
MONO County

California Child and Family Services

System Improvement Plan

Child Welfare and Juvenile Probation
Services

Child Abuse Prevention, Intervention, and Treatment
Community Based Child Abuse Prevention Program
Promoting Safe and Stable Families

Three Year Plan
June 10, 2010 through June 9, 2013

Final Report
June 2010

Updated: June 2011

Table of Contents

Cover Page.....	1
Table of Contents.....	2
SIP Narrative	
I. Description of County Processes for Conducting SIP.....	3
II. Identify Outcomes Needing Improvement.....	4-5
III. Improvement Targets and Goals.....	5
IV. Summarize Current Available Literature.....	5-7
V. Summarize Current Activities.....	7-8
VI. Identify new activities.....	8-10
VII. Logic Models.....	10-11
VIII. Executive Summary.....	12
IX. PQCR Executive Summary.....	12-13
X. Self Assessment Summary.....	13-14
Part I – CWS/Probation	
A. CWS Probation Cover Sheet.....	15
B. CWS/Probation Narrative.....	16-18
C. Child Welfare Service Outcome Improvement Project Narrative.....	18-19
D. CWS/Probation SIP Matrix (Attachments).....	A1–A12
Part II – CAPIT/CBCAP/PSSF	
A. CAPIT/CBCAP/PSSF Cover Sheet.....	20 & 21
B. CAPIT/CBCAP/PSSF Plan.....	22-37
C. CAPIT/CBCAP/PSSF Program Descriptions.....	38-39
D. CAPIT/CBCAP/PSSF Expenditure Worksheets (Attachments).....	D1-D6

A. SIP Narrative

I) Description of County Processes for Conducting the SIP

Mono County Department of Social Services (MCDSS) and Mono County Probation Department (MCPD) formed a SIP working group made up of the MCDSS Director, the Chief Probation Officer, the MCDSS Program Manager, the Assistant Chief Probation Officer, the three Child Welfare social workers, the one deputy probation officer, and the director of the Child Abuse Prevention Council.

The team members met with various collaborative groups and conducted focus groups and community group meetings with constituents and service providers. The collaborative groups consulted included 1) Child Abuse Prevention Council; 2) Public Health; 3) Mental Health Services Act Prevention and Early Intervention Coalition; 4) Parenting Coalition; 5) the Court Team; 6) Interviews with Social Workers and 7) Past and current parents/children who have participated in the Mono County Child Welfare System.

In each meeting, the Guiding Principles were presented and discussed along with the quarterly CWS/CMS outcome reports from CDSS. System improvement Information was gathered from these groups and individuals. This information along with that from the Improvement Goals of the PQCR, the County Assessment, and quarterly CWS/CMS outcome reports was combined to identify outcomes and target needed improvement.

The decision making process was again a collaboration among all the team members, data results, results of the PQCR Process and the County Self Assessment.

The data used for the processes of creating improvement goals, targets and outcomes was gathered from the focus groups, community meetings, families/consumers and UC Berkeley.edu/ucb and CDSS quarterly reports.

The information gathered has been integrated into the SIP and prioritized as to the needs of the affected group or individuals and its relationship to the achievement of identified improvement goals, targets and outcomes. For example, the Native American community has certain needs and requirements for their participation in this System Improvement Process and without those needs being addressed their participation could not be guaranteed.

It was therefore the goal to work within these parameters to achieve successful outcomes for both the Native Americans and the SIP plan. This collaborative partnership approach was used to integrate the community, agencies and public into the SIP. Unfortunately, there was no Native American representative or ICWA structure for participation in the SIP.

All new information added for the purpose of this SIP Update Report is documented in red.

- II) The focus areas chosen for the 2010/2013 SIP are:
- Placement Stability for CWS
 - Increase utilization of SDM
 - Develop strong Transitional Services of youth
 - Implement Team Decision Making and increase Family Collaboration
 - Formalize Mono County CWS Policy and Procedures
 - Recruit, train, and education foster parents
 - Implement concurrent planning in CWS
 - Purchase and implement Safe Measures
 - Increase county performance in Measures 2B and 2C

Child Welfare: Measure C4.1, 2, 3: Placement stability

The critical importance of placement stability in Mono county child welfare has been highlighted since the most recent PQCR. Child Welfare has reported an increase in the number of teenage girls who have entered care and, anecdotally staff has noticed an increase in placement challenges, see Improvement Goal Matrix 9.0: 1.0 through 7.0

Following a review of Safe Measure and quarterly CMS data reports, Mono County CWS, in collaboration with a CDSS state consultant, selected Measure C 4.1,2,3: Placement Stability as the Child Welfare PQCR Focus Area. The definition of Measure C 4.1,2, and 3 is as follows:

Of all children who served in foster care during the year who were in foster care for (1) at least eight days but less than 12 months (Measure C4.1), (2) at least 12 months but less than 24 months (Measure C4.2) or (3) at least 24 months (Measure C4.3) what percent had two or fewer placement settings?

Per U.C. Berkeley's Federal/State Outcome Measure Report for Jan 1, 2008 to Dec 31, 2008 the state rate for Measure C4.1 was, respectively, 82.2%, C4.2, 62.3% and C4.3, 33.4%. Mono County rate for Measure C4.1,2 and 3 was, respectively, 100%, C4.2, 50% and C4.3, 16.7%.

Per U.C. Berkeley's Federal/State Outcome Measure Report for Oct 1, 2009 to Sep 30, 2009 the state rate for Measure C4.1 was, respectively, 83.6%, C4.2, 63.2% and C4.3, 32.7%. Mono County rate for Measure C4.1,2 and 3 was, respectively, 33.3%, C4.2, 100% and C4.3, 0%.

Probation: Measure 8A (state measure) Transition to Self-Sufficient Adulthood
The importance of youth's transition to self-sufficient adulthood is evident in the number of youth on probation who eventually enter the adult justice system. Although many youth are successful while in placement, many enter the adult

court, often shortly after turning 18. These youth continue to struggle with alcohol or drug use. This issue is compounded by the fact that it is very difficult for small counties to access funding for ILP services for youth simply because the number of youth on probation is so minimal when compared to the larger counties.

Additionally, implementing evidence-based practices is difficult when at any one given time there will be only one to four youth on probation. Mono County probation focused on the transition to self-sufficient adulthood in the hopes of clearly mapping both the strengths and challenges of the current supports offered to youth so as to elicit clear direction on how to make improvements.

III) Identify improvement targets or goals and provide a summary of the target goal process. Mono County's PQCR results suggest several key strategies and training needs for CWS and Probation to prioritize. This will include:

- Formalizing policy and procedures
- Increase performance measures 2B and 2C to state standards
- Full utilization of SDM tool
- Develop strong ILP
- Identify and enhance county youth services
- Implement Family collaboration
- Continue and improve foster parent recruitment, retention and training
- Train staff and implement Concurrent Planning
- Purchase and Implement Safe Measures

IV) Current Research (Placement Stability): Children undergo significant stress and a sense of loss and security when they are removed from their home. Lack of placement stability can make these experiences more difficult. The ramifications for improving their permanency planning and reducing their multiple placements help in identifying ways that behavioral and health risks can be reduced for children while they are in the foster care system.

David Rubin et al., states children in foster care experience placement instability unrelated to their baseline problems, and this instability has a significant impact on their behavioral well-being. This finding would support the development of interventions that promote placement stability as a means to improve outcomes among youth entering care (The Impact of Placement Stability on Behavioral Well-Being for Children in Foster Care, 2007, Rubin, David M).

The 1999 Placement Stability Study; controlling for age and length of time in the current placement. Stabilized children were:

- a) More likely to receive therapy;

- b) Rated as less delinquent and oppositional/aggressive;
- c) Viewed as less attached to their birth mother; and
- d) More likely to be placed with foster parents who are rated by caseworkers as competent and caring. (Placement Stability Study, 1999, Mary Ann Hartnet, Ph.D. et. al.)

One of the key findings of the Northern California Training Academy is, “as number of placements increases for children the more likely it is that they will experience later placement disruptions. This is even true for children who were not initially identified as having behavioral problems.” (p.10, 2008, Placement Stability in Child Welfare Services, Issues, Concerns, Outcomes and Future Directions Literature Review).

Additionally, the Northern California Training Academy finds the following ways will lessen placement instability:

- a) Providing training to the caregiver (e.g. foster parent);
- b) Concurrent Planning (to speed up permanency);
- c) Provide placement –specific services;
 - Transportation assistance
 - Respite Care
 - Foster-family counseling
- d) Child specific services;
 - Mental Health Services
 - Recreation and after school activities
- e) Increase Caseworker retention.

Current Research (Transition to Self-Sufficient Adulthood): The population in danger of being disconnected is extremely diverse. But there are generally four subgroups commonly recognized as composing the vast majority of those at very high risk:

- a) High-school dropouts
- b) Teen parents
- c) Youth emerging from the foster care system
- d) Youth involved with the juvenile justice (and sometimes adult correctional) systems
(The Center for Juvenile Justice Reform and the Jim Casey Youth Opportunities)

Historically the debate within juvenile justice has revolved around questions of acting in the best interest of children versus punishing them for their antisocial conduct (see, Bernard, 1992). Recognizing where the systems have fallen short in the past will help agency leaders and policymakers craft improvements for the future. A focus on youth known to multiple systems enables juvenile justice and child welfare professionals to learn from each other’s successes and failures (The Center for Juvenile Justice Reform and the Jim Casey Youth Opportunities).

Child Welfare Information Gateway believe, "Emphasis is placed on the domains of life skill development, identity formation, community relationships, health and mental health, education, employment, and housing." (2005, Standards of Excellence)

A short list of skills needed to attain connection by 25 includes:

- The ability to establish relationships, including romantic relationships.
- Education and training for a high level of literacy, numerics, financial literacy, and management of adult challenges in modern society.
- Occupational and employment skills relevant to the labor force in the 21st century's increasingly global markets.
- The ability to contribute to the well-being of others, in neighborhoods and communities.

A short list of the supports and resources that are needed so that young people attain these skills includes:

- Family supports and connections, services to address childhood trauma and deprivation, and services to strengthen relationships with parents and other caregivers.
- Success in school, opportunities to learn basic life skills, reduction in the exposure to and risk of engaging in illegal activities, and residential stability.

(Annie E. Casey Foundation, 2008).

Common to all of these approaches is a recognition that a mix of components is needed to address identified needs, risks, and strengths. Community protection and child protection are of equal concern in handling a crossover population, and it is this realization that is prompting a great deal of interest in strategies that can create partnership between juvenile justice and child welfare.

V) Current Activities in place:

Child/Youth Assessments are completed in a timely manner when the child is placed. In all cases and interviews, efforts were made in establishing communication amongst family members. Social workers were very persistent despite instances of family chaos, hostility or noncompliance. Additionally, in all cases or interviews, children/youth were included in the decision making process related to placement issues.

Relative Placement: - In all cases and interviews, children were either placed with relatives or had consistent contact with relatives. Visitation Plan Efforts - Obtaining and maintaining communication with family members is viewed as a priority. Social Workers make great efforts to keep the families connected. CWS provides weekend family visits with child, parents, and siblings by providing mileage reimbursement to parents and by transporting child/ren to Mono County for both supervised and unsupervised weekend visits.

Activities Partially in place

Concurrent Planning; however, there are delays in implementing concurrent planning, which cause permanency delay issues for the foster children. Foster family recruitment, however, as with a number of small counties foster parent retention and recruitment are a continuing issue. A new Staff Services Analyst in the department has been assigned Foster Parent Recruitment and is currently working with State licensing on coordinating an orientation for persons interested in becoming foster parents. UC Davis Concurrent Planning training was scheduled for May 2011, but due to mid-year budget changes, was cancelled and has been rescheduled for FY 2011/12 with high priority.

Structured Decision Making (SDM) has been implemented in Mono County and is helpful for facilitating multi-disciplinary technical planning and stakeholder involvement; although there are currently no MDT meetings or planning processes. The goal of an SDM process is to inform difficult choices, and to make them more transparent and efficient; however, is not consistently being utilized by the social workers. Full utilization of SDM by Social Workers has not been achieved as anticipated due to staff shortages, training budget, and delays in hiring a new CWS Program Manager/Supervisor.

VI) New Activities that would Impact Outcomes.

Mono County's PQCR and Self-Assessment results suggest several key strategies and training needs for CWS to prioritize:

- Currently many of the CWS practices in Mono County are informal, and while many result in positive outcomes there is a need to create a formalized Child Welfare Policy and Procedures Manual for utilization by social workers, Matrix Improvement Goal 5.0. Many of these activities were to be completed by March 2011; however, delays in recruitment of supportive staff and new CWS Program Manager/Supervisor, along with staff turnover in CWS and county hiring freeze requiring BOS approval on all department recruitments, has pushed these activities out to March 2012. This includes formalizing policies on the use of the following:
- Structured Decision Making: this includes both creating policies on the use of SDM and training social workers to consistently utilize the tool.
- Standardized filing guidelines for case folders and files, which includes training all staff on documentation requirements.
- Case conferencing/case consultations with supervisors and other staff. This includes policies on frequency and location of case conferences. Weekly, Wednesday CWS staff meetings have been implemented. CWS policies and procedures and case updates are discussed. Cases are staffed at these meeting. Case staffings are not restricted to weekly meeting and are conducted whenever needed. A Public Health Nurse

attends weekly meeting once a month. County Counsel also attends once monthly.

- **Concurrent Planning:** this includes both creating policies and training staff on implementation of concurrent planning. UC Davis Concurrent Planning was scheduled for May 2011, but due to mid-year budget changes, was cancelled and rescheduled for FY 2011/12 with high priority.
- **Formal family finding program:** this includes both implementing a formal program and training for all staff.
- **Family Engagement:** formalizing Team Decision Making and training staff on consistent implementation of the model.
- **Develop Out of County Resource Guide** for services available to youth during placement outside of Mono County
- **Mono County should consider utilizing Safe Measures.** Safe Measures was purchased in January 2011 and installed on CWS/CMS terminals March 2011. Staff began utilizing Safe Measures immediately. Formal training was provided on April 8, 2011.
- **Explore Foster Parent Recruitment and Training options.** The new department Staff Services Analyst has begun coordinating with state licensing to schedule a county orientation for prospective foster parents. In December 2010, the department participated in a local radio station's community awareness program focusing on children in foster care, foster parenting and the counties need for foster parents.

Mono County Probation will continue to research promising practices for use with youth transitioning to adulthood. Of paramount importance is the creation of a safety net (includes both traditional ILP services and supportive relationships with adults) for youth who have been in an out-of-county placement and are returning home to Mono -County. In addition, probation will:

- Research the use of educational incentives to encourage completion of high school
- Ensure Educational Passport is in the case file
- Consistently document youth assessments

Probation Strengths and Promising Practices

- Youth are commonly involved in case planning and placement decisions.
- Services are offered to youth including specific mental health services such as family counseling, anger management, individual counseling, and Alcohol and Other Drug services.

- Insure that youth do not drop out of school.
- That Probation Officers maintain their openness and positive attitude.
- Probation Officers continue to learn strategies for working with youth in establishing a permanent connection with a caregiver and keep youth from running away from placements.

Probation Challenges and New Activities

- Lack of services for youth in Mono County.
- Lack of funding for financial incentives associated with Independent Living Plan.
- Difficulty in maintaining life-long connection for youth.
- Due to expulsion from school some of the youth have to be moved further away from siblings and/or friends, which contribute to the difficulty in maintaining consistency and attaining a sense of belonging.
- Lack of aftercare services for youth (transitional housing, employment, counseling, peer support for youth, vocational training services available in Mono County).

VII) In Section I the outcomes discussed via the logic models for the SIP Three Year Plan:

- a. CWS Manager and Social Workers will fully implement the Structured Decision Making tool, including policy and procedures, and staff training to increase permanency outcomes.
- b. Formalize CWS Policy and Procedures and Trainings to Reduce reentry into Out-of-Home Care and permanency outcomes.
- c. Re-establish regular Multi Disciplinary Team (MDT) meetings between all prevention and service partners/contractors to establish a continuum of care between all service partners for safety, well-being and permanency outcomes.
- d. Implement policies and procedures and training so social workers understand and utilize the full scope of the concurrent planning process to insure timely processing of CWS case and/or timely adoptions for permanency outcomes.
 - i). Staff augmentation (CWS Supervisor, clerical) to free SW's to perform case functions and to enhance case conferencing.

A Vocational Assistant (VA) position was approved and recruitment was initiated in December 2010. The position was filled effective May 1, 2011. The VA's first priority will be the transporting of children and families. The VA will provide clerical support for CWS Social Workers.

The department engaged the services of a private consultant to assess the department and to provide a recommendation for organizational structure. It was recommended that a second Program Manager hired

for Services programs including CWS. This new position has been approved and recruitment was initiated in March 2011. This position will be directly responsible for the supervision of the three CWS Social workers, including monitoring caseloads using CWS/CMS, Safe Measures and SDM.

- ii). Contract with UC Davis to provide a minimum of 6 hours of local Mono County training on Concurrent Planning, which may include all Social Workers, probation officers, foster parents, attorneys, and judges. UC Davis Concurrent Planning Training was scheduled for May 2011, but due to mid-year budget changes was cancelled and rescheduled for FY 2011/12 with high priority.
- e. Foster Parent recruitment and training. The new department Staff Services Analyst has been assigned the duties of foster parent recruitment and training. They have begun coordinating with state licensing the scheduling of a county orientation for prospective foster parents. They have begun to develop a strategy plan for recruitment of foster parents.
- f. Family engagement: Establish policy and procedures, and training for initial and ongoing family engagement for participation with all service partners.
- g. Purchase and Implement SafeMeasures: A child welfare agency's mission is to support and protect children, families, and communities. SafeMeasures® software improves outcomes by giving managers, supervisors, and workers the most up-to-date performance indicators at agency, regional, unit, and caseload levels.

SafeMeasures will improve the quality of data, will identify weaknesses in practice and then monitor case progress, will allow users to easily identify problematic cases and take action—before the problems result in negative outcomes and will give access to your current data through a series of interactive reports that are updated at least twice weekly.

SafeMeasures was purchased in January 2011 and has been placed on all CWS.CMS terminals. Management staff began using SafeMeasure reports in March along with staff. Formal training was provided April 8, 2011.

- h. Probation will work with transitioning youth to adulthood through ILP Services, educational opportunities, creating supportive relationships, and safety net services for youth returning home from out of county placements.
- i. Increase CWS Placement Stability

VIII) It is very important that interagency collaboration be brought to the table when considering the challenges and strategies in a child welfare intervention. Child Welfare Information Gateway states that “ you bring powerful people to the table and they will push the system to change” (Walsh, 1999, p.5). Interagency collaboration is “The process of agencies and families joining together for the purpose of interdependent problem solving that focuses on improving services to children and families” (Hodges, Nesman, & Hernandez, 1999, p.8).

The information gathered in the CSA and PQCR will not only be used in the CWS/Probation processes but also integrated into the CAPIT/CBCAP/PSSF Plan by working with the subcontractors in their planning and outcome process, through MDT meetings (see above), policy and procedure development in a coordinated prevention based planning process. The purpose of this coordinated prevention based response to child abuse prevention is to be inclusive to all network partners in the treatment service needs.

IX) PQCR Executive Summary:

All California counties are required to complete a review, including a peer Quality Case Review (PQCR) every three years. The purpose of the PQCR is provide an understanding of actual practices in the field that affect outcomes for safety, permanency, and well being for children in the Child Welfare and Juvenile Probation systems by utilizing outside review by peers and community partners.

The Mono County 2009 PQCR was held from June 8th thru June 10, 2009 as a collaborative effort of Mono County Child Welfare Services and Mono County Probation Department. Peer reviewers represented four counties: Inyo, Fresno, Mariposa, and Merced and two community partners, the Mono County Career Center (Workforce Investment Act (WIA), and Mono County Office of Education. Information was also obtained from interviews, focus groups, and surveys of foster youth and foster parents.

Focus Area

Child Welfare: Measure C4.1, 2, 3: Placement stability

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X) Self Assessment Summary

Strengths identified by focus groups and surveys:

- Preventive Services are available to the entire community (First Five Home Visiting, Parenting Education and Parent Coaching, Home Visiting, Child Abuse Prevention Education).
- Differential Response – CWS utilizes public and private community resources for preventative services. CWS has also substantially increased the use of Voluntary Family Maintenance cases to provide case management and preventative services via Mental Health, private counselors, and/or referrals to Parenting Education (CAPIT/CBCAP) or Parent Coaching (PSSF and CWS funds).
- Wraparound is fully utilized by the Probation Department to assist youth and families to prevent group home placements.
- Collaborative efforts to serve clients between CWS, Probation, Mental Health, and the Health Department

Unmet needs identified through this collaborative process included:

- Mono County has not had a Multi-Disciplinary Team (MDT) for several years. Reinstatement of the MDT with strict adherence to Welfare and Institutions Code is requested by Probation and Social Services.
- Reinstating the Public Health Nurse/CWS monthly meetings. Public Health Nurse is currently attending the CWS weekly Wednesday meeting once a month.
- Funding cuts have or will affect services offered by First Five Home Visiting and Wild Iris.
- Counseling services are difficult for families to obtain if they are not Medi-Cal eligible and do not have health insurance. CWS can pay for counseling for CWS clients when there is an open case, however, Probation has no funding to assist clients with counseling.
- Collaboration between Probation and CWS to provide ILP services for foster youth and emancipating foster youth in Mono County fully utilizing ILP funding, WIA, ILP resource library, and other community resources.
- Identify supportive services for emancipating foster youth because the Emancipated Youth Stipend has been suspended for FY 09-10. The Emancipated Youth Stipend for FY 10/11 was reinstated and is being used for emancipated youth. This funding source will continue to be monitored every year during the State's current fiscal crisis.
- Although families may be linked with services they are not always engaged. This may be an issue with providers of services as well as clients. Education about family engagement models would be useful in Mono County.
- Lack of foster homes in the county impedes reunification of children with their families
- Though Mono County CWS caseloads are small by comparative standards, Social Workers spend a great deal of their time driving to visit or attempting to visit clients. The hiring of a new Vocational Assistant for CWS will allow Social Workers more time in the office for case management duties, including timely data entries into CWS/CMS.

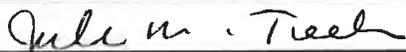
**California's Child and Family Services Review
System Improvement Plan**

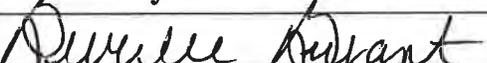
County:	MONO
Responsible County Child Welfare Agency:	Mono County Department of Social Services Child Welfare Services (CWS)
Period of Plan:	6/10/2010 to 6/9/2013
Period of Outcomes Data:	April 2011 Data Extract: Q3 2010
Date Submitted:	June 1, 2011

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Submitted by each agency for the children under its care

Submitted by:	County Child Welfare Agency Director (Lead Agency)
Name:	Julie Tiede
Signature:	

Submitted by:	County Chief Probation Officer
Name:	Beverlee Bryant
Signature:	

Board of Supervisors (BOS) Approval

BOS Approval Date:	
Name:	
Signature:	

2. CWS/Probation Narrative

Mono County used the CSA and the PQCR, quarterly Data reports and the information from the previous SIP to help determine what outcomes needed to be included and determined as the most important for this plan.

It was clear from the PQCR an underlying issue for Social Workers and Probation staff was the availability of time, limited county resources, and lack of county foster homes. Social workers and probation staff must perform all tasks for child and family intervention, placement of children, writing of court reports and court appearances, transporting of children, case filing and data entry, and monthly visits. They must coordinate all services with partners and providers. Social workers identified the need for additional support to assist with their daily, weekly, and monthly tasks. Social Workers and Probation staff identified the limited resources and lack of in county foster homes as great concerns.

Mono County has implemented SDM, a goal of the prior SIP, but has not been able to fully utilize the application. The PQCR identified this as a needed improvement. Community Partners are also small. The PQCR and CSA indicated how concurrent planning, MDTs and TDMs are not used routinely and they indicated the need for these to be re-established or implemented.

Examination of the data clearly indicated that a number of systemic measures need to be reestablished in the county. The MDT had not been in existence for a period of time and the collaborative efforts between prevention partners suffered. While the data indicated that the incidence of recurrence of maltreat was consistently higher than the average, ongoing issues within the case suffered for a variety of reasons:

CWS

- SDM is not used consistently used by CWS Social Workers.
- Team decision making is not used consistently.
- Concurrent planning is not implemented in a consistent manner.
- There is a need for formal family finding practices.
- There is a need to improve foster parent support, education, and training for placements.
- Out of County placements place a great deal of strain on Social Workers to make required visits in a timely manner and provide necessary services for youth. Extensive amount of driving make visits time-consuming and cumbersome, particularly during winter.
- County data analysis indicates that Mono County CWS has difficulty meeting state and federal outcome measure goals in these areas: Timely Immediate Responses and Social Worker Visits to Children in Placement.
- CWS Social Workers must improve data entry into CWS/CMS.

Probation

- Although youth receive services if they are placed in group homes, after care services and ILP services are limited once they return to Mono County.
- The Probation Department does not have funding for counseling services.
- Services for counseling are not available to families who are not Medical eligible or lack insurance.
- There is a great need for Alcohol and Other Drugs (AOD) programs for juveniles. A large percentage of youth in the system have substance abuse issues and are in need of alcohol or drug programs and sober living activities.

CAPIT/CBCAP/PSSF funding

- There is a need for parent involvement in CAPC.
- Training opportunities are not fully utilized for CAPC and parents.
- There is a need to learn more about evidence based programs and to utilize these programs.

Strategies for the Future

1. Improving agency collaborations by reinstating the Children's' Multi-Disciplinary Team (MDT).
2. Explore the possibility of hiring a Social Worker Supervisor to better monitor work performs and improve outcome measures 2C and 2B. A second Program Manager position has been approved and recruitment began in March 2011. This position will be directly responsible for the supervision of the three CWS Social workers, including monitoring caseloads using CWS/CMS, Safe Measures and SDM.
3. Explore the hiring of a Social Services Aide to assist with clerical duties and transportation needs of children and families. A Vocational Assistant (VA) position was approved and recruitment was initiated in December 2010. The VA's first priority will be the transporting of children and families. The VA will provide clerical support for CWS Social Workers.
4. Explore ways to enhance bi-lingual services for Parenting Education and Coaching.
5. Improvement in CWS/CMS data entry that will improve outcomes measures 2C and 2B.
6. Develop three year plan for CAPIT/CBCAP/PSSF and continue funding for services already in place.
7. Explore ways to fully utilize ILP funding and Kinship Emergency Fund.

8. **Improve quality assurance by purchasing Safe Measures.** Purchased in January 2011. Usage began in March 2011 and training conducted April 8, 2011.
9. **Formalizing policies for consistent use of SDM tools.**
10. **Creating policies for the consistent use of Concurrent Planning as well as training staff about implementation of Concurrent Planning.**
11. **Continue Foster Parent Recruitment and Training efforts.**
12. **Utilize Team Decision Making on a consistent basis.** Weekly meetings with CWS staff, Program Manager and Director were started in July 2010. Monthly meetings with County Counsel were started in January 2011. Additional team members have yet to be identified and families have yet to be formally included. Delays in recruitment of a new CWS Program Manager/Supervisor, along with staff turnover in CWS and county hiring freeze requiring BOS approval on all department recruitments, has pushed this activity out to July 2011.
13. **Explore the use of educational incentives to encourage completion of high school.**
14. **Enhance ILP opportunities in Mono County:** This includes collaboration with CWS, and Probation. This also includes full utilization of ILP funding. Delays in recruitment of a new CWS Program Manager/Supervisor, along with staff turnover in CWS and county hiring freeze requiring BOS approval on all department recruitments, has pushed this activity out to August 2011.

3. CWSOIP Narrative

Over the years Mono County has not always been able to use CWSOIP funding because they have not always spent their allocations. However, with the expanded CWS and Probation outcomes, CWS and Probation both expect to utilize this funding.

CWS expects to access these funds for two purposes, first is for filling the CWS clerical and supervisor positions. As described above and in the matrix section filling these positions will help resolve a number of issues within Mono CWS; timely visits, reduction in emancipation, reduction in multiple placements, more collaborative case plans, consistent SDM and case conferencing and social worker time to include family involvement in the case planning process. The acquisition of Safe Measures identifies the second purpose for accessing CWSOIP funds.

CWS purchased SafeMeasures in January 2011. Usage of SafeMeasures began March 2011 and formal training was provided on April 8, 2011.

A Vocational Assistant position was approved and recruitment initiated in February 2011.

A second Program Manager position was approved and recruitment was initiated in March 2011. This position will be responsible for services programs including CWS.

Probation intends to use CWSOIP for a number of issues, especially those related to helping youth transition into adulthood:

- Enhance and fund parenting classes.
- After care services for emancipated foster youth for housing, employment, and job search and job training, transitional services such as counseling, substance abuse services. Probation and CWS will be working together. There is a need for mentoring services and tutors for youth.
- Provide assessment services, independent living skills counseling, referrals to contact community based Organizations.
- Because there are so many out of county placements, provide safety net services for youth returning home.
- Providing independent living services to our youth in order to increase the likelihood of their successful transition from foster care to independent and self-sufficient adults.

Probation ILP officer will develop a referral procedure with social workers, probation officers, family members, prevention partners (MDT) and ILP team (CAPIT/CBCAP/PSSF) and complete a Transitional Independent Living Skills Plan (TILP) as a referral with potentially eligible youth and submit it to the ILP Coordinator at Mono County's Department of Social Services for approval.

- The need for a dedicated ILP coordinator has not been established due to delays in recruitment of a new CWS Program Manager/Supervisor and county hiring freeze requiring BOS approval on all department recruitments. This has caused these activities to be pushed out to begin in July and August 2011.

8. **Improve quality assurance by purchasing Safe Measures.** Purchased in January 2011. Usage began in March 2011 and training conducted April 8, 2011.
9. **Formalizing policies for consistent use of SDM tools.**
10. **Creating policies for the consistent use of Concurrent Planning as well as training staff about implementation of Concurrent Planning.**
11. **Continue Foster Parent Recruitment and Training efforts.**
12. **Utilize Team Decision Making on a consistent basis.** Weekly meetings with CWS staff, Program Manager and Director were started in July 2010. Monthly meetings with County Counsel were started in January 2011. Additional team members have yet to be identified and families have yet to be formally included. Delays in recruitment of a new CWS Program Manager/Supervisor, along with staff turnover in CWS and county hiring freeze requiring BOS approval on all department recruitments, has pushed this activity out to July 2011.
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14. **Enhance ILP opportunities in Mono County:** This includes collaboration with CWS, and Probation. This also includes full utilization of ILP funding. Delays in recruitment of a new CWS Program Manager/Supervisor, along with staff turnover in CWS and county hiring freeze requiring BOS approval on all department recruitments, has pushed this activity out to August 2011.

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CWS experts
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Attachment A
Mono County SIP Component Template

Outcome/Systemic Factor: C4.1-4.3 PLACEMENT STABILITY

County's Current Performance: Between April 2006 and September 2008, between 85.7 to 100%, experienced no recurrence of maltreatment within 6 months of a prior episode. This is consistently above the state average of 92-93%; However between 4/1/06 & 3/31/09 C3.1-3.2 show 0 exits to permanency and from April 2006 to March 2009 C-4.1, C4.2, C4.3 Placement stability decreases the longer children are in care, from 100% (8days to 12 months in care) to 16.7% for children in care 24months and longer.
Per U.C. Berkeley's Federal/State Outcome Measure Report for Oct 1, 2009 to Sep 30, 2010 the state rate for Measure C4.1 was, respectively, 83.6%, C4.2, 63.2% and C4.3, 32.7%. Mono County rate for Measure C4.1,2 and 3 was, respectively, 33.3%, C4.2, 100% and C4.3, 0%.

Improvement Goal 1.0 Increase Placement Stability through the development of policies and procedures and find trainings to guide social workers and probation officers in their interviews and engagement activities with family members, youth, tribe, extended family, and friends to encourage the active participation of all interested parties in the development of a Strengths and Needs Assessment/Social Study and Case Plan.

Strategy 1.1 Develop policies and procedures to establish TDM meetings on a regular basis

<input type="checkbox"/> CAPIT	Strategy Rationale Key to the success of increasing permanency outcomes and increasing placement stability will be to build support for staff to engage key partners, such as the Family, Tribe(s), Child Abuse Prevention Council (CAPC), Parent Education/Coaching (CAPIT/CBCAP/PSSF) and Drug Court partners.
<input type="checkbox"/> CBCAP	
<input checked="" type="checkbox"/> PSSF	
<input type="checkbox"/> N/A	

Milestone	Timeframe	Assigned to	
<p>1.1.1 Train staff on new policies and procedures for Team Decision Making model.</p> <p>1.1.2 Build support from key system providers; such as service providers and court.</p> <p>1.1. 3 Build support and orientate staff for implementation and exit approach.</p>	<p>July 1, 2010 to April 2011 July 1, 2011 to April 2012</p> <p>March 1, 2011 to May 1, 2011 January 1, 2012 to May 1, 2012</p> <p>March 1, 2011 to June 1, 2011 July 1, 2011 to April 2012</p>	<p>CWS Manager and SW Manager, Mary Stanley, CWS Social Workers, Alex Ellis, Mahe-Preis, and Jodi Golden, Director of Social Services, Julie Tiede.</p> <p>CWS Manager and SW Manager, Mary Stanley, Chief Probation Officer (also Probation Officer Supervisor), Beverlee Bryant, Probation Officer, Curtis Hill, CAPC, CBCAP, PSSF Service Partners, IMACA and Wild Iris.</p> <p>CWS Manager and SW Manager, Mary Stanley, Chief Probation Officer (also Probation Officer Supervisor), Beverlee Bryant, Probation Officer, Curtis Hill, CAPC, CBCAP, PSSF Service Partners, IMACA and Wild Iris.</p>	

<p>Strategy 1. 2 Encourage staff to utilize new and updated CWS policies and procedures on Case Conferencing.</p>		<input type="checkbox"/> CAPIT		<p>Strategy Rationale Increasing permanency outcomes, increasing placement stability, reduction in reentry, reduction in maltreatment are all related to a joint collaborative approach to prevention services.</p>
		<input type="checkbox"/> CBCAP		
		<input type="checkbox"/> PSSF		
		<input type="checkbox"/> N/A		
<p>Milestone</p>	<p>1.2.1 Increase staff usage of case conferencing on a consistent basis.</p>	<p>July 1, 2010 Completed December 1, 2010</p>	<p>Assigned to</p>	<p>CWS Manager and SW Manager, Mary Stanley, CWS Social Workers, Alex Ellis, Marie-Preis and Jodi Golden, Director of Social Services, Julie Tiede.</p>
<p>Strategy 1. 3 Increase participation in Parent Education</p>		<input checked="" type="checkbox"/> CAPIT	<p>Strategy Rationale This program will strengthen parental relationships, improve parenting skills and increase relationship skills within the family to prevent child abuse and neglect, and promote timely family reunification. The program will support parents with disabilities, and provide referrals for early health and development services.</p>	
		<input checked="" type="checkbox"/> CBCAP		
		<input type="checkbox"/> PSSF		
		<input type="checkbox"/> N/A		
<p>Milestone</p>	<p>1.3.1 Encourage parents to fully participate in Parent Education. SW, courts, probation officers are involved in continued outreach in parent participation. Parent Educator provides monthly reports on participation and outcomes.</p>	<p>July 1, 2010 and on-going</p>	<p>Assigned to</p>	<p>CWS Manager and SW Manager, Mary Stanley, CWS Social Workers, Alex Ellis, Marie-Preis, and Jodi Golden, Director of Social Services, Julie Tiede, IMACA Parent Education Facilitator, Margaret Cleveanger.</p>

Improvement Goal 2.0 FAMILY COLLABORATION: ESTABLISH POLICY AND PROCEDURES AND TRAINING FOR INITIAL AND ONGOING FAMILY PARTICIPATION WITH ALL SERVICE PARTNERS

Strategy 2.1 Involve the family in a collaborative team decision making process and case planning.

Strategy Rationale

The families and child's support team are involved in ongoing community support systems, such as parenting classes, drug and alcohol recovery etc.

X	CAPIT
<input type="checkbox"/>	CBCAP
<input type="checkbox"/>	PSSF
<input type="checkbox"/>	N/A

June 1, 2011
July 1, 2011

2.1.1 Increase families, social workers, and parent educator/coach collaboration on specific reunification plans.

2.1.2 Encourage families to develop ownership and follow these plans through the case planning process..

2.1.3 Develop a plan for follow-up care, service, referrals and support.

2.1.4 Increased participation with families, Foster Parents, Social Workers, Probation Officers, and Parent Educator in the case planning process

2.1.5 Provide training for families, CAPC members through regional CAPC association

Timeline

September 1, 2011

January 1, 2012

January 1, 2011
September 1, 2011

January 1, 2011
September 1, 2011

Assigned to

CWS Social Workers, Alex Ellis, Marie Preis, and Jodi Golden, CWS Manager and SW Manager, Mary Stanley

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CWS Social Workers, Alex Ellis, Marie Preis, and Jodi Golden, CWS Manager and SW Manager, Mary Stanley, Director of Social Services, Julie Tiede, Probation Officer, Curtis Hill, Chief Probation Officer (also Probation Officer Supervisor), Beverlee Bryant

CWS Manager, Mary Stanley, Director of Social Services, Julie Tiede, CAPC, CBCAP, PSSF Service Partners, IMACA and Wild Iris.

Milestone

Improvement Goal 3.0 Formalized informal Child Welfare Policy and Procedures for utilization by social workers.						
	Strategy 3.1. Re-write policies and procedures manuals to provide best tools possible in making critical case assessments and decisions.	CAPIT		Strategy Rationale: Formalized CWS Policy and Procedure manual will give social workers a method to identify and improve recipient outcomes.	Assigned	CWS Manager and SW Manager, Mary Stanley, Director of Social Services, Julie Tiede
		<input type="checkbox"/>	CBCAP			
		<input type="checkbox"/>	PSSF			
		<input type="checkbox"/>	N/A			
Milestones	3.1.1 Standardized filing guidelines for case folders and files, which includes training all staff on documentation requirements.	Timeframe	March 1, 2014 March 1, 2012			
	3.1.2 Write procedures for supervisors to utilize when counseling staff on case conferencing/case consultation.		July 1, 2010 July 1, 2012			CWS Manager and SW Manager, Mary Stanley, Director of Social Services, Julie Tiede
	3.1.3 Creating policies and training staff on implementation of concurrent planning.		March 1, 2014 March 1, 2012			CWS Manager and SW Manager, Mary Stanley, Director of Social Services, Julie Tiede
Milestones	3.1.4 Implementing a formal program and training for all staff on Family Finding.	Timeframe	October 1, 2010 October 1, 2012	Assigned		CWS Manager and SW Manager, Mary Stanley, Director of Social Services, Julie Tiede
	3.1.5 Family Engagement: formalizing Team Decision Making process and train on consistent implementation of the model.		March 1, 2014 March 1, 2012			CWS Manager and SW Manager, Mary Stanley, Director of Social Services, Julie Tiede
Milestone	3.1.6 Develop Out of County Resource Guide for services available to youth during placement outside of Mono County.	Timeframe	March 1, 2014 March 1, 2012	Assigned		CWS Manager and SW Manager, Mary Stanley, Director of Social Services, Julie Tiede
Milestone	3.1.7 Write guide on Placement Challenges.	Timeframe	March 1, 2014 March 1, 2012	Assigned		CWS Manager and SW Manager, Mary Stanley, Director of Social Services, Julie Tiede

Improvement Goal 4.0 Recruitment, Training, and Support for Foster Care Families. From the last SIP Mono County has been able to recruit one Foster Care Family.

Strategy 4.1 Foster Parent Outreach and Education		CAPIT		Strategy Rationale: By reaching out to the community through advertising and community events there is increased awareness about the need for Foster Care parents, including the need for relative, guardian and non-relative extended Foster Family homes.
		<input type="checkbox"/> CB	<input type="checkbox"/> CAP	
4.1.1 Increase media outreach-radio, television, newspapers and newsletters		<input type="checkbox"/>	<input type="checkbox"/>	Assigned to
4.1.2. Participate in community events such as the Car Seat Clinic, Family Health Fair, Kidapalooza, etc.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	
4.1.3 Share information about up-coming events, human interest stories at BOS meetings, CAPC meetings, Domestic Violence Task Force meetings etc. and in community newsletters.		<input type="checkbox"/>	<input type="checkbox"/>	
4.1.4 Revise foster parent presentation geared toward community organizations.		<input type="checkbox"/>	<input type="checkbox"/>	
4.1.5 Maintain and update Foster Parent educational materials and video library		<input type="checkbox"/>	<input type="checkbox"/>	
Milestone		Timeframe		

Improvement Goal 5.0 IMPLEMENT POLICIES AND PROCEDURES AND TRAINING TO HELP SOCIAL WORKERS UNDERSTAND AND UTILIZE THE FULL SCOPE OF THE CONCURRENT PLANNING PROCESS TO INSURE TIMELY PROCESSING OF CWS CASES AND/OR TIMELY ADOPTIONS FOR PERMANENCY OUTCOMES.

- a). ENHANCE CASE CONFERENCING
- b). UC DAVIS TRAINING

		Strategy Rationale			
		CAPIT	CBCAP	PSSF	N/A
Strategy 5.1 Enhance case conferencing between social worker manager/supervisor.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		July 1, 2010 Implemented			
		July 1, 2010 Implemented			
		July 1, 2010 Implemented			
Milestone	5.1.1 CWS Manager will identify times and locations for regular case conferencing.	Assigned to CWS Manager and SW Manager, Mary Stanley			
	5.1.2 Incorporate regular case conferencing in CWS policy and procedures.	Assigned to CWS Manager and SW Manager, Mary Stanley			
	5.1.3 Prescheduled Wednesday mornings each week for case conferencing.	Assigned to CWS Manager and SW Manager, Mary Stanley, Director of Social Services, Julie Tiede			
Strategy 5.2 Train staff to the proper and current concurrent planning standards.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		September 1, 2011 to May 1, 2012			
		January 1, 2011 March 1, 2011			
		April 1, 2011 September 1, 2011 to May 1, 2012			
Milestone	5.2.1 Incorporate concurrent planning into CWS policy and procedures.	Assigned to CWS Manager and SW Manager, Mary Stanley			
	5.2.2 Contact UC Davis for 6 hours of on-sight concurrent planning training.	Assigned to CWS Manager and SW Manager, Mary Stanley, and Staff Services Analyst/Training coordinator, Marlo Preis			
	5.2.3 Conduct concurrent planning training and on an ongoing basis adjust policies and procedures to current standards.	Assigned to CWS Manager and SW Manager, Mary Stanley			

Improvement Goal 6.0 USE OF POLICIES, PROCEDURES, AND TRAININGS TO INCREASE PERMANENCY OUTCOMES AND INCREASE PLACEMENT STABILITY			
Strategy 6.1 Develop policies and procedures in interviewing and engagement activities for family members, youth, teenage girls, tribe, extended family, and friends.	Strategy Rationale		Assigned to
	<input type="checkbox"/> CAPIT	Policy and procedures not formally established as structured guidelines for case development; currently being done on an informal basis. Formalizing decision making processes will create better outcomes and better placement stability.	
Milestone	Timeframe	Assigned to	
6.1.1 Examine existing CWS policies and procedures and decide what new policy and procedures are needed.	September 1 2010 to January 1, 2014-September, 2011	CWS Social Workers, Alex Ellis, Marlo Preis , and Jodi Golden, CWS Manager and SW Manager, Mary Stanley, Director of Social Services, Julie Tiede	
6.1.2 Revise and write new policies and procedures as needed.	February 1, 2011-September 1, 2011	CWS Social Workers, Alex Ellis, Marlo Preis , and Jodi Golden, CWS Manager and SW Manager, Mary Stanley, Director of Social Services, Julie Tiede	
6.1.3 Train staff to new policy and procedures.	March 1, 2011-December 1, 2011	CWS Social Workers, Alex Ellis, Marlo Preis , and Jodi Golden, CWS Manager and SW Manager, Mary Stanley, Director of Social Services, Julie Tiede	
Strategy 6.2 Find trainings to guide social workers and probation officers in their interviews and engagement activities with family members, youth, tribe, extended family, and friends to encourage the active participation of all interested parties in the development of a Strengths and Needs Assessment/Social Study and Case Plan.	Strategy Rationale		Assigned to
<input type="checkbox"/> CAPIT	Train all prevention partners to revised CWS's policy and procedures (including families) in an effort to coordinate and collaborate service delivery.		
Milestone	Timeframe	Assigned to	
6.2.1 Present and review Policy and procedures at regular MDT meetings.	June 1, 2011-January 1, 2012	CWS Social Workers, Alex Ellis, Marlo Preis , and Jodi Golden, CWS Manager and SW Manager, Mary Stanley, Director of Social Services, Julie Tiede	
6.2.2 Train all prevention partners on policy and procedures.	July 1, 2011-February 1, 2012	CWS Social Workers, Alex Ellis, Marlo Preis , and Jodi Golden, CWS Manager and SW Manager, Mary Stanley, Director of Social Services, Julie Tiede	
6.2.3 Continue to revise policy and procedures, and coordinate with policies of prevention partners.	February 1, 2012 to June 1, 2013 March 1, 2012 to June 1, 2013	CWS Social Workers, Alex Ellis, Marlo Preis , and Jodi Golden, CWS Manager and SW Manager, Mary Stanley, Director of Social Services, Julie Tiede	

Improvement Goal 7.0 IMPLEMENT THE STRUCTURED DECISION MAKING TOOL, INCLUDING POLICY AND PROCEDURES, AND STAFF TRAINING TO INCREASE RISK, SAFETY AND PERMANENCY OUTCOMES.

Strategy 7.1 SDM is not being consistently used by the Social Workers. Outcome performance includes both creating policies on the use of SDM and training social workers to consistently utilize the tool.

Milestone	Timeframe	Assigned to
7.1.1: Train/retrain social workers, supervisors/managers as to the usage of the SDM policy and procedures, and decision making tools.	January 1, 2011 to April 1, 2011 July 1, 2011 to December 1, 2011	CWS Manager and SW Manager, Mary Stanley
7.1.2: Social Workers full utilization of SDM.	April 1, 2011 January 1, 2012	CWS Manager and SW Manager, Mary Stanley, CWS Social Workers, Alex Ellis, Marie Preis, and Jodi Golden
7.1.3: SDM fully reviewed by CWS Supervisor	April 1, 2011 January 1, 2012	CWS Manager and SW Manager, Mary Stanley

Outcome/Systemic Factor: CWS Measure 8A			
Improvement Goal 1.0 PROBATION AND CWS TO INSURE YOUTH LEAVING FOSTER CARE AFTER AGE 18 HAVE FAMILIAL AND SOCIAL CONNECTIONS, EDUCATIONAL OPPORTUNITIES, HOUSING, MEDICAL CARE, AND EMPLOYMENT OPPORTUNITIES.			
Strategy	Dedicated ILP staff coordinator and CWS/Probation staff.	Strategy Rationale. Fewer youth reenter the legal/court system because transitional services were offered.	
		CAPIT	CBCAP
		PSSF	N/A
Milestone	1.1.1 Locate resources in the community and access their services for transitioning youth.	August 1, 2010 to March 1, 2011	Assigned to
	1.1.2 Identify and access funding to enhance ILP Program.	September 1, 2010 July 1, 2011	CWS Manager and SW Manager, Mary Stanley, Chief Probation Officer (also Probation Officer Supervisor), Beverlee Bryant, Probation Officer, Curtis Hill
	1.1.3 Work with schools over the expanding expulsion problem and staying in contact with these children consistently.	January 1, 2011 to June 1, 2011	
Strategy 1.2	Identify and enhance aftercare programs to provide services for youth in Mono County.	Strategy Rationale Currently there is a lack of supportive services for youth in Mono County. Lack of aftercare services contribute to the difficulty of staying in touch with youth (especially out of county), which contribute to youth's lack of sense of belonging and eventual reentry into the system.	
		CAPIT	CBCAP
		PSSF	
		N/A	
Milestone	1.2.1 Train service partners to new aftercare program and how collaborative partnerships can be maintained.	September 1, 2011	Assigned to
	1.2.2 Identify any additional funding (grants etc).	April 1, 2011	
			CWS Manager and SW Manager, Mary Stanley, Chief Probation Officer (also Probation Officer Supervisor), Beverlee Bryant
			Chief Probation Officer (also Probation Officer Supervisor), Beverlee Bryant

Outcome/Systemic Factor: INCREASE PERFORMANCE IN MEASURES 2B and 2C

County's Current Performance: Between January 2008 and March 2009 performance measure 2B 10-day response compliance ranges from 66.7% to 93.3% and immediate response from 75% to 100%. Between May 2008 and March 2009 performance measure 2C monthly Social Worker visits ranged from 38.7% to 70.3%

Per U.C. Berkeley's Federal/State Outcome Measure Report for Mono County between July 1, 2010 to September 30, 2010 performance measure 2B 10-day response compliance is 76.5% and immediate response is 100%. Performance Measure 2C monthly Social Worker visits ranges from 61.5% to 92.9%.

Improvement Goal 1.0 Improve data entry in CWS/CMS by socials to increase performance for measures 2B and 2C.

Strategy 1.1 Hire new CWS staff (CWS supervisor, CWS clerical) to free social workers to perform case functions.

<input type="checkbox"/>	CAPIT
<input type="checkbox"/>	CBCAP
<input type="checkbox"/>	PSSF
<input type="checkbox"/>	N/A

Strategy Rationale
Currently social workers are performing non-social duties such as transportation and clerical duties, which take away for social worker visits, case reviews, concurrent planning etc.

Milestone	Timeframe	Assigned to
1.1.1 Identify funding and hire CWS clerical staff and CWS Supervisor.	July 1, 2010 to January 1, 2012 June 1, 2011	CWS Manager and SW Manager, Mary Stanley, Fiscal Manager, Jan Priddy and Director of Social Services, Julie Tiede.
1.1.2 Train staff on CWS/CMS proper data entry and protocols	Completed July 1, 2010	CWS Manager and SW Manager, Mary Stanley, CWS Social Workers, Alex Ellis, Marie-Preis, and Jodi Golden
1.1.3 Increase SW monthly home visits and timely entries into CWS/CMS for monthly home visits and response compliance for measures 2B and 2C.	January 1, 2011 and continuing	CWS Manager and SW Manager, Mary Stanley, CWS Social Workers, Alex Ellis, Marie-Preis, and Jodi Golden

Strategy 1.2 SafeMeasures will be used by managers, supervisors, and workers to identify weaknesses in practice, easily identify problematic areas, and provide access to current data through a series of interactive reports.

<input type="checkbox"/>	CAPIT
<input type="checkbox"/>	CBCAP
<input type="checkbox"/>	PSSF
<input type="checkbox"/>	N/A

Strategy Rationale
The use of SafeMeasures software provides access to managers, supervisors, and workers to the most up-to-date performance indicators at agency, regional, unit and caseload levels.

Milestone	Timeframe	Assigned to
1.2.1 Identify funding resources needed to purchase SafeMeasures.	Completed July 1, 2010	CWS Manager and SW Manager, Mary Stanley, CWS Fiscal Manager, Jan Priddy, Director of Social Services, Julie Tiede
1.2.2 Acquire administrative and BOS approval for the purchase of SafeMeasures.	Completed November 1, 2010	CWS Fiscal Manager, Jan Priddy, Director of Social Services, Julie Tiede
1.2.3 Purchase SafeMeasures	March 1, 2011 Purchased January 2011	CWS Manager and SW Manager, Mary Stanley, CWS Fiscal Manager, Jan Priddy
1.2.4 Provide staff with Safe Measures training	March 1, 2011 Completed April 8, 2011	CWS Manager and SW Manager, Mary Stanley, CWS Social Workers, Alex Ellis, Marie-Preis, and Jodi Golden

Improvement Goal 2.0 IMPLEMENT THE STRUCTURED DECISION MAKING TOOL, INCLUDING POLICY AND PROCEDURES, AND STAFF TRAINING TO INCREASE RISK, SAFETY AND PERMANENCY OUTCOMES.

Strategy 2.1 SDM is not being consistently used by the Social Workers. Outcome performance includes both creating policies on the use of SDM and training social workers to consistently utilize the tool.

Strategy Rationale SDM provides child welfare workers with the best tools possible to help in making critical case assessments and decisions. Using such a model, child protection workers are able to accurately and consistently classify families according to the likelihood of subsequent problems.

Milestone	Timeframe	CAPIT	Assigned to
2.1.1: Train/retrain social workers, supervisors/managers as to the usage of the SDM policy and procedures, and decision making tools.	January 1, 2011 to April 1, 2014	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCA <input type="checkbox"/> P <input type="checkbox"/> PSSF <input type="checkbox"/> N/A	CWS Manager and SW Manager, Mary Stanley
2.1.2: Social Workers full utilization of SDM.	April 1, 2014 January 1, 2012		CWS Manager and SW Manager, Mary Stanley, CWS Social Workers, Alex Ellis, Marie-Preis, and Jodi Golden
2.1.3: SDM fully reviewed by CWS Supervisor	April 1, 2004 January 1, 2012		CWS Manager and SW Manager, Mary Stanley

Describe any additional systemic factors needing to be addressed that support the improvement plan goals.
Mono County BOS in approval of SafeMeasures purchase, CWS staff additions

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

Ongoing training material and actual training from UC Davis and CDSS. Training material and support from SafeMeasures. CDSS for support and training materials for placement stability, MDT meetings, family engagement, and transitional services for youth over 18 years old.

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

MOU agreements by service partners to participate in Concurrent Planning training, adoptions workers, CASA volunteers, foster parents and agencies, attorneys, and judges etc. Resumption of MDT Team meeting will require agreements and participation of service partners to resume the meetings (Public Health, Mental Health, DA, CAPIT, CBCAP, PSSF, Probation, etc.). UC Davis Training material on family engagement.

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

None at this time.