral Health, Probation and Child Welfare referrals. Continue Therapeutic Behavioral Services (TBS) for Wraparound and System of Care families.		Ongoing		BHRS Deputy and staff
	<b>1.3.2</b> Parent Partners to be assigned to every Wraparound family  <b>SIP Update:</b> A 2010-2011 contract between Human Services and Mariposa Safe Families for these services was signed in March, 2011 for FY 2010-2011.	<b>Timeframe</b>	Q3, 2010		BHRS Deputy and the Shared Parenting program under the auspices of Mariposa Safe Families.
	<b>1.3.3</b> Explore expanding behavioral modification group to other CWS cases. Explore parenting classes as part of primary prevention in community.		Q2, 2011		HS Admin Team
	<b>1.3.4</b> Explore differential response and expanding current parenting programs.				HS Admin Team and Probation

	<p><b>SIP Update:</b> Mariposa Count has released an OCAP RFP for proposal to provide Differential Response services including a parenting program with an in-home parenting component.</p>			
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Milestone	Strategy 1.4 Expand Family Finding and Family Search and Engagement Efforts to find support systems for families, provide respite, and serve as potential resources for placement of children.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale. Locating relatives is of utmost importance in determining available support systems; relatives are considered to have preferential consideration regarding placement of children.	Assigned to
		<p><b>1.4.1</b> Implement pilot project with Court to develop "model" site for Family Finding.</p> <p><b>SIP Update:</b> <b>Three sessions have been held, with three more to follow.</b></p> <p><b>1.4.2</b> CWS/CMS drop in August or September 2010 will include new field for entering Family Engagement Efforts in the CWS/CMS database. Probation will begin to use CWS/Case Management System.</p> <p><b>SIP Update:</b> <b>The CWS/CMS drop included a new field to record Family Engagement Efforts. Probation is in process to implement CWS/CMS Case Management.</b></p>		

	<p><b>1.4.3</b> Find available training and train one or more staff in Family Search and Engagement. Expand current family search and engagement activities. Develop P&amp;P or written expectations re: Family Search and Engagement.</p> <p><b>SIP Update:</b> The County has draft protocols and informal practices for conducting Family Search &amp; Engagement activities. Progress in this area has been affected by staff turnover and shortages. Final TDM policies and protocols will include Family Search and Engagement P&amp;P.</p>		<p>Q4, 2010</p> <p><b>SIP Update:</b> New target date Q1, 2012</p>		CWS and Probation Supervisors
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<p><b>Milestone</b></p>	<p><b>1.5.1</b> HS Department to contract some mental health clinical services which will allow staff to see clients sooner and minimize waiting lists.</p> <p><b>SIP Update:</b> Contracts where procured by Behavioral Health and Recovery.</p>	<p>Q2, 2010</p> <p><b>SIP Update:</b> Accomplished</p>	<p><b>Assigned to</b></p>	<p><b>Strategy Rationale:</b> CWS and Probation clients need evaluation and treatment for mental health and/or AOD needs that have not been addressed.</p> <p>BHRS Deputy</p>								
<p><b>Strategy 1.5</b> Mental Health and Drug and Alcohol Services without waiting periods. CWS children and families need to be given priority for services.</p>	<table border="1"> <tr> <td><input type="checkbox"/></td> <td>CAPIT</td> </tr> <tr> <td><input type="checkbox"/></td> <td>CBCAP</td> </tr> <tr> <td><input type="checkbox"/></td> <td>PSSF</td> </tr> <tr> <td><input checked="" type="checkbox"/></td> <td>N/A</td> </tr> </table>	<input type="checkbox"/>	CAPIT	<input type="checkbox"/>	CBCAP	<input type="checkbox"/>	PSSF	<input checked="" type="checkbox"/>	N/A			
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	<p><b>1.5.2.</b> Explore residential treatment facilities or other options for substance abusing clients within Mariposa County.</p> <p><b>SIP Update:</b> <b>This continues to be a future goal.</b></p>	Q1, 2012	HS Admin Team and Probation Staff
<p><b>1.5.3</b> Establish Early and Periodic Screening, Diagnosis and Treatment (EPSDT) forms and process to ensure referral of all detained children over age 5 to discover and treat the ills that handicap our children. Refer children age 5 and under to Early Start for evaluation and follow-up as needed.</p> <p><b>SIP Update:</b> <b>EPSDT forms have been finalized and are in place. Children are referred appropriately.</b></p>	Q3, 2010	CWS and BHRS Supervisors	
<b>SIP Update: Accomplished</b>			

The SIP cites several strategies for improvements in this area. The strategies and their status are documented in the attached Matrix.

<p><b>Outcome/System Factor #2:</b></p> <p><b>Permanency 1 - Children have permanency and stability in their living situations without increasing entry to foster care.</b></p> <p>C4.2 Placement Stability (12 to 24 Months in Care)</p> <p><b>County's Current Performance:</b></p> <p>The most recent information indicates that 2 of 7 children (28.6%) have experienced two or fewer placements.</p> <p>The National Goal is 86.0%</p>
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<p><b>SIP Update:</b> The March 2010 SDM report shows that CWS social workers completed SDM family and child strengths and needs assessments but, at the time of the report issuance, there were too few open case assessments for inclusion in the 2010 report. The County expects social workers to share child information with prospective foster parents upon placement. For the most part this practice is applied. Still pending are the developments of written policies and procedures for monitoring and oversight of pre-placement meetings.</p>	<p><b>SIP Update:</b> Ongoing</p>	
<p><b>2.1.3</b> Consistently hold TDM and/or FGDM meetings prior to placement changes.</p> <p><b>SIP Update:</b> TDMs are held prior to placement changes and post initial placement (time of removal). A goal is to implement TDMs immediately after detention (removal) before the initial placement decision is made. TDM policies and practices that are being written will include the use of TDMs for placement issues at initial placement and with subsequent placement decisions. FGDM policies and procedures will follow.</p>	<p>Ongoing for TDMs; FGDM Q2, 2011</p> <p><b>SIP Update:</b> New target date for TDMs is Q3, 2011 and Q1, 2012 for FGDMs</p>	<p>Social workers, supervisors, the TDM Coordinator, and the Facilitator</p>
<p><b>2.1.4</b> Specialized training (i.e. how to deal with difficult teens, mental health issues, death, etc.) for foster parents and assistance with common problems of children in placement. Encourage foster parents to use SW as partner in solving</p>	<p>Q4, 2010</p>	<p>Foster Parent Licensing Worker &amp; Columbia College for training</p> <p>Case-carrying social worker for assistance.</p>

<p>placement problems.</p> <p><b>SIP Update:</b>  <b>Mariposa County is working on a curriculum and new requirements for foster parents. The County hopes to complete this design by July, 2011. The County is also developing a proposal to implement a new multi-tier specialized care increment/rate program which would include foster parent training expectations for higher Specialized Care Rates.</b></p>	<p><b>SIP Update:</b>  <b>New target date is Q3, 2011</b></p>	
<p><b>2.1.5</b> Consider re-establishing Foster Parent Liaison as "go to person" for any issues faced by foster parent with children or "the system."</p> <p><b>SIP Update:</b>  <b>A Child Welfare Services aide was assigned to these duties</b></p>	<p>Q4, 2010</p> <p><b>SIP Update:</b>  <b>Accomplished</b></p>	<p>HS Admin Team</p>
<p><b>2.1.6</b> Explore stipends for certain populations and/or circumstances to compensate foster parents and enhance placement stability. Explore modification of specialized care rate.</p> <p><b>SIP Update:</b>  <b>A program for issuing a \$100 gift card for each child upon emergency placement was implemented in October, 2010. A proposal to modify the specialized care rate is being developed.</b></p>	<p>Q4, 2010</p> <p><b>SIP Update:</b>  <b>Accomplished in part. New target date for full completion is Q1, 2012</b></p>	<p>HS Admin Team</p>

	<p><b>2.1.7</b> Explore how to involve NREEM and related placement providers in parenting/training/special needs of the children.</p>	Q3, 2011		SS Deputy
<p><b>Strategy 2.2</b></p>	<p>Family Finding and Family Search and Engagement Efforts to find support systems for families, provide respite, and serve as potential resources for placement of children.</p>	<p> <input type="checkbox"/> CAPIT  <input type="checkbox"/> CBCAP  <input type="checkbox"/> PSSF  <input checked="" type="checkbox"/> N/A </p>	<p><b>Strategy Rationale</b></p> <p>Locating relatives is of utmost importance in determining available support systems; relatives are considered to have preferential consideration regarding placement of children.</p>	
<p><b>Milestone</b></p>	<p><b>2.2.1</b> Implement pilot project with Court to develop "model" site for Family Finding.</p> <p><b>SIP Update:</b>  <b>Three sessions have been conducted by Kevin Campbell and funded by the Administrative Office of the Courts.</b></p>	<p>Q2, 2011</p> <p>Six sessions to be scheduled in fiscal year 2010-2011 and offered to CWS staff and probation staff.</p> <p><b>SIP Update:</b>  <b>Accomplished in part</b></p>	<p>CWS Continuing Supervisor &amp; Probation Supervisor</p> <p>Training to be provided by Kevin Campbell and funded by the Administrative Office of the Courts (AOC).</p>	
	<p><b>2.2.2</b> Find available training and train one or more staff in Family Search and Engagement. Expand current family search and engagement activities. Develop P&amp;P or written expectations re: Family Search and Engagement.</p> <p><b>SIP Update:</b>  <b>Mariposa County is working with the Administrative Office of the Courts to develop and implement a "model" program for Family Search and Engagement. The training is in process and three of six sessions have taken place for Child Welfare and Probation staff.</b></p>	<p>Q4, 2010</p> <p><b>SIP Update:</b>  <b>New target date is Q4, 2012</b></p>	<p>Assigned to</p>	<p>CWS Supervisors and Probation</p>

	<p><b>2.2.3</b> CWS/CMS drop in August or September 2010 will include new field for entering Family Engagement Efforts in the CWS/CMS database.</p> <p><b>SIP Update:</b> This CWS/CMS enhancement was downloaded to the system and is being used by Child Welfare Services staff.</p>		<p>Q4, 2010</p> <p><b>SIP Update: Accomplished</b></p>		CWS Supervisors
<p><b>Strategy 2.3</b></p> <p>Early concurrent planning for every placement case.</p>			<p><input type="checkbox"/> CAPIT</p> <p><input type="checkbox"/> CBCAP</p> <p><input type="checkbox"/> PSSF</p> <p><input checked="" type="checkbox"/> N/A</p>	<p><b>Strategy Rationale</b></p> <p>Location of a permanent home at the earliest point in any given case increases the likelihood of placement stability.</p>	
<p><b>Milestone</b></p>	<p><b>2.3.1</b> Concurrent planning must occur from the very beginning of a case and involving close collaboration with the CDSS Fresno Adoptions District Office.</p> <p><b>SIP Update:</b> There has been recent turnover in the CDSS Adoptions Liaison staff. With this change, there has been a renewal of adoption activity in the County</p> <p><b>2.3.2</b> Develop "Orientation of System and Responsibilities" for NREFM and Relative placements – consider inclusion with AOC project for Family Finding.</p> <p><b>SIP Update:</b> Three sessions of Family Finding training, given by the Administrative Office of the</p>	<p><b>Timeframe</b></p>	<p>Ongoing</p> <p>Q1, 2012</p> <p><b>SIP Update: Pending</b></p>	<p><b>Assigned to</b></p>	<p>Social workers and supervisors to ensure coordination with adoptions staff, as well as caretakers who opt to provide permanency through adoption, legal guardianship or APPLA (Another Planned Permanent Living Arrangement).</p> <p>SS Deputy</p>

	<p><b>Courts, have taken place. A decision about inclusion of this strategy within the Family Finding program is still pending.</b></p>			<p>Probation Supervisor</p>
<p>2.3.3 Staff training and full implementation of concurrent planning for Probation youth in placement.</p>		<p>Q1, 2011 SIP Update: Pending</p>		

<p><b>Strategy 2.4</b></p>	<p>Minimize worker changes throughout the life of the case.</p>	<table border="1"> <tr> <td><input type="checkbox"/></td> <td>CAPIT</td> </tr> <tr> <td><input type="checkbox"/></td> <td>CBCAP</td> </tr> <tr> <td><input type="checkbox"/></td> <td>PSSF</td> </tr> <tr> <td><input checked="" type="checkbox"/></td> <td>N/A</td> </tr> </table>	<input type="checkbox"/>	CAPIT	<input type="checkbox"/>	CBCAP	<input type="checkbox"/>	PSSF	<input checked="" type="checkbox"/>	N/A	<p><b>Strategy Rationale</b></p> <p>Consistency in worker assignment reduces the number of changes a child experiences and to which he or she has to adjust.</p>	
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<input checked="" type="checkbox"/>	N/A											
<p><b>Milestone</b></p>	<p>2.4.1 Develop a plan to increase social worker retention.</p> <p>2.4.2 CWS Supervisors to participate in Pilot project - Central California Training Academy Advanced Leadership Development for Supervisors (ALDS)</p>	<p>Q1, 2011</p>	<p>Assigned to</p>	<p>HS Admin Team</p> <p>CWS Supervisors</p> <p>SS Deputy</p>								
<p><b>SIP Update: Supervisors participated in this pilot project</b></p>		<p>SIP Update: Accomplished</p>										

**Describe any additional systemic factors needing to be addressed that support the improvement plan goals.**

Implementing the strategies noted above should result in the needed system changes required to support successful results in these goal areas.

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

- Training is needed for staff and supervisors for SafeMeasures® for caseload management.
- Family Finding Efforts data entry has been provided --- but staff will need a refresher.
- Select staff needed to be trained in Family Search and Engagement activities.
- Probation and Child Welfare staff needs training in Family Finding that will be offered by the AOC.

- Training for Facilitators will be offered to expand our pool of facilitators.
- Probation Staff will need training in data entry for CWS/CMS.
- Additional training in concurrent planning efforts should be made available to CWS and Probation staff.
- A needs assessment and targeted training for Foster Parents should be addressed.

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

- Facilitators (for TDMs) will be recruited from staff throughout the department and the community, provided training and will facilitate TDMs.
- Family members and concerned community members, i.e. CASA, teachers, foster parents, neighbors, etc. will participate in family TDMs and be part of the service plan for that individual family.
- Behavioral Health & Recovery Services (BHRS) to provide evaluations and mental health and drug and alcohol services as timely as possible.
- Adoptions/Fresno – continue to work concurrently for permanency (and stability) for children.
- Mariposa Safe Families, Inc. (MSF) to provide Parent Partners for Wraparound families.
- Licensed Foster Parents to receive specialized training and be available to provide a loving home and services needed.
- Administrative Office of the Courts (AOC) to provide training on Family Finding and support local process.
- BHRS and Probation continue to offer parenting classes.
- Community based organization (CBO) to provide research based efforts for primary and, possibly, secondary community prevention efforts.
- CCTA – Staff development
- Schools - Foster Youth Liaison to continue to be the nexus between CWS/Probation and the school district. Continued CWS Supervisor and Probation membership on Foster Youth Advisory Council.
- Sheriff support of ER functions, referral base, provision of criminal/incident reports.
- CASA coordination with social workers regarding advocacy for dependent children. Attend court hearings and provide supportive services to children.

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

The effort to assist Probation staff in gaining access to CWS/CMS will assist in improving goals.

**The following is an update on the progress that Mariposa Probation has made to meet the strategy and goals of the SIP. The strategy is identified in the last SIP is indicated below:**

**Probation SIP Outcome Matrix**

**Update April, 2011**

<p><b>Outcome/Systemic Factor:</b>                  Wards in out-of-home placement will reunify with their parent/guardian within 12 months.  <b>County's Current Performance:</b>                  Probation currently has 5 youth in group home placement. Of those 5 youth, 3 have been in placement for less than 6 months; 1 has been in placement for 8 months; 1 has been in placement for 2.5 years. Probation currently has two youth who transitioned from a group home placement to the Wraparound Program.  <b>Improvement Goal 1.0:</b>                  Except for wards who are in a Juvenile Sex Offender Treatment Program, 90% of placement youth will be reunified with parent/guardian within 12 months of removal.</p>		<p><b>Strategy Rationale:</b>                  By utilizing TDM/MDT models, families will be able to identify the barriers that prevent them from actively participating in the minor's reunification case plan and assist the family in identifying solutions that will best address the family's needs.</p>			
		<p><b>Strategy 1.1:</b>                  Develop a process, such as TDM/MDT, for engaging families in the service and reunification plan.</p>	<p><b>Strategy Rationale:</b>                  By utilizing TDM/MDT models, families will be able to identify the barriers that prevent them from actively participating in the minor's reunification case plan and assist the family in identifying solutions that will best address the family's needs.</p>		
<p><b>Milestones</b></p>	<p>1.1.1                  Implement policies and procedures for utilizing TDM/MDT models to assist families with developing a case plan that facilitates reunification with 12 months.  <b>SIP Update:</b>                  The Juvenile Division Supervising Deputy Probation Officer and the Placement Deputy Probation Officer completed training on Concurrent Planning in October 2010</p>	<p><b>Timeframes</b></p>	<p>Q4, 2010  <b>SIP Update:</b>                  Q4, 2011</p>	<p><b>Assigned To</b></p>	<p>Probation Management                  Deputy Probation Officers</p>
	<p><b>Permanency</b></p>				

<p>1.1.2 Train probation officers in developed protocols.</p>	<p>Q4, 2010 <b>SIP Update: Q1, 2011</b></p>	<p>Probation Management</p>
<p>1.1.3 Collaborate with the Department of Human Services Social Services and Behavioral Health and Recovery Services to offer comprehensive services to youth and family.</p> <p><b>SIP Update:</b> Probation and Human Services have been collaborating, utilizing Team Decision Making meetings and Multi-Disciplinary Team meetings, to provide comprehensive services to Probation youth and their families. The Wraparound and CARES Programs have been used to assist in reunification of youth in out-of-home care within 12 months.</p>	<p>Q3, 2010</p> <p><b>SIP Update: Ongoing</b></p>	<p>Probation Management DHS Management</p>
<p><b>Strategy 1.2:</b> Identify available resources and collaborate with other service providers to expand existing services within the community, such as parenting education and support groups, which will assist families in reaching their case plan goals.</p>	<p><b>Strategy Rationale:</b> By utilizing and expanding existing services, families will be able to address the issues that have contributed to the minor's removal from the home and facilitate timely reunification.</p>	
<p><b>Milestones</b></p> <p>1.2.1 Juvenile Probation will continue to collaborate with Human Services to provide and possibly expand parenting education, support groups and other existing services.</p>	<p>Ongoing</p>	<p>Juvenile Probation Officers</p>
	<p><b>Timeframes</b></p>	<p><b>Assigned To</b></p>

	<p>1.2.2 Juvenile Probation Officers will continue to refer appropriate cases to the Wraparound Program in an attempt to reduce the risk for out-of-home placement.</p>		Ongoing	Juvenile Probation Officers Wraparound Program Staff
	<p>1.2.3 Juvenile Probation Officers will make referrals provide services and/or connect families to services that will assist them in reaching their case plan goals.</p>		Ongoing	Juvenile Probation Officers
	<p><b>Strategy 1.3:</b> Utilize Family Finding, Family Search and Engagement, and Concurrent Planning to identify support systems for families and potential placement resources.</p>	<p>Strategy Rationale: Locating relatives and other family support systems can help provide stability for the youth and family. Placing youth with family members is given preferential consideration.</p>		
	<p>1.3.1 Provide training to probation officers on Family Finding, Family Search and Engagement and Concurrent Planning. <b>SIP Update:</b> Family Finding training was coordinated with CWS and is currently pending completion. Probation has begun to implement family search and engagement practices to locate family members as potential placement options for family reunification.</p>	<p>SIP Update: Q4, 2011</p>		Probation Training Officer and AOC
	<p>1.3.2 Use Family Finding and Family Search and Engagement to prepare a Concurrent Plan for every youth in out-of-home placement.</p>			Deputy Probation Officers

	<p><b>SIP Update:</b> The Placement Officer has implemented concurrent planning with placement youth and has been making an effort to identify appropriate relatives to include in minors' Concurrent Plan.</p>	<p><b>SIP Update:</b> Ongoing</p>	
<p>1.3.3</p>	<p>Collaborate with the Department of Human Services and Behavioral Health and Recovery Services to offer comprehensive services to youth and family.</p>		<p>Probation Supervisor DHS Management</p>
<p>1.3.4</p>	<p>Training and implementation on the use of CWS/CMS for probation officers.</p> <p><b>SIP Update:</b> Probation has been participating in the phone conferences, webinars and other meetings scheduled by the Office of Systems Integration to assist Probation in the implementation of CWS/CMS. Probation has attempted to schedule CWS/CMS training and has been told there are no trainers available at this time. OSI indicated they hope to start scheduling training by the end of March.</p>	<p>Q4, 2010</p> <p><b>SIP Update:</b> Q4, 2012</p>	<p>UC Davis CWS Supervisors Probation Staff</p>
<p><b>Describe systemic changes needed to further support the improvement goal.</b></p> <p>The development of policies, procedures and protocols for the strategies mentioned above will further support the improvement goal.</p> <p><b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b></p> <p>Training is needed for probation staff in Family Finding, Family Search and Engagement, and Concurrent Planning as they relate to delinquent youth.</p> <p>Probation Staff need training and support on the CWS/CMS case management system.</p>			

	<p>Technical assistance is required to determine how probation staff will access the CWS CMS system.</p> <p><b>Identify roles of the other partners in achieving the improvement goals.</b>  Administrative Office of the Courts to provide training on Family Finding.  Probation and the Department of Human Services will collaborate to provide training for Family Finding, Family Search and Engagement, and Concurrent Planning.</p> <p><b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b>  None</p>
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