San Benito County
Health & Human Services Agency

California Child and Family Services Review
County System Improvement Plan
For Period 2011-2014

OFFICE OF THE BOARD OF SUPERVISORS
COUNTY OF SAN BENITO, STATE OF CALIFORNIA

The Board of Supervisors of County of San Benito met at the Administration Building, Hollister, California, at its usual place of meeting on Feb. 22, 2011 in regular session.

Board of Supervisors approved the System Improvement Plan (SIP) for Children's Protective Services for the period January 2011 through January 2014.

I hereby certify that the foregoing is a full, true and correct copy of an order made or resolution adopted and entered on the 23rd day of February, 2011 in File 2011 of Supervisor's minutes, thereof.

WITNESS my hand and seal of said Board of Supervisors affixed this 23rd day of February 2011.

DENISE R. THOME, Clerk of the Board of Supervisors
in and for the County of San Benito, State of California

BY: Denise R. Thome
Clerk of the Board

COUNTY CLERK
THE GREAT SEAL OF THE STATE OF CALIFORNIA
SAN BENITO COUNTY, CALIFORNIA

Table of Contents:

System Improvement Plan narrative .....page 1

CWS/Probation Report .....page 2

CWS/Probation Cover page.....page 15

CWS/Probation Narrative.....page 16

CWS/Probation SIP Matrix.....page 17

CWS Outcomes and Improvement Plan.....page 34

OCAP Cover Sheet.....page 35

OCAP Narrative.....page 39

A. SIP Narrative

Introduction

Historically, the effectiveness of child welfare services across the country was heavily reliant upon anecdotal evidence. It was very difficult to point to empirical data to measure whether the services being provided by child welfare staff were actually making any difference for the children and families they were designed to serve on anything other than an individual case by case basis.

Pursuant to AB636, effective January 2004, a new Child Welfare Services Outcome and Accountability System began operating in California. It focuses primarily on data analysis and measuring outcomes in the areas of Safety, Permanence and Child and Family Well-Being. The system is based upon a philosophy of continuous quality improvement, interagency partnerships, community involvement, and public reporting of program outcomes.

This new California Outcomes and Accountability System (CAOS), previously known as the California Child and Family Services Review (C-CFSR) , includes three process components which together provide a comprehensive picture of county child welfare practices. The Peer Quality Case Review (PQCR) is the first component of the process, followed by the County Self Assessment (CSA) and finally the development of the county child welfare System Improvement Plan (SIP). Counties are expected to partner with their community and prevention partners to develop a SIP that focuses on service to families from prevention through the continuum of care.

Until 2008, there was a similar but separate planning process in place required for counties receiving funding through the Office of Child Abuse Prevention (OCAP). In recognition of the fact that these two parallel processes were duplicative and required the involvement of many of the same community partners, the state and counties agreed to merge the two planning processes. Thus, in June 2008, the California Department of Social Services (CDSS) issued an All County Information Notice (01-41-08) introducing new guidelines to integrate the COAS with the OCAP plan for counties like San Benito County who receive Child Abuse Prevention, Intervention and Treatment (CAPIT), Community Based Child Abuse Prevention (CBCAP), and/or Promoting Safe and Stable Families (PSSF) funding.

The SIP serves as the operational agreement between the county and state, outlining how the county will improve its system to provide better outcomes for children, youth and families. Quarterly county data reports are the mechanism for tracking a county's progress.

In the San Benito County, Health and Human Services Agency, Child Welfare Services Division (CWS) is the primary entity for providing child welfare services to families experiencing child abuse and neglect. The Probation Department is the responsible for providing services to children/youth involved in the juvenile delinquency system and placed in out-of-home care. Prevention services funded through OCAP are provided by the Family Resource Center a Division of Health and Human Services Agency, which is the entity designated by the Board of Supervisors to administer these funds.

The County of San Benito 2011 - 2014 System Improvement Plan (SIP) report includes two parts as prescribed, in addition to this narrative:

- Part 1 – This section of the SIP includes the CWS/Probation narrative, the SIP matrix and the Child Welfare Services Outcome Improvement Project (CWSOIP) narrative. This section of the SIP explains the basis how outcomes targeted for improvement and program development were selected by Child Welfare Services and Probation for the 2011-2014 SIP. The matrix specifically outlines the outcome improvement goals, strategies, milestones, timelines and assigned leads.

- Part II – This section focuses on community child abuse prevention, intervention and treatment efforts and includes the CAPIT/CBCAP/PSSF narrative and three year plan to meet the requirements for counties seeking CAPIT/CBCAP/PSSF funds administered through OCAP.

This year's SIP process would not have been possible without the assistance and contributions of all CWS stakeholders that participated in any or all of the three activities that informed this year's SIP development process. A complete list of all SIP participants is included in this report. As required, the 2011-2014 County SIP and CAPIT/CBCAP/PSSF 3-Year Plan is being submitted to the Board of Supervisors (BOS) for approval prior to the final submission to the CDSS. Board approval verifies that public, private and community partners were involved in the development of these reports.

1. Process used to conduct the SIP:

In January 2010, we undertook the Peer Quality Case Review (PQCR). We examined how we are meeting the placement needs of our children in both the child welfare system and probation system. The PQCR gathered information utilizing interviews, focus groups, literature review and data analysis.

In April 2010, San Benito County initiated the County Self Assessment (CSA) process to evaluate the effectiveness of child welfare services as well as of the OCAP funded prevention services provided to families in our community. A group of over forty stakeholders came together including agency staff from Child Welfare Services and Probation, community partners, foster parents, birth parents and partners from the California Department of Social Services. The charge to the group was to review and analyze performance data, identify strengths and challenges and offer recommendations.

The CSA process consisted of discussion regarding: county demographics; participation rates in child welfare and probation; safety, permanency and well being outcomes; public agency collaborations; service array and responsiveness to the community. It was viewed through the lens of prevention, intervention and treatment across the continuum of care.

In October 2010, the System Improvement Planning process was initiated. Another meeting was conducted and well attended by staff, probation, the family resource center, mental health and education, to determine what outcomes and related strategies should be chosen to include in the SIP. All of this information, coupled with recommendations made by the PQCR was prioritized and is included in this plan. To assure that the process was unfolding correctly, our partners at CDSS were involved.

Data was used in the PQCR, CSA and SIP to inform the processes. Readers should be aware that the total number of children in San Benito County's Child Welfare System is relatively small. Therefore, few occurrences in a given indicator can affect what appears to be a significant change in the percentage.

All data was extracted from the Center for Social Services Research: Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M.,Glasser, T.,Williams, D.,Zimmerman, K., Simon, V., Putnam-Hornstein, E., Frerer, K., Cuccaro- Alamin, S., Winn, A., Lou,C., &Peng, C (2009). *Child Welfare Services Report for California.* Retrieved June 2010, from University of California at Berkeley Center for Social Services Research website. URL: http://cssr.berkeley.edu/ucb_childwelfare
It should also be noted as identified by the Center for Social Services Research "that a change on one outcome may affect other outcomes. For example diverting children from out of home care would increase reunification rates but the families of children remaining in placement have more complex unresolved issues, likely to have worse well being outcomes and longer lengths of stay rates." As we move to improve all of our outcomes we must be constantly looking at how they impact one another and continue to have a systems view.

2. Selection of outcomes needing improvement:

CDSS recommends that counties choose three to four outcome or systemic factors for specific improvement strategies in the SIP. Our county decided to chose four outcomes where we are operating below the Federal Standard and one outcome that holds most of our prevention and intervention strategies, which we want to continuously be improving and monitoring. All of the other outcomes that are not listed in this plan, will continue to be monitored by both our agency and the California Department of Social Services at least quarterly. If a concerning situation arises, a plan will be put in place quickly to address that outcome.

The five outcomes that were identified for focus in our 2011-2014 SIP are:

S.1.1 Safety Outcome: No Recurrence of Maltreatment

2C: Safety Outcome Measures- Timely Social Worker Visits with Child

C2.1: Permanency Measure Adoption Within 24 months (Exit Cohort)
C2.5: Permanency Measure Adoption within 12 Months (Legally Free)

C4.1Permanency Measure Placement Stability Outcome: Placement Stability (8 Days to 12 Months In Care)

Well Being: Health and Education Passports

3. Identify improvement targets and goals:

The goal for each of the Outcomes identified for inclusion in this plan is to meet the Federal Standard Areas before or by January 2014.

4. Summary of current research available via literature review:

Literature reviews synthesize recent research and summarize themes, trends, best practices and gaps in the information available on a specific topic. For managers and administrators in child welfare, literature reviews can provide valuable information about key factors related to system improvement:

- social work models associated with improvement in specific child welfare outcomes;
- social work practices associated with barriers to improved outcomes;
- organizational elements associated with improved outcomes.

Two literature reviews pertinent to our outcomes were found at the Northern Training Academy website http://humanservices.ucdavis.edu/academy/. "The Importance of Family Engagement in Child Welfare", and "Placement Stability in Child Welfare".

One of the advantages of being a small county is our ability to make significant changes in a relatively short time frame. Although the SIP is not due to be finalized until January 2011, many strategies have begun to be addressed.

5 and 6. Current activities in place or partially implemented; and new activities that will impact outcomes

S 1.1: Safety Outcome Measure - No Recurrence of Maltreatment

Current activities in place or partially implemented

- Continue to offer services through the Family Resource, including parenting, home visitation services, and supportive services.
- Utilizing existing resources, distribute information to the community regarding the prevention of child abuse and neglect.
- Continue to utilize the Structured Decision Making (SDM) Tool appropriately.

New activities that will impact outcomes.

- Explore the capacity of the FRC, CAPC or Probation liaison officer, to gather community resources to be able to be compiled, and act as a clearing house for the county.

- Develop a collaboration to explore gaps in services and recommended ways to bridge these gaps, including, community education regarding mandated reporting, exchange of information between agencies, more specialized parenting and teen classes, and substance abuse treatment.

- Develop and implement a family strength based program for at risk youth attending elementary school.

2C: Safety Outcome Measures- Timely Social Worker Visits with Child

Current activities in place or partially implemented

- Ensure that the policy that was developed in the last SIP cycle is fully implemented and monitored.

New activities that will impact outcomes.

- Explore the use of technology to assist social workers to be able to record their contacts when they are not in the office.

C2:1 Adoption Within 24 months (Exit Cohort)

Current activities in place or partially implemented

- Continue to hold parties accountable for completion of adoption process. Including completion of necessary documentation, home studies and support needed to complete the process.

- Improve "concurrent planning" across the continuum of engagement with the family, from the beginning of the case and through possible adoption.

New activities that will impact outcomes.

- Develop a mechanism, policy and procedure, for family finding and engagement.

- Improve "concurrent planning" across the continuum of engagement with the family, from the beginning of the case and through possible adoption.

- Child Welfare Services Family Meetings/Decision Making will be evaluated and formalized, including the referral process, when the meetings are to occur, and the development of outcome measures.

- Explore the possibility of community colleges providing Kinship care training and support.

- Continue to hold parties accountable for completion of adoption process. Including completion of necessary documentation, home studies and support needed to complete the process.

C4.1: Permanency Outcome Measure- Placement Stability (8 Days to 12 Months In Care)

Current activities in place or partially implemented

- Continue to develop and implement the Emergency Placement Protocol.

- Continue to focus on recruitment and retention of county foster homes.

New activities that will impact outcomes.

- Develop a mechanism, policy and procedure, for family finding and engagement.

- Improve "concurrent planning" across the continuum of engagement with the family, from the beginning of the case and through possible adoption.

- Child Welfare Services Family Meetings/Decision Making will be evaluated and formalized, including the referral process, when the meetings are to occur, and the development of outcome measures.

Well Being Measure - Health and Education Passports

New activities that will impact outcomes.

- Collaborate with the education department to explore information sharing via relationship building and automation.
- With the help of CWS/CMS technical assistance, develop a policy and procedure of the correct computer fields to enter the information and provide training to staff, and monitor the correct data entry.

- Provide training to staff on special education.

7. Use of logic models

Developing a logic model helps to delineate the specific methods by which proposed changes from the SIP will improve performance. As part of our upcoming Request For Proposal process for CAPIT/CBCAP/PSSF funds we will develop logic models for those programs. These internal planning documents will be revised along the process to help inform the strategic planning process.

8. Integration in to the CAPIT/CBCAP/PSSF Plan

Stakeholders representing the entire continuum of prevention through services, treatment and follow up prevention participated in the PQCR/CSA/SIP planning process and assisted in identifying strategies to be included in to the plan. As a community our focus is to build on the promising collaborations that we have in place to enhance our continuum of services. The use of CAPIT/CBCAP/PSSF and Children's Trust Fund money helps us to do that. As permitted by funding, we will continue to provide parenting, home visitation, and community education.

Executive Summary County Self Assessment

Background

In June 2010, San Benito County initiated the County Self Assessment (CSA) process to evaluate the effectiveness of child welfare services as well as of the Office of Child Abuse Prevention (OCAP) funded prevention services provided to families in our community. A group of over forty stakeholders came together including agency staff from Child Welfare Services and Probation, community partners, stakeholders, and partners from the California Department of Social Services, as well as a focus group with biological parents receiving services from the Family Resource Center, Child Welfare Agency and Juvenile Probation. The charge to the groups was to review and analyze performance data, identify strengths and challenges and offer recommendations.

The CSA process consisted of discussion regarding; county demographics, participation rates in child welfare and probation, safety, permanency and well being outcomes, public agency collaborations, service array and responsiveness to the community. It was viewed through the lens of prevention, intervention and treatment across the continuum of care. The CSA was the second component of our strategic planning effort. In February 2010, we undertook the Peer Quality Case Review (PQCR). We examined placement stability for our children.

No later than January 2011, San Benito County will complete this required three year planning effort with the submission of a three-year System Improvement Plan (SIP) to the Board of Supervisors for approval. Both the CSA and SIP are public documents and will be shared with stakeholders and the community following Board approval.

Readers should be aware that the total number of children in San Benito County's Child Welfare System is relatively small. Our small size causes significant swings in outcome rates. One or two cases can result in exaggerated drops or gains in percentage points.

Summary of Outcomes:

Participation Rates: Data indicates that there was a decrease in the actual number of referrals received in the last three years, but the number of entries in care increased. Much of this trend may be attributable to the general down turn in the economy and increased stress on families. As of July 2, 2010 San Benito County is listed by the AP Economic Stress Indicators (http://hosted.ap.org/specials/interactives/_national/stress_index/) as the tenth most stressful county in the nation, when looking at unemployment, bankruptcy and foreclosure. The unemployment rate has risen from 8.9% to 15.7% in the last two years and Cal WORKS cases have risen by 13%.

Safety Outcomes:

Considered together, results from all the Safety Indicators show that children receiving child welfare services in San Benito County are increasingly protected from abuse and neglect. Investigations are conducted in a timely manner. Risk, safety and protective capacity is determined using a standardized approach. Social workers and probation officers have a high level of face to face contact with the children/youth they serve. The low levels of recurrence of maltreatment (although slightly higher than the statewide performance and Federal Standard), and the continued lack of abuse in out of home care is also notable.

Recurrence of maltreatment is an area that our county wants to continue to focus on, as any recurrence of maltreatment is unacceptable to our community. Thus we will continue to include strategies related to recurrence in the next SIP. The outcome of no recurrence of maltreatment has improved by 10.7% in the last three years, in part due to social workers following up with referrals when they are made and supportive services provided to families, that include Behavioral Health, Victim's Witness, Community Solutions, Hollister Youth Alliance and School Counselors.

The Family Resource Center offers services that would otherwise be unmet needs for families including parenting classes, in home visitation and information and referrals that prevent future maltreatment. There is a need for more frequent parenting classes and support for kinship placements.

There was also some concern with "Timely Social Worker Visits" with children in out of home placement. The agency has done considerable work around policy and practice changes to ensure that this occurs, but despite this our numbers still fluctuate. This will also be addressed in our next SIP.

Permanency Outcomes:

Over the last three years, since the last CSA, San Benito County has made progress in all Family Reunification outcomes and measures. This has been achieved in part, through collaboration with service providers, interim hearings for children, increased contact with parents, visitation between parents and children, and the increased involvement of relatives. These outcomes fluctuate due in part to the placement of children in out of home care to out of county, which decreases services, visitation and impedes timely reunification. We would like to standardize our process of team meetings, and look at services for parents with substance abuse problems, to further improve our outcomes.

Our Adoption process is an area that could benefit from further examination to see if we can streamline practices and policies while maintaining safety, for more timely adoptions. We will be developing strategies in our next SIP to help us address this issue.

Our PQCR was conducted on placement stability for our children and youth placed in out of home care (CWS) and on the services they receive in these placements to aid in reunification (Probation). Many recommendations were made in the PQCR and CSA process which will be synthesized and incorporated in to our SIP.

Well Being Outcomes:

There are no Federal outcomes developed for Well Being Outcomes at this time. San Benito County is providing all youth with medical and dental services, but at this time due to data entry difficulties, because of a lack of training on this section of CWS/CMS we have no qualitative information. This is an area we will address in the SIP.

Information from the CSA Team identified a need to strengthen our educational and employment services for children and youth. There are many challenges in this area that will be discussed and strategies developed.

Strategies for the Future

The CSA process, including information from a focus group, stakeholder meeting and agency staff meeting identified the following strategies for the future, to be analyzed for possible inclusion in our SIP.

Outcomes

- Safety S1.1 - No Recurrence of Maltreatment
- Safety 2.C. Timely Social Worker Visits with Child
- C2.1 Adoption within 24 Months
- C2.5 Adoption within 12 Months
- Placement Stability
- Data entry issues for health and education and timely dental and medical exams.

Management Information Systems:

- There needs to be a better mechanism for sharing data from one agency to another to support comprehensive services being provided.
- There needs to be problem solving and subsequent policy development and training regarding the Health and Education Passport.

Case Review System

- Improve the involvement of parent-child-youth involvement in the case planning process.
- Implement family team meetings to discuss home removal prevention, placement changes, return of children home etc.
- Foster Parent Licensing, Recruitment and Retention
- Explore with CDSS any possibilities to streamline process or find allowable exceptions to the NREFM process.
- Explore any possibility to streamline private agency adoptive home studies to speed up the process

Unmet needs in the community which included which will be prioritized in the SIP process.

- Increased frequency of parenting classes, classes offered in Spanish, and support for kin providers.
- Continue to provide and possibly increase the home visitation program offered by the FRC.
- Developing a consistent practice of team decision meetings.
- The lack of bi-lingual bi-cultural therapists.
- The lack of bi-lingual services for the Oaxaca population in the county.
- There are no residential treatment programs for Alcohol and Other Drug Treatment in the County.
- The lack of enough advocacy for children in the education system.
- There are difficulties with accessing the Human Services agency due to the geographical location of the building and the reduction in busses due to transportation issues.
- It was recommended by the CSA Team that child abuse prevention material could be added to the resources the book mobile hands out.
- It was recommended that the feasibility to expand CASA to Probation be explored.

Staff and Provider Training

- The connection with the Educational System still needs increased communication and cross - training

- There is a need for specialized interventions (domestic violence groups, bilingual services, teen anger management/substance abuse treatment for non-probation youth).

- There is a need for local San Benito County Services and placements for children who are dependents and wards.

Conclusion

The CSA process provided agency staff, community members and collaborating partner agencies the opportunity to further explore our performance, identify areas for improvement, and underscore what is already working and deserves expansion or preservation. Through analysis of demographic information, participation rates, outcome data, systemic issues, service area, and agency collaboration much information was gleaned. This was a rewarding process which provided both child welfare and probation with rich information and recommendations. The next step in this process is the development of the SIP, which will outline strategies, milestones, timeframes and outcome improvement goals

PQCR Executive Summary

In an effort to ensure continuous quality improvement for outcomes for children, youth and families in the child welfare and probation systems, San Benito County conducted their Peer Quality Case Review (PQCR) January 25-29, 2010. San Benito County Child Welfare Services and Juvenile Probation participated in a tri-county PQCR process along with the Child Welfare and Juvenile Probation departments from Santa Cruz and Monterey counties.

Child Welfare Focus Area

Measure C4.1: Placement Stability 8 days to 12 months. Of all children in foster care during the selected 12 month period who were in care for at least 8 days but less than 12 months what percentage had two or fewer placements?

This measure was chosen by San Benito in collaboration with CDSS based on a review of the Child Welfare Dynamic Report System-UC Berkeley and supplemented by Safe Measures reports which indicated that San Benito County had below average data in this area. As compared to other counties, San Benito County showed a high rate of placements per child in foster care, especially for children aged 11-15. The department was not meeting the federal standard for Placement Stability.

Probation Focus Area

The San Benito County Probation Department, decided to focus on youth who had a failed placement prior to their 12 month review hearing, specifically focusing on identifying which probation practices may contribute to the lack of success.

During the fiscal year 2008-2009, San Benito County Juvenile Probation Department had seven (7) youth exit their placement program. Four of these seven youth (57%) were identified as placement failures which are defined as minors having exited placements due to running away from home or having been terminated by the program within a 12 month placement period.

PQCR process and results

During the PQCR week, the peer interview teams from Monterey and Santa Cruz conducted six child welfare services and four probation case interviews. Detailed strengths and challenges with recommendations from the peer counties can be found in the PQCR report.

Four focus groups were conducted for child welfare with participants from Foster Family Agencies, Non Related Extended Family Members and Foster Parents, Social Workers and Youth. Two focus groups were conducted for probation with parent and youth participants. Detailed strengths and challenges with recommendations from the focus groups can be found in the PQCR report.

Child Welfare

Summary of strengths noted in the PQCR process:

- Social workers are very child and family focused and attempt to find relative and NREFM placements from the very beginning. They make good assessments of family needs and emphasize keeping siblings together in culturally appropriate placements.
- Placement changes were often made in the best interests of the child and to least restrictive placements.
- Social workers have a lot of contact with children.

Summary of challenges noted in the PQCR process:

- Lack of County foster homes
- Difficulty with conducting relative and NREFM assessments
- Need for more understanding and practice regarding concurrent planning
- Need for formalized policies and procedures regarding many areas including case transfers, emergency placements, placement with relatives, family finding and team meetings.
- High case load turn over makes it difficult for FFA homes to establish frequent communication and relationships with social workers.
- Frequency of parenting classes and assistance for relatives.

Probation

Summary of strengths noted in the PQCR process:

- Probation officers conduct intensive placement assessments, include parents and the youth in the decision making process and utilize numerous family engagement strategies.
- Probation officers value the connection between the youth in placement and the family and are very active in fostering that.

Summary of challenges noted in the PQCR process:

- Lack of placements that are geographically close to place youth in.

- Lack of activities to keep youth engaged in the county, both prior to placement and after returning home.

- Need more formalized policies and procedures especially for family finding and to standardized practice between Probation Officers.

Conclusion:

San Benito County Child Welfare and Probation systems continue our strong commitment to build upon our many strengths to improve service delivery to better serve our children and families. The results of this PQCR process are vital to these efforts.

With the thoughtful participation of local stakeholders and staff, as well as agency partners from throughout the state, San Benito County has conducted a comprehensive PQCR process and will use this information to inform out CSA and SIP.

2. Part I - CWS/Probation

a. Cover Sheet

California's Child and Family Services Review System Improvement Plan	
County:	**San Benito County**
Responsible County Child Welfare Agency:	San Benito County Health & Human Services Agency
Period of Plan:	2011 - 2014
Period of Outcomes Data:	**Quarter ending: 4th quarter 2009**
Date Submitted:	
County System Improvement Plan Contact Person	
Name:	Maria C. Corona, MSW
Title:	Deputy Director
Address:	1111 San Felipe Road, Suite 206
Fax:	(831) 637-2910
Phone & E-mail:	(831) 636-4190
Submitted by each agency for the children under its care	
Submitted by:	**County Child Welfare Agency Director (Lead Agency)**
Name:	**Kathryn Flores, Director**
Signature:	

RECEIVED MAR 0 3 2011

Submitted by:	**County Chief Probation Officer**
Name:	**Brent Cardall, Chief Probation Officer**
Signature:	
Board of Supervisors (BOS) Approval	
BOS Approval Date:	2/22/11
Name:	Margie Barnes
Signature:	

B. CWS/Probation Narrative

San Benito County is committed to continuous quality improvement and the process of completing the PQCR, CSA, SIP and quarterly data reviews highlighted which outcomes we needed to focus on over the next three years. As previously stated we will continue to monitor all of our outcomes, but will pay special attention to the outcomes that we are currently performing below the Federal Standards, as well as "no recurrence of maltreatment", and improving our effective use of the Health and Education Passport.

The CSSR website composite planner was used to help us determine our outcome goals. The strategies, rationales and milestones were determined by the planning group to ensure that we are able to meet the federal standards. The planning group took in to consideration literature reviews, and also what CDSS has listed in the state Program Improvement Plan (PIP) to improve outcomes. To that end Family Finding and Engagement, Team Meetings, Supporting Kin Providers and Concurrent Planning are included in our SIP as well as the PIP.

Outcome/Systemic Factor:

S 1.1: Safety Outcome Measure - No Recurrence of Maltreatment

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

County's Current Performance:

From January 1, 2009 to June 30, 2009, 92.7% of children with substantiated maltreatment within the 6-month period did not have another substantiated maltreatment allegation within the next 6 months.

Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Direction?	Percent change
01/01/09	06/30/09	38	41	92.7%	Yes	10.7%

Current performance is below the Federal Standard (94.6%) as well as the statewide performance (93.2%).

Improvement Goal 1.0

Maintain the rate of No Recurrence of Maltreatment below the Federal Standard of 94.6% by providing prevention services.

Strategy 1. 1 Continue to offer services through the Family Resource Center, including parenting, home visitation services, and supportive services.	☐	**CAPIT**	**Strategy Rationale** The CSA process determined that the "unmet" need of the community included parenting, home visitation and other supportive services.
	☒	**CBCAP**	
	☒	**PSSF**	
	☐	**N/A**	

Milestone	**1.1.1** Continue to offer parenting classes, home visitation services, and supportive services.	Timeframe	Ongoing	Assigned to	Ana Cabrera, SW Supervisor I
	1.1.2 Evaluate programs ongoing on a quarterly basis.		Quarterly		Ana Cabrera, SW Supervisor I

Strategy 1. 2 Explore the capacity of the FRC, CAPC or Probation liaison officer, to gather community resources to be able to be compiled, and act as a clearing house for the county.	☐ **CAPIT** ☐ **CBAP** ☐ **PSSF** ☐ **N/A**	**Strategy Rationale** There is no centralized area that compiles resources that can be shared with agencies and the community. As resources dwindle even more, it is essential that all resources in the community are tapped in to.

Milestone	**1.2.1** Develop a list of all of the non-profit organizations in the county and what services they provide.	Timeframe	Jan - June 2012	Assigned to	Ana Cabrera, SW Supervisor I Yolanda Leon, Probation Supervisor
	1.2.2 This compiled list is to be housed in the Family Resource Center and used as a community resource.		June 2012 and ongoing		Ana Cabrera, SW Supervisor I
	1.2.3 Update the list on an ongoing basis, at least yearly.		June 2012 and yearly there after		Ana Cabrera, SW Supervisor I

Strategy 1. 3 Utilizing existing resources, distribute information to the community regarding the prevention of child abuse and neglect.	☒ **CAPIT** ☒ **CBAP** ☐ **PSSF** ☐ **N/A**	**Strategy Rationale** Materials have been developed for child abuse prevention and education. It has been difficult to distribute the materials to remote areas of the county. It was determined that the book mobile and library are a great way to connect with people who may be isolated in the community.

Milestone	**1.3.1** Explore the procedure needed to put informational resources in to the community, review the material for accuracy, and any needed updates.	Timeframe	January - March 2011	Assigned to	Maria C. Corona, Deputy Director Ana Cabrera, SW Supervisor I
	1.3.2 Put informational resources on the "county book mobile", library and any other identified locations.		April 2011		Ana Cabrera, SW Supervisor I

	1.3.3 Distribute information to the county library and any other identified locations.		April 2011		Ana Cabrera, SW Supervisor I

Strategy 1. 4 Develop a collaboration to explore gaps in services and recommended ways to bridge these gaps, including, community education regarding mandated reporting, exchange of information between agencies, more specialized parenting and teen classes, and substance abuse treatment.	☒ **CAPIT** ☒ **CBCAP** ☐ **PSSF** ☐ **N/A**	**Strategy Rationale** Throughout this process, some service gaps were identified in the community. Strategy 1.2 will assist us in learning what resources do exist in the county, this strategy is formed to develop a plan of what other gaps may be bridged.		

Milestone		**Timeframe**	**Assigned to**	
	1.4.1 Build on an existing collaboration, or develop a new collaboration to develop a plan to address the areas identified above.	Jan 2011		Maria C. Corona, Deputy Director Tracey Belton, SW Supervisor Shyloh Sterns, SW Supervisor Ana Cabrera, SW Supervisor
	1.4.2 Develop a plan that includes community presentations that provide child abuse prevention, education and reporting information; increase and/or build upon service provider collaborative meetings that could help explore gaps in services and address the above needs and any other identified areas of concern; increase specialized parenting classes and substance abuse services to meet the needs of the parents/families.	January 2011 - June 2012		Maria C. Corona, Deputy Director
	1.4. 3 Implement the plan	June 2011 - June 2012		Maria C. Corona, Deputy Director
	1.4.4 Monitor the effectiveness of the plan	December 2012 and ongoing		Maria C. Corona, Deputy Director

Improvement Goal 2.0

Maintain the rate of No Recurrence of Maltreatment below the Federal Standard of 94.6% strengthening safety, risk and protective capacity assessments.

Strategy 2. 1 Continue to utilize the Structured Decision Making (SDM) Tool appropriately.	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF**	**Strategy Rationale** In the last SIP cycle emphasis was placed on ensuring that all staff were trained and were correctly using SDM. We would like

			☐	**N/A**	to continue our focus on making standardized safety, risk and protective capacity assessments.	
Milestone	**2.1.1** Provide training on an as needed and ongoing basis on the use of SDM.	**Timeframe**	Ongoing		**Assigned to**	Tracey Belton, SW Supervisor Shyloh Sterns, SW Supervisor
	2.1.2 Conduct case reviews to ensure the timely and accurate completion of the SDM tool.		At least semi-annually, commencing January 2011			Tracey Belton, SW Supervisor Shyloh Sterns, SW Supervisor

Improvement Goal 3.0 Maintain the rate of No Recurrence of Maltreatment below the Federal Standard of 94.6%, by providing a family empowerment program.						
Strategy 3. 1 Develop and implement a family strength based program for at risk youth attending elementary school.			☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☐ **N/A**		**Strategy Rationale** A collaborative effort between CBO's, faith based organization and community members will be developed to identify gaps and keep youth and families engaged to reduce the factors contributing to academic failure and broken family indicators.	
Milestone	**3.1.1** Meet with CBO's, community and faith based organizations and school officials to identify a process to reach "at risk" families to	**Timeframe**	Dec 2010 – on going process		**Assigned to**	Yolanda Leon Probation Supervisor
	3.1.2 Develop a family strength based extra curricula activities, including sports.		June 2011 – December 2011			Probation
	3.1.3 Develop and or expand after school tutoring programs .		Dec 2010 – on going process			Probation

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

San Benito County would benefit from additional funding to help increment services to assist families and children in the community.

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

Additional training for staff and community partners that focus the teaming and collaboration process that will help streamline services for families and children of the community.

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

Identified stakeholders from other Agencies and Community Based Organizations can assist with the development of programs and services that can help provide preventative and intervention services to families and children at risk of abuse or neglect.

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

Additional funding to increase staffing time would help increase preventative services.

SIP Component B: Safety

Outcome/Systemic Factor:
2C: Safety Outcome Measures- Timely Social Worker Visits with Child

This measure examines of all children who required a monthly social worker visit, how many received a face to face visit?

County's Current Performance:

In December, 2009, we had a 84.8% compliance on timeliness of monthly social worker visits.

Most recent date	Most recent numerator	Most recent denominator	Most recent performance	Direction?	Percent change
December 2009	112	132	84.8%	Yes	23.4%

Current performance is below the Federal Standard (95%) as well as the statewide performance (92.3%)

Improvement Goal 1.0 Increase the timeliness of social worker visits to above the Federal Standard of 95%.

Strategy 1. 1 Ensure that the face to face contact protocol and	☐ CAPIT ☐ CBCAP ☐ PSSF ☐ N/A	**Strategy Rationale** Considerable time was spent developing a policy and protocols which attempts to resolve barriers to increased compliance.

documentation policy that was developed in the last SIP cycle is fully implemented and monitored.				This policy has been implemented and needs to be continually monitored to ensure continued implementation.	
Milestone	**1.1.1** Staff will continue to implement the policy, including entering contacts within five days of the end of the month, use of safe measures to track entries and discussion with their supervisor.	**Timeframe**	Ongoing	**Assigned to**	Maria C. Corona, Deputy Director Tracey Belton, SW Supervisor Shyloh Sterns, SW Supervisor
	1.1.2 Supervisors will continue to ensure the implementation of the policy, by the use of "Safe Measures" in individual supervision.		Ongoing		Tracey Belton, SW Supervisor Shyloh Sterns, SW Supervisor
	1.1.3 Supervisors will problem solve with staff during individual supervision and unit meetings when issues of compliance occur, including data entry assistance by volunteers and interns.		Ongoing		Tracey Belton, SW Supervisor Shyloh Sterns, SW Supervisor
Strategy 1. 2 Explore the use of technology to assist social workers to be able to record their contacts when they are not in the office.		☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☐ **N/A**	**Strategy Rationale** Traditionally social workers have hand written their notes after the contact with the family, and subsequently enter the contact notes in to the CWS/CMS system. This strategy explores the possibility of obtaining remote access to CWS/CMS and the possibility of funding for lap tops and flash drives.		
Milestone	**1.2.1** Contact other counties to gather research regarding what technology systems they have developed to help social workers record contacts when they are not in the office.	**Timeframe**	June 2011	**Assigned to**	Margie Diener, Staff Services Analyst
	1.2.2 Explore possibility of funding to purchase the recommended technology solution.		June 2011 - December 2012		Mark Eiserer, Fiscal Deputy Director Maria C. Corona, Deputy Director
	1.2.3 Develop a policy and provide training to staff on the use of the technology.		January 2012 - March 2012		Margie Diener, Staff Services Analyst Maria C. Corona, Deputy Director

Describe any additional systemic factors needing to be addressed that support the improvement plan goals.
Due to fiscal conditions furloughs have been ordered by the County, additionally a policy is in place where vacation cannot be accrued after reaching the County's maximum hours. This has increased the number of staff on leave, and decreases the amount of time social workers and probation officers have to visit the children, youth and families and enter their contacts.

Describe educational/training needs (including technical assistance) to achieve the improvement goals.
Ongoing training on Safe Measures.
Training on the policy and how to use the technology to enter contacts when not in the office.

Identify roles of the other partners in achieving the improvement goals.
Assistance from Management regarding systemic factors.

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

Outcome/Systemic Factor:

Permanency Measure C2.1: Adoption Within 24 months (Exit Cohort)

This measure answers the question: Of all children discharged from foster care to a finalized adoption during the year, what percent were discharged in less than 24 months from the date of the latest removal from home?

County's Current Performance:

From January 1, 2009 to December 31, 2009, 25.0% of children discharged from foster care to a finalized adoption during the year were discharged in less than 24 months from the date of the latest removal from home.

Most recent date	Most recent numerator	Most recent denominator	Most recent performance	Direction?	Percent change	Most recent date
December 2009	112	132	84.8%	Yes	23.4%	December 2009

Current performance is below the Federal Standard (36.6%) as well as the statewide performance (28.2%).

Outcome/Systemic Factor:

Permanency Measure C2.5: Adoption within 12 Months (Legally Free)

This measure answers the question: Of all children in foster care who became legally free for adoption during the year, what percent were then discharged to a finalized adoption in less than 12 months?

⇒ **County's Current Performance:**

From January 1, 2008 to December 30, 2009, 57.1% of all children in foster care who became legally free for adoption during the year discharge to a finalized adoption in less than 12 months.

Most recent date	Most recent numerator	Most recent denominator	Most recent performance	Direction?	Percent change	Most recent date
01/01/08	12/31/08	5	11	45.5%	yes	20.5%

January 1, 2005, to December 31, 2008, there has been an increase from 25 % to 45.5 % of all children in foster care who became legally free for adoption during the year to discharge to a finalized adoption in less than 12 months. Current performance is below the Federal Standard (53.7%) as well as the statewide performance (58.3%).

Improvement Goal 1.0 Increase the number of all children discharged from foster care to a finalized adoption during the year, from 25% to above the federal Standard 36.6% by implementing comprehensive concurrent planning from the beginning of involvement with the family throughout the life of the case.

Increase the number of all children in foster care who became legally free for adoption during the year discharge to a finalized adoption in less than 12 months, from 45.5% to above the federal standard of 53.7% by implementing comprehensive concurrent planning from the beginning of involvement with the family throughout the life of the case.

This improvement goal will be met by year three of the SIP.

Strategy 1. 1	☐	**CAPIT**	**Strategy Rationale**
	☐	**CBCAP**	Research has shown that family finding and engagement

Develop a mechanism, policy and procedure, for family finding and engagement.			☐ PSSF ☐ N/A	increases placement stability and if needed identifies more adoptive placements. We currently do family finding, but it is not consistent across the agencies and no formalized policy and procedures are in place. In addition, San Benito County does not have its own Adoption Unit, therefore, this at times can hinder the process for a timely adoption.	
Milestone	**1.1.1** Explore search engines that are able to be utilized to assist with family finding, including their cost.	**Timeframe**	January 2012 - March 2012	**Assigned to**	Maria C. Corona, Deputy Director Tracey Belton, SW Supervisor Shyloh Sterns, SW Supervisor
	1.1.2 If fiscally feasible purchase the family finding technology.		April 2012		Maria C. Corona, Deputy Director
	1.1.3 Develop policy and procedures for the process of family finding. Including the possibility of using a genogram and connectedness map		March 2012 to May 2012		Maria C. Corona, Deputy Director
	1.1.3 Train identified staff in the use of family finding technology, policies and procedures.		June 2012		Tracey Belton, SW Supervisor Shyloh Sterns, SW Supervisor
	1.1.4 Evaluate the implementation of the policy and procedures.		June 2012 ongoing, at least semi-annually.		Maria C. Corona, Deputy Director
Strategy 1. 2 Improve "concurrent planning" across the continuum of engagement with the family, from the beginning of the case and through possible adoption.			☐ CAPIT ☐ CBCAP ☐ PSSF ☐ N/A	**Strategy Rationale** It was identified in the state Program Improvement Plan that concurrent planning has not been implemented consistently across California and implementation would increase timely adoptions. Concurrent planning, broadly defined to include family finding and engagement, team meetings, and an identified and frequently re-assessed concurrent plan, increases the timeliness to finalized adoption.	
Milest one	**1.2.1** A concurrent planning work group will be formed to review the current process and develop a plan for enhancing and standardizing	**Timef rame**	January 2011 - April 2011	**Assig ned**	Maria C. Corona, Deputy Director Shyloh Sterns, SW Supervisor

	the process of concurrent planning. This plan will include policy and practice recommendations, training needed and outcome measures.				Tracey Belton, SW Supervisor
	1.2.2 Implementation of the plan.		May - August 2011		Maria C. Corona
	1.2.3 Ongoing monitoring and evaluation of implementation of policy.		December 2011 and ongoing		Maria C. Corona
Strategy 1.3 Child Welfare Services Family Meetings/Decision Making will be evaluated and formalized, including the referral process, when the meetings are to occur, and the development of outcome measures.			☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☐ **N/A**	**Strategy Rationale** Research finds that people who are included and asked to participate in making decisions that affect them are more likely to follow through with the plans and decisions that are made[1]. Additionally, when people feel valued and respected in contributing to decisions made about them, they are more likely to have increased self-esteem, self-efficacy, and a greater sense of empowerment.	
Milestone	**1.3.1** A literature review to ascertain current evidence based practice, and researching current models of Family Meetings/Decision Making process used in other counties and states, will be conducted to form a recommendation as to the best family meeting structure to meet our needs.	**Timeframe**	January 2011 – on going	**Assigned to**	Maria C. Corona, Deputy Director Tracey Belton, SW Supervisor Shyloh Sterns, SW Supervisor
	1.3.2 Develop implementation plan for the Family Meeting/Decision making process to enhance parent participation and leadership by inviting parents to actively participate in these meetings.		June 2011- on going		Maria C. Corona, Deputy Director
	1.3.3 Implementation of the plan. Including the development of policy, identifying the training and setting up a training plan for staff.		June 2011 – on going		Maria C. Corona, Deputy Director Tracey Belton, SW Supervisor Shyloh Sterns, SW Supervisor
	1.3.4 Ongoing monitoring of outcomes reported quarterly.		June 2011 – on going		Maria C. Corona

[1] Maddux, J.E. (Self-Efficacy. In C.R. Snyder &S.J. Loped (EDds.), *Handbook of positive psychology* (pp.277-287). New York: Oxford University Press.

Strategy 1. 4 Explore the possibility of community colleges providing Kinship care training and support.			☐ CAPIT ☐ CBCAP ☐ PSSF ☐ N/A	**Strategy Rationale** Over the last three years and continuing in this SIP cycle an emphasis has been to place children with their relatives. There is no formalized training and support for kinship providers and this lack of support affects placement stability and adoption.	
Milestone	**1.4.1** Canvass surrounding and "like" counties to understand their funding mechanisms for the community colleges to provide Kinship care training and support.	**Timeframe**	January 2011 - June 2011	**Assigned to**	Mark Eiserer, Fiscal Deputy Director Maria C. Corona, Deputy Director
	1.4.2 Determine the feasibility and value of having a Kinship Care Training and Support program in San Benito County. **1.4.3** If it is determined to be feasible to have a Kinship Care Training and Support program in San Benito County, develop an implementation plan including policy development and staff training.		June2011 - December 2011 January 2012 and on-going		Maria C. Corona, Deputy Director
Improvement Goal 2.0 Increase the number of all children discharged from foster care to a finalized adoption during the year, from 25% to above the federal Standard 36.6% by continuing to collaborate with State Adoption Services and Juvenile Court, and hold all parties accountable. Increase the number of all children in foster care who became legally free for adoption during the year discharge to a finalized adoption in less than 12 months, from 45.5% to above the federal standard of 53.7% by continuing to collaborate with State Adoption Services and Juvenile Court, and hold all parties accountable.					
Strategy 2.0 Continue to hold parties (i.e. adoptive parents, State Adoptions Staff, Social Workers) accountable for completion of adoption process. Including completion of necessary documentation, home studies and support needed to complete the process.			☐ CAPIT ☐ CBCAP ☐ PSSF ☐ N/A	**Strategy Rationale** Not having and adoptions unit in San Benito County makes it challenging for San Benito County to finalize adoptions in a timely manner; in addition, recent State furloughs also contribute to delays given that State Adoptions Staff has less time to work with families to finalize adoptions.	

Milestone	**2.1** Meet monthly with CDSS Adoption's staff to discuss all cases and problem solve regarding completing the necessary documentation for home studies.	Timeframe	Ongoing	Milestone	Maria C. Corona, Deputy Director Shyloh Sterns, SW Supervisor Tracey Belton, SW Supervisor
	2.2 Continue to collaborate with the court by providing them with concise updates, so the court is aware of any delays in home studies and can make subsequent inquiries.		Ongoing		Shyloh Sterns, SW Supervisor Tracey Belton, SW Supervisor
	2.3 Continue to work with the caregivers to assist them in the adoption process.		Ongoing		Shyloh Sterns, SW Supervisor Tracey Belton, SW Supervisor

Outcome/Systemic Factor:

Permanency Measure C4.1: Placement Stability Outcome: Placement Stability (8 Days to 12 Months In Care)

This measure answers the question: Of all children served in foster care during a year who were in foster care for at least 8 days but less than 12 months, what percent had two or fewer placement settings?

County's Current Performance:

From January 1, 2009 to December 31, 2009, 75.4% of children in foster care during the year that had been in care for at least 8 days but less than 12 months had two or fewer placement settings.

Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Direction ?	Percent change
01/01/09	12/31/09	49	65	75.4%	No	- 2.6%

From the baseline of January 1, 2006 to December 31, 2006, the number of children who had two or fewer placement settings decreased from 78% to 75.4%. Current performance is below the Federal Standard (86.0%) as well as the statewide performance (83.6%).

Improvement Goal 1.0
The strategies developed for the adoption strategies will also assist with improving placement stability. They are Family Finding and Engagement, Team Meetings, and Concurrent planning.

For the Federal Standard to be met, if the above numbers remained constant we would need 56 out of 65 children to have two or fewer placements within a twelve month period, an increase of 11.6% from our current performance.
Improvement Goal January 2011 - December 2011 is to increase performance by 3.6%
January 2012 - December 2012 is to increase performance by an additional 4%
January 2013 - December 2013 is to increase performance by an additional 4%

Increase the infrastructure for placement of children within our county and with their relatives. Increase the number of county foster homes that accept children 0-17 years of age.

We currently have 5 foster homes. Our goal is to increase each year by at least one additional foster home.

2011 - 6 foster homes, 2012 - 7 foster homes, and 2013 - 8 foster homes.

Strategy 1. 1	☐ CAPIT ☐ CBCAP ☐ PSSF ☐ N/A	**Strategy Rationale**
Continue to develop and implement the Emergency Placement Protocol to increase non-relative/relative extended family homes and to stabilize placement efforts. (Protocol process commenced in 4/10).		Emergency Placement Protocol was developed so that when children are removed they are able to be placed with their relatives. However, this protocol follows the state guidelines and is considered very strict and not relative friendly. In this SIP cycle we would like to work with the state to see if we have interpreted the state guidelines correctly and if there is any flexibility.

Milestone	Timeframe	Assigned to
1.1.1 Request California Department of Social Services (CDSS) to provide Technical Assistance regarding how to apply exemptions to the emergency placement protocol.	January 2011	Jennifer Pimental, SW II Maria C. Corona, Deputy Director
1.1.3 Update protocol and train staff on any new aspects of the protocol that CDSS is able to assist with.	March 2011 and ongoing	Maria C. Corona, Deputy Director Tracey Belton, SW Supervisor Shyloh Sterns, SW Supervisor

Strategy 2. 1 Recruitment and retention of county foster homes.		☐ CAPIT ☐ CBCAP ☐ PSSF ☐ N/A	**Strategy Rationale** When children are placed out of county, they are seen less frequently by the agency staff and their families. Without quick intervention placements can quickly disrupt and necessitate the child needing to be moved. San Benito county has five active county licensed foster homes, but they are either foster adoptive homes or prefer small children for placement. Most of our children who are placed in county are placed in Foster Family Agencies, where we compete for those beds with surrounding counties. We need to develop a strategy to recruit and retain more county foster homes, overcoming the systemic issue that the county pays lower rates to foster homes than the Foster Family Agencies. We also need to build better relationships with the FFA's so that San Benito children are placed in our county.		
Milestone	**Timeframe**			**Assigned to**	
2.1.1 Explore fiscal aspects, doing a cost analysis to see if it is feasible to increase the rate paid to county foster homes.			June 2011		Maria C. Corona, Deputy Director Mark Eiserer, Fiscal Deputy Director
2.1.2 Develop a recruitment campaign, targeting San Benito County families. This could possibly include partnering with Monterey County on their marketing campaign.			July 2011 – on going		Ana Cabrera, SW Supervisor Maria C. Corona, Deputy Director
2.1.3 Implement and monitor the recruitment campaign.			June 2011-on going		Ana Cabrera, SW Supervisor
2.1.4 Increase efforts to build stronger relationships and communication with FFA's to encourage more placement of San Benito children in San Benito homes and not other county children if at all possible. This could include FFA's telling CWS/Probation when they have openings. This will also help increase child/parent visitation support for reunification purposes.			June 2011-ongoing		Maria C. Corona, Deputy Director Tracey Belton, SW Supervisor Shyloh Sterns, SW Supervisor Ana Cabrera, SW Supervisor

Describe any additional systemic factors needing to be addressed that support the improvement plan goals. **There needs to be an increase in efforts to recruit and retain foster families in San Benito County that will take children ages 0-17 that are residents of this county.**
Describe educational/training needs (including technical assistance) to achieve the improvement goals. Training on concurrent planning, especially for children who enter out of home placement or face placement disruption.
Identify roles of the other partners in achieving the improvement goals. **Foster Family Agencies could be a key partner in assisting with developing ideas to increase number of placements in their foster homes for children who are residents of San Benito County**
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. **Additional State funding that could provide higher foster care reimbursement rates for families.**

Outcome/Systemic Factor: Health and Education Passports **County's Current Performance:** San Benito County ensures that the Health and Education needs of the children are being met. The information regarding health and education is reported to the court through court reports. However, we currently do not enter that data into the CWS/CMS so we cannot provide the qualitative documentation.
Improvement Goal 1.0 Improve the entry of information obtained regarding health and education into the CWS/CMS system January 2011 - December 2011 to 100% data entry compliance.

Strategy 1. 1 With the help of CWS/CMS technical assistance, develop a policy and procedure of the correct computer fields to enter the information and provide training to staff, and monitor the correct data entry.		☐ CAPIT ☐ CBCAP ☐ PSSF ☐ N/A	**Strategy Rationale** The health and education needs of the children in placement are being met and are reported to the court via court reports. The data entry field that this outcome is measured by is not currently known to the agency. Once technical assistance has been received and staff trained, the information will be entered.		
Milestone	**1.1.1** Contact Bay Area Regional Training Academy or CDSS for technical assistance regarding correct data entry.	**Timeframe**	January 2011	**Assigned to**	Margie Diener, Staff Services Analyst
	1.1.2 Provide policy and training to staff regarding data entry of HEP.		February 2011		Maria C. Corona, Deputy Director Judith Lefler, Bay Area Academy
	1.1.3 Complete a staged "clean up" of the data, requesting that social workers update the HEP for each child at each court hearing.		February 2011 to December 2011		Tracey Belton, SW Supervisor Shyloh Sterns, SW Supervisor
	1.1.4 Monitor compliance with policy and ensure all data clean up has occurred through Safe Measures Data Reports.		December 2011 and ongoing		Tracey Belton, SW Supervisor Shyloh Sterns, SW Supervisor Maria C. Corona, Deputy Director
Strategy 1. 2 Collaborate with the education department to explore information sharing via relationship building and automation.		☐ CAPIT ☐ CBCAP ☐ PSSF ☐ N/A	**Strategy Rationale** To improve the qualitative assistance children in placement receive with their education. The Family Youth Services in Sacramento county have developed an automation system to share information between child welfare, probation and education. San Benito Education and Child Welfare System would like to develop a similar process.		
Milestone	**1.2.1** Set up a meeting between Child Welfare, Probation and Education to meet to discuss the possibility of utilizing the Sacramento County automation system.	**Timeframe**	December 2011 – on going	**Assigned to**	Frank Beitz, Foster Youth Services Coordinator
	1.2.2 If feasible, develop a plan to implement the automation system. Including training, support, and outcome measures.		December 2011 – on going		Frank Beitz, FYS Coordinator Maria C. Corona, Deputy Director Yolanda Leon, Probation Supervisor Margie Diener, Staff Services

					Analyst
	1.2.3 After implementation continue to monitor the effectiveness of the system by routinely soliciting feedback from the placement officers as to the helpfulness of the program and conducting routine case plan audits to ensure information is collected.		June 2011 - on going		Frank Beitz, FYS Coordinator Maria C. Corona, Deputy Director Yolanda Leon, Probation Supervisor

Strategy 1.3 Provide special education training to staff.	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☐ **N/A**	**Strategy Rationale** There are many resources and services available to youth with special education needs. To ensure that these services are being accessed appropriately it was recommended that special education training be conducted in CWS and Probation.	

Milestone		**Timeframe**		**Assigned to**	
	1.3.1 Develop a plan to train staff in IEP, 26.5 and 504 plan options and rights of children.		December 2011		Maria C. Corona, Deputy Director Yolanda Leon, Probation Supervisor
	1.3.2 Train staff		January 2011- December 2011		Frank Beitz, FYS Coordinator

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

There is a need to increase collaborative efforts with Foster Youth Services and Special Education Department to ensure a clear understanding of the educational needs of children in foster care. Training regarding the importance of ensuring educational rights is also essential to ensuring appropriate educational plans are made for children in care.

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

Provide training related to children's educational rights for social workers and probation officers to have a better understanding of academic e program services and requirements.

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

County Office of Education Foster Youth Services will be a key partner in developing training.

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

Additional funding to help designate a staff person for educational related matters would be ideal.

D. CWSOIP Narrative

San Benito County will utilize the CWSOIP allocation to support the Structured Decision Making and Safe Measures programs. The Structured Decision Making program has provided the necessary tools for Social Workers to conduct safety and risk assessments in addition to family strengths needs assessments. These tools help improve and standardize the manner in which safety and well-being of children/families is assessed. The Safe Measures program provides case management tools that help social workers visualize and plan their schedules to ensure face to face contacts, placement re-assessments and other case related activities are completed in a timely manner. In addition, CWSOIP monies will be utilized to provide staff with training around concurrent planning and permanency for all children that enter the foster care system. Funding will also be used to explore the development of caregiver formal training and support as this will help increase permanency for children entering the foster care system.

CAPIT/CBCAP/PSSF Contact and Signature Sheet	
Period of Plan:	2011-2014
Date Submitted:	
Submitted by:	Board of Supervisor Designated Public Agency to Administer CAPIT/CBCAP/PSSF programs
Name & title:	Kathryn Flores, Director
Signature:	Kathryn Flores
Address:	1111 San Felipe Road, Suite 206, Hollister, CA 95023
Fax:	(831) 637-9754
Phone & E-mail:	(831) 636-4180 kflores@sanbenitohhsa.org
Submitted by:	Child Abuse Prevention Council (CAPC) Representative
Name & title:	Gifford Swanson, Manager
Signature:	Gifford Swanson
Address:	1111 San Felipe Road, Suite 108
Fax:	(831) 634-0796
Phone & E-mail:	(831) 634-0784 gswanson@sanbenitohhsa.org
Submitted by:	Parent Consumer/Former Consumer (Required if the parent is not a member of the CAPC)

Name & title:	Parent Consumer
Signature:	Yvonne Chahado
Address:	1001 Del Rio Ct #3
Fax:	
Phone & E-mail:	(831) 207-5304
Submitted by:	**PSSF Collaborative Representative, if appropriate**
Name & title:	
Signature:	
Address:	
Fax:	
Phone & E-mail:	
Submitted by:	**CAPIT Liaison**
Name & title:	**Gifford Swanson**
Address:	**1111 San Felipe Road, Suite 108**
Fax:	**(831) 634-0796**
Phone & E-mail:	**(831) 634-0784 gswanson@sanbenitohhsa.org**
Submitted by:	**CBCAP Liaison**
Name & title:	**Gifford Swanson**
Address:	**1111 San Felipe Road, Suite 108**
Fax:	**(831) 634-0796**
Phone & E-mail:	**(831) 634-0784 gswanson@sanbenitohhsa.org**

Submitted by:	PSSF Liaison
Name & title:	Gifford Swanson
Address:	1111 San Felipe Road, Suite 108
Fax:	(831) 634-0796
Phone & E-mail:	(831) 634-0784 gswanson@sanbenitohhsa.org
Board of Supervisors (BOS) Approval	
BOS Approval Date:	2/22/11
Name:	Margie Barrios
Signature:	Margie Barrios

CAPIT/CBCAP/PSSF Contact and Signature Sheet (continued)

CAPIT/CBCAP/PSSF Plan

A. County SIP Team Composition

Required Core Representatives

Name	Affiliation
Donald Henderson	CDSS
Yani Bundros	Behavioral Health
Richard Vasquez	Probation
Nicole Vasquez	Probation
Andi Anderson	Faith Based
Darlene Torres	Probation
Jeanne Melius	Public Health
Gifford Swanson	CAPC/PSSF
Alan Yamamoto	Mental Health
Yolanda Leon	Probation
Maria Corona	Child Welfare
Frank Beitz	FYS -Co. Office of Education
Judge Sanders	Bench Officer
Heather Cotto	CDSS

Recommended and Other Stakeholders

Name	Affiliation
Candice Hooper	District Attorney
Julie Roybal	Victim Witness
Rosalie Betancourt	Child Protective Services (CPS)
Tammy Luna	Family Resource Center (FRC)
Lucy Perez	Child Protective Services (CPS)

Lynnette Barrera	Child Protective Services (CPS)
Ana Cabrera	HHSA - FRC
Angelica Munoz	Family Resource Center (FRC)
Irene Parra	Family Resource Center (FRC)
Alice De Noris	Child Protective Services (CPS)
Esther Curtice	CASA
Arnold Cortez	CDSS Adoptions
Diane Ortiz	Youth Alliance
Joshua Mercier	Child Protective Services (CPS)
George Ramirez	Hollister Police Dept.
Jim Plourd	Child Protective Services (CPS)
Jonathan Hudson	Child Protective Services (CPS)
Lynn Magruder	Community Solutions
Josie Moreno	Child Protective Services (CPS)
Irma Valencia	County Counsel
Jennifer Pimental	Child Protective Services (CPS)
Jennifer Cress	Child Protective Services (CPS)
Margo Avendano Cloutier	Hollister Youth Alliance
Josie Cruz	Child Protective Services (CPS)
Leticia Martinez	Child Protective Services (CPS)
Shyloh Sterns	Child Protective Services (CPS)
Julie Pickens	CDSS

B. CAPC Description

The CAPC of San Benito County has been formed as an independent organization within county government with representatives from a variety of community programs dedicated to preventing child abuse in San Benito County. Our members represent the Health and Human Services Agency, Go Kids, Inc., the Probation Dept., the Office of Education, the Health Dept., the Religious Community, Law Enforcement, Substance Abuse, Mental Health, Children's Services/Foster Care Program, Community Solutions, the District Attorney's Office, the Courts and a current consumer of CAPC related services.

Our vision is to further prevent, through education and supportive means, child abuse in San Benito County. We will strive to further reduce the number of teen pregnancy, while providing education through parenting classes to our County's teen mothers and fathers. Our goals also include greatly increasing the number of foster homes available to abused children within San Benito County, while working closely with families where reunification of parents with children is possible and to eliminate the reoccurrence of child abuse within a family.

C. Promoting Safe and Stable Families (PSSF) Collaborative

The San Benito County Child Abuse Prevention Council acts as the Promoting Safe and Stable Families Collaborative.

D. County Children's Trust Fund (CCTF) Commission, Board or Council

The San Benito County Child Abuse Prevention Council acts as the County Children's trust Fund Commission. The CAPC meets on a bi-monthly basis. At which times contracting organizations report on the services they are providing and provide data that has been collected from the previous 2 months. The CAPC Executive Director reviews the data bi-monthly to evaluate outcomes and progress to meeting CAPC's goals. By reviewing on a bi-monthly basis, the CAPC has ability to review outcomes both in the short term, but in the intermediate and long term as well, recommendations and adjustments can be made bi-monthly to achieve CAPC goals.

Information on CCTF revenues and expenditures is collected by the CAPC staff and shared amongst the CAPC, however, the county's plan will be to publish this information on an annual in our local newspaper or county website. The Health and Human Services Executive Director will ensure program accountability and provide oversight to the Executive Director of the CAPC.

E. Parents/Consumers

The activities that San Benito County plans on doing to enhance parent participation and leadership include an invitation to all active participants by inviting them to attend a meeting. It will be explained how it is important for us to have input from them, the consumer/parent in order to get feedback on our service delivery, process and activities. It will be important for parents to understand that they are the voice that needs to be heard and that their input is valuable. In addition, we would like some of our clients to be the leaders, representing the rest of our clients. It is recognized that some clients would not be able to make the meeting so the Family Resource Center (FRC), therefore the Supervisor would meet with them on an individual basis to obtain their input.

Parents are invited to the FRC to review our Great Beginnings Program, which is our child abuse prevention program. The purpose of the invitation is for parents to take part in the planning, implementation and evaluation of our program. In addition, every parent that takes part in the program for 3 months or more also take a Client Satisfaction Questionnaire that they can fill out and mail or drop off at our office anytime. The questionnaires are anonymous and the majority of the clients completes the survey and returns it to the office via their home visitor in a sealed envelope.

Our community is very small and it is difficult to engage parents in leadership roles. All of the families have small children and due to family commitments or other personal reasons the vast majority is not interested in taking charge of leadership roles. However, some do commit, but only commit for a onetime event or short period of time and slowly began to disengage. Incentives are needed to engage families and due to our limited budget we just do not have the means to provide this luxury. In our annual 2009/2010 OCAP report San Benito County requested technical assistance to recruit and retain parents as leaders.

F, The Designated Public Agency

The Board of Supervisors has designated the Health and Human Services Agency as the agency to administer the CAPIT/CBCAP/PSSF funds. They are responsible for monitoring subcontractors, integration of local services, fiscal compliance, data collection, preparing amendments to the county plan, preparing annual reports and outcomes evaluation.

G. The Role of the CAPIT/CBCAP/PSSF Liaison

The CAPIT/CBCAP/PSSF Liaison ensures that all program, fiscal, and statistical requirements are met in a timely manner.

H. Fiscal Narrative and I. Local Agencies Request for Proposal

Separate accounts have been established to record expenses and revenues applicable to CAPIT, CBCAP, PSSF and Children's Trust Fund within the County's fiscal accounting system. Health and Human Services Agency, the department receiving said revenues, reconciles its' internal records to County Auditor's financial records on a quarterly basis. Due to the low level of funding received for the programs referenced in Question 18, San Benito must leverage other funds to "make whole" prevention services. For example, we have applied and received United Way and Community Foundation funds to support said services. We have also received Community Development Block Grant (CDBG) State funding through a competitive process. CAPIT, CBCAP, PSSF, etc. funds are used to supplement activities aimed at preventing child abuse in the community. Any of our service providers or prospective contractors will be required to provide expenditure and data records on a monthly basis. Further, there will be on site monitoring to ensure services are being provided as expected. In addition, expenditure and data information will be disseminated at the bi-monthly CAPC meetings.

Our competitive bid process will follow the mandated procedures set forth by San Benito County for the Request for Proposal (RFP) process. Allocation of revenues will be based upon the RFP process and the organization's ability to meet CAPC goals, Quality Assurance and data collection procedures. Priorities will be given to private, nonprofit agencies (when available) with programs that serve the needs of children at risk of abuse or neglect and that have demonstrated effectiveness in prevention or intervention. Funded agencies will be required to provide evidence that demonstrates broad based community support. The agencies must also show that services rendered are not duplicated within San Benito County and are based on the needs of children at risk and that they have the support of a local Public Agency. All funded programs will be culturally and linguistically appropriate to the population being served. Funded agencies that require training and/or technical assistance, shall receive those service by a private, nonprofit agency. Funded agencies shall provide services open to all children at risk, regardless of race, creed, religion, gender or sexual orientation. Emphasis on services will be related to the needs of children 14 and younger. The County will comply with Federal requirements to ensure that any agency funded has not been debarred or suspended from participation in the effected grants. Funded agencies must demonstrate the capability to transmit data electronically.

For the use of CAPIT funds, a priority will be made to children at high risk, including those served by the County's Welfare Department for abuse and neglect and other children referred by other legal, medical or social services agencies.

San Benito County Health & Human Services Agency, The Great Beginnings Program conducts Court Ordered Family Wellness Classes. This activity is funded by CAPIT funds at an off satellite facility, The Esperanza Center which is located downtown in Hollister, Ca. We use the facility once a week for 40 weeks during the fiscal year. We are not charged for the usage but it is considered "In Kind Service." If we were to pay the use of the facility the estimated amount would be **$5,517.20** per the Administrative Services Specialist of that department.

J. CBCAP Outcomes:

Our plan to evaluate engagement outcomes is the following: The program supervisor will continue to keep an ongoing tally of all referrals to the program. Home Visitors will make sure clients are explained the benefit of joining the program and what the client will gain in return. Potential clients will know up front what the components of the program consist of and what they will be able to learn. In addition, they will get the opportunity to take on parent leadership roles and spread this leadership in the community. The program supervisor will keep records of all the referrals the program received during the fiscal year and monitor if clients were engaged or not in services. We will be able to track the results of our program engagement.

Description of the plan to evaluate outcomes for the Great Beginnings Program which is funded by CBCAP:

Short Term Outcomes:

Clients that do not participate in our Court Ordered Family Wellness Classes receive individual information on positive parenting techniques during their case management when meeting with the home visitor. The outcome would be that our clients would know how to handle their child's behavior in a loving and competent manner. Parents will change their attitude and beliefs towards child abuse and gain knowledge on alternatives to physical or emotional discipline. Parents will also learn the importance of setting and maintaining rules, the importance of positive role modeling, realistic expectations and spending time and actively interacting with their child. Families are strengthening is promoted to ensure healthy environments that promote the well being of children in their home and community.

Intermediate Outcomes:

The outcome will be that clients will handle their child's behavior in a loving and competent manner. Parents will stimulate their child's positive conduct and spend time daily actively interacting with their child. Parents will also role model positively the behaviors they want their children to learn and also incorporate and age appropriate set routines in their child's daily life.

Long Term Outcomes:

The outcome will be the same as above, that clients will handle their child's behavior in a loving and competent manner. Parents will rectify and redirect their child's behavior without using physical punishment. Parents will guide their children to understand the household's set rules and expectations. In addition, the parents will know effective alternatives and guidance when the children do not follow the set household rules and expectations. Nevertheless, parents will clearly show their expectations to their children positively and distinctly.

The program supervisor will be able to evaluate what a client has learned in this area by having our clients take the Pre Family Wellness Questionnaire when first enrolled in the program and then the Impact Evaluation before completing the program.

In the Great Beginnings Program we also have the Nu-Parent Class in which parents learn how to understand an infant's physical, cognitive, emotional and social development. In addition, parents learn the importance of play, toys for the baby and what is baby talk. Parents also learn how to communicate with the baby, disease prevention, home safety, what is SIDS, when to call the doctor and seeing their baby in the future. Clients that are not able to attend the class receive the information on an individual basis through case management with their Home Visitor. Long term outcomes will be to decrease incidences of child abuse and neglect so that children may grow in safe and healthy home environments.

Short Term Outcomes:

The outcome will be that clients understand the average development and milestones of an infant. Clients will know developmental activities for their children's physical, cognitive, language, literacy and their social/emotional development. Clients will be able to describe their child's daily routine that provides appropriate time for rest, food and play. Also, parents will correctly recognize their child's verbal and non-verbal cues and know how to respond appropriately to the cues. Importance of drug and violence free environments is emphasized to ensure optimal growth and safety for children.

Intermediate Outcomes:

Clients will provide attention to their child's optimal development accomplishments. Clients will supply developmentally appropriate items and materials appropriate for fostering language, literacy, physical, social/emotional development.

Long Term Outcomes:

Clients will have a daily routine with appropriate time for rest, food and play. Parents will also know their children's verbal and non-verbal cues and know respond appropriately to the cues. Participants will also read daily to their child and know the impact it has on their child's development. The Program Supervisor will evaluate what a client has learned in this area by the client's Pre and Post Questionnaire on the subject. Client will be given the Pre Form when first enrolled in the program and then the Post Questionnaire before completing the program.

In the Great Beginnings Program clients learn the importance of attachment and bonding and the impact it has on their child. Clients will also understand their infants' needs. Further, long term outcome will be for clients to have the basic child development knowledge to help them prevent incidences of child abuse and neglect involving drug and violence environments, which can adversely impact child safety, health and well-being.

Short Term Outcomes:

The outcome is that clients will know what is parent/child attachments and also understand their infants needs. This is particularly important in families where families are overwhelmed, substance abuse or domestic violence issues exit. Clients will know the features and advantages of a healthy parent-child attachments. Clients will know the situations that harm the formation and or maintenance of healthy attachments and also the hazards associated with lack of unhealthy parent/child attachments. They will know their infants needs and also know the nonverbal and verbal signs and will be able to respond to their infant cues.

Intermediate Outcomes:

Clients will be able to show empathy and attend to infants' physical and emotional needs. Clients will show that they can correctly read infants cues and will respond instantly when infants express distress. Clients will calm infants when the infant is in distress and respond verbally or non-verbally to their infants' cues.

Long Term Outcomes:

The client will feed the infant when the infant expresses hunger and stop feeding when the infant expresses surfeit. Clients will positively interact with their infant while providing custodial care. Clients will also provide age appropriate activities, items and toys to their infants. Our long term outcome will be for the prevention of child abuse and neglect.

K. Peer Review:

The plan will be that San Benito County FRC will get in contact with other neighboring counties FRC's that use CBCAP funding to plan out a Peer Review during the next fiscal years.

L. Service Array:

The Great Beginnings Program provides comprehensive child abuse prevention services. Families are case managed and taught parenting skills, how to recognize and attain child development milestones, partner conflict resolution, Nu-Parent classes, dental education, social, emotional and behavior education for parents and social groups for children. All of the program's activities stress child abuse prevention and anti-violence services. The program is comprehensive case management with some center based activities.
The Great Beginnings Program is a multidisciplinary effort supported by Child Welfare, Public Health, Probation Department and San Benito Health Foundation through services and training education. .Families are self-referred to our services or through one of the above programs or other programs in our community. Case plans are developed with the clients, needs are determined and the clients are linked to needed eligible services in the community.

M. CAPIT/CBCAP/PSSF and expenditure summary

The Great Beginnings Program is a comprehensive child abuse prevention program working to provide high risk and at risk families with a safe, healthy and nurturing learning environment to reduce child abuse and neglect and increase parenting skills, improve child-parent relations, reduce stress and encourage the development of coping skills. Great Beginnings is a home visitation program serving families that have children 0 to 5 years. It is designed to increase parental capacity to nurture their children through education and support, provide them with a stable and healthy environment, reduce isolation, strengthen families and move them towards future goals. The program offers center based activities which provide parents with the ability to develop new skills, learn about nutrition and their child's development, receive counseling, and obtain referrals to services in the community.

The Home Visitors of the program do case management and program participants complete a series of assessments upon intake and then every 3 months thereafter that measure parenting beliefs, attitudes, social support, depression, domestic violence, alcohol as well as substance abuse. The Home Visitors complete health assessments and utilize the Ages and Stages Assessment Tools that measure the child's communication, gross and fine motor, problem solving and personal social skills. Families are assessed and referred to community services based on their identified needs.

One of the components of the program are the Court Ordered Family Wellness Classes that are held for 10 weeks, once a week for 3 hours and CAPIT helps fund that component. The populations served are high risk clients that are in the Child Welfare System or at risk of entering the system. Parents attend and learn parenting techniques and most important how to maintain the family unit safe and healthy free of child abuse occurrences.

Another component of our program is the Nu-Parent Classes that are held for 6 weeks once a week for 2 hours. Parents that have children 0-12 months bring their baby to the session and they gain valuable information on infant development. Parents learn the social, emotional, cognitive and physical development of the baby and how to communicate with the infant and keep the baby safe and healthy. Parents learn the concept that their child cannot talk and crying is the child's language and the way they communicate with their parent and once a parent understands this it deescalates an incident of child abuse. CBCAP funds are used to assist this component.

Play and Grow is another component of our program. It is a center based activity in which children learn school readiness and also socialization skills are introduced and developed which is critical for children's development. The sessions meet once a week for 2 hours. Parents are able to help their children expand their gross motor, cognitive, social and fine motor skills. Further, this program also provides a social network for participants. During these classes information on child abuse prevention, shaken infant syndrome, child safety and other topics are presented to the parents. This past fiscal year for the last few months we have struggled in getting clients to attend our activity, primarily due to the location of the classes. We will be looking into relocating the session if possible to a more centralized down town area to see if this can increase attendance. The possible location might be where our local Head Start and Early Start classes are currently been held. CBCAP is the funding source that assists with this component. All of our clients get this information through their Home Visitor if they are not part of the class.