Sonoma County System Improvement Plan ANNUAL UPDATE

Child Welfare
Juvenile Probation

Submitted to
California Department of Social Services

By
Sonoma County Human Services Department
Sonoma County Probation Department

SIP submitted September 2010
SIP Update submitted September 2011

California's Child and Family Services Review System Improvement Plan UPDATE	
County:	**SONOMA**
Responsible County Child Welfare Agency:	SONOMA COUNTY HUMAN SERVICES DEPARTMENT
Period of Plan:	**2010 - 2013**
Period of Outcomes Data:	Quarter ending: QUARTER 4 2010
Date Submitted:	**June 29, 2011**
County System Improvement Plan Contact Person	
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Title:	PROGRAM PLANNING ANALYST
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Submitted by each agency for the children under its care	
Submitted by:	**County Child Welfare Agency Director (Lead Agency)**
Name:	**JO WEBER**
Signature:	See page 2A
Submitted by:	**County Chief Probation Officer**
Name:	**ROBERT OCHS**
Signature:	2 page 2B

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Signature:	*

* 10-10-11
Per conversation with Sonoma County Contact Katie Greaves, this is an original signature.
BDC

SONOMA COUNTY
SYSTEM IMPROVEMENT PLAN (SIP) UPDATE
JUNE 2011

The Sonoma County System Improvement Plan (SIP) is the third component in the County's review, assessment, planning and improvement of its Child Welfare Services (CWS). This process occurs on a triennial cycle and operates on a philosophy of continuous quality improvement, interagency partnerships, community involvement and public reporting on program outcomes. Sonoma County finalized the 2010 – 2013 System Improvement Plan in September 2010.

The lead agencies for this process are the Sonoma County Human Services Department (HSD) and the Sonoma County Probation Department (SCPD). The Family, Youth and Children's Division (FY&C) of the HSD is responsible for investigating familial child abuse and for providing services to children and families who are involved with the Child Welfare System, in either voluntary or court-ordered programs. The SCPD is responsible for outcomes related to foster children under its direct supervision that are receiving Child Welfare Services.

The overall focus of the SIP is a commitment to specific measurable improvements in performance outcomes that the County will achieve within a defined timeframe. Each strategy included in the 2010 – 2013 SIP was selected as a way to improve performance outcomes related to child safety, permanency and well-being.

One year into the 3-year SIP process, FY&C and SCPD have reviewed each of the SIP items included in the 2010 – 2013 plan to assess for progress towards stated goals and to modify improvement goals for the next year. Local stakeholders and agency partners have continued to be involved in Sonoma County SIP activities. Within the Child Welfare agency there are regular management meetings to review SIP items and the progress in meeting the stated goals. Below is a sampling of the progress made in 2010-2011 toward meeting Sonoma County SIP goals:

1. FY&C successfully implemented SDM in October 2010.

2. Sonoma County successfully implemented SB163 Wraparound and has grown the program to 72 slots.

3. The number of youth placed in group homes went from 22% of out of home placements in June 2010 to 18% of all out of home placements in June 2011.

4. FY&C has revamped its foster parent recruitment and retention practices as part of the Quality Foster Parent Initiative.

5. FY&C has referred 44 women to an "expanded" Dependency Drug Court, which includes a Strengthening Families component.

Outcome/Systemic Factor:
No Recurrence of Maltreatment (Measure S1.1)

County's Current Performance:
Sonoma County has historically performed slightly below the national target of 94.6%. In Quarter 1 (Q1) of 2009 94% of children were not re-abused within 6 months compared to a baseline of 94.3% (2003) and the national target of 94.6%.
UPDATE: FY 2010 – 2011 was a year in which there were slightly fewer child abuse/neglect investigations (down 4% from FY 2009 – 2010). However, the number of children on which dependency petitions were filed grew by 21%. It can thus be reasonably concluded that the families that are coming to the attention of child welfare are experiencing a greater number of challenges to keeping their children safe. Sonoma County's performance in the area of no recurrence of maltreatment did, in fact, decline since the SIP was created from 94% in Q1 2009 to 88.9% in Q1 2010. However, in Q4 2010, the most current period for which we have data, the rate shot up to 94.4% no recurrence of maltreatment.

Improvement Goal 1.0
Improve the rate of families that experience no recurrence of maltreatment within 6 months of a previous substantiated allegation. Sonoma County will meet the state/national target of 94.6%. This continues to be Sonoma County's improvement goal.

Strategy 1. 1
Fund and refer families to prevention services.
UPDATE: Families at risk of child abuse or neglect are routinely referred to one of three prevention programs: Triple P, Functional Family Therapy and a family support program built upon Wraparound principles.

☐	CAPIT
☒	CBCAP
☒	PSSF
☐	N/A

Strategy Rationale
Families who are at medium to high risk of maltreatment and are referred to evidence based prevention services reduce their risk of child maltreatment as a result of those services. If prevention services are effective and used as designed, County will see a reduction in child abuse.

Milestone	Timeframe	Assigned to
1.1.1 Assess need for and availability of effective child abuse prevention services. UPDATE: Ongoing. Using procurement processes (e.g. Requests for Proposals) to build array of prevention services. An RFP was recently conducted for parent education and resource assistance services.	July 1, 2010 – June 30, 2011	Section Manager, Initial Services Section Program Planning Analyst Supervisors Staff
1.1.2 Contract with community based service providers to provide services with evidence to reduce risk of child maltreatment. UPDATE: Completed.	Ongoing.	Section Manager, Initial Services Section Program Planning Analyst

	1.1.3 Provide evidence-based prevention and intervention services to clients at risk of child abuse or neglect. Services include parent education, family counseling and wraparound services. UPDATE: Service providers awarded contracts as a result of a recent Request for Proposals are providing evidence-based programs such as Triple P (parenting).		July 1 2010 – June 30, 2013		Contracted providers.
	1.1.3 Evaluate the effectiveness of contracted services. If effective, should see a reduction in referral and recurrence rates. UPDATE: Evaluation of process and client outcomes for Promoting Safe and Stable Families funded programs is underway. The evaluation report will be presented to management in October 2011.		Annually. Ongoing.		Program Planning Analyst

Strategy 1. 2 Strengthen Linkages Program (Project Empower, Support and Protect)	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Strategy Rationale** This collaborative approach to case management will heighten families' probability of success in both Child Welfare and CalWORKS services. Families' success in achieving case plan goals contribute to stability and reduced risk of child abuse.

Milestone	**1.2.1** Hold periodic "Meet and Greets" where child welfare social workers and welfare to work counselors can share best practices. UPDATE: A "Meet and Greet" was held in early 2011. It was attended by 40 employment and training counselors and child welfare social work staff.	**Timeframe**	July 1, 2010 and ongoing.	**Assigned to**	Section Manager, Initial Services Section Supervisors Staff
	1.2.2 Improve the quality of communication		December 31, 2010 and ongoing.		Section Manager, Initial Services Section

	between the two data systems (CWS/CMS & CalWIN) so mutual clients can be identified. UPDATE: Data from CWS/CMS is "joined" with data pulled from CalWIN on a bi-weekly basis. The "union" query identifies mutual clients and produces a report that is disseminated to employment counselors and social work staff.			Supervisors Staff
	1.2.3 Coordinate case plans for clients receiving both SonomaWORKS and Child Welfare services. UPDATE: An employment and training counselor is collocated at the child welfare office one day per week. The social worker who case manages the majority of mutual (SonomaWORKS/Family Maintenance) cases is collocated at the SonomaWORKS office. Case planning conferences take place on a weekly basis.		Ongoing	Section Manager, Initial Services Section Supervisors Staff

Strategy 1. 3 Implement Structured Decision Making Assessment tools. UPDATE: SDM was implemented in October 2010.	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Strategy Rationale** SDM's actuarial risk assessment tool is expected to assist in the identification of families who are at risk of future maltreatment. Effective assessment is a critical first step in prevention of future maltreatment.

Milestone		Timeframe	Assigned to
	1.3.1 Assemble and convene Core Team. UPDATE: The Core Team has been renamed the SDM User Group. It was convened in September 2010 and has met monthly since then.	July, 2010 and ongoing.	Section Managers Program Planning Analyst Supervisors Workers
	1.3.2 Develop policies & procedures for implementing SDM.	July 1, 2010 – June 30, 2011	Section Managers Program Planning Analyst Supervisors

	UPDATE: SDM policies have been integrated into existing FY&C policies where appropriate.			Workers
	1.3.3 Train staff in SDM Tools. UPDATE: Child welfare social work staff attended all required training for successful implementation of SDM. This includes the two-day overview training and the series of advanced trainings for each tool. All trainings were completed by March 2011.		August – September 2010. Ongoing thereafter.	Section Managers Program Planning Analyst Supervisors Workers
	1.3.4 Conduct case reviews and hold case readings for quality assurance. UPDATE: The SDM User Group piloted the first case reading using the hotline tool in April 2011. The findings of the case reading were put forward as recommendations to management and include several practice changes as well as processes to roll-out case readings agencywide.		September 1, 2010 – ongoing	Section Managers Program Planning Analyst Supervisors Workers
Strategy 1. 4 Explore with view to implement Team Decision Making procedure.		☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Strategy Rationale** Team Decision Making done prior to a removal can have a profound and measurable preventive effect.	
Milestone	**1.3.1** Research TDM as practiced in other counties. UPDATE: A review of the literature was completed in December 2010 which included a summary of TDM as practiced in other jurisdictions.	**Timeframe**	August 20, 2010	**Assigned to** Section Manager, Initial Services Section
	1.3.2 Identify target population and needed		October 1, 2010	TDM Workgroup

resources for implementation. UPDATE: Staff used client data to identify the target population on which to focus TDM in its initial phase of implementation. The target population is children ages 0-5 in the 95407 zip code who are at risk of being removed from the home.			
1.3.3 Develop policies & procedures for implementing TDM including project evaluation design. UPDATE: Policies and procedures are currently being researched and drafted.		December 31, 2010	Section Manager, Initial Services Section Program Planning Analyst
1.3.4 Train staff in TDM Processes. UPDATE: A TDM facilitator will be selected by December 2011. Several "back-up" facilitators will also be selected. All facilitators will attend the week-long training in TDM facilitation. All social work staff will be trained on new policies and procedures.		July 1, 2011 – December 31, 2011	Section Managers Program Planning Analyst Supervisors Workers
1.3.5 Implement TDM. UPDATE: The target date for implementation of Phase 1 is February 2012.		2012.	Section Managers Program Planning Analyst Supervisors Workers

Improvement Goal 2.0 Bolster Sonoma County's prevention network to prevent child abuse.		
Strategy 2. 1 Increase community education/outreach regarding child abuse prevention and child abuse reporting laws.	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Strategy Rationale** Child abuse prevention requires a community response. There are many prevention activities already in existence. Community education/outreach to increase the community's awareness of

			prevention services will increase the safety net for families in Sonoma County.	
Milestone	**2.1.1** Work closely with Child Abuse Prevention Council to improve community outreach and education. UPDATE: FYC representatives regularly attend CAPC meetings, focus groups and other events during 2010-2011. This will continue into 2011-2012.	Timeframe	Ongoing.	Assigned to Section Manager, Initial Services Section Supervisors Staff
	2.1.2 Target mandated reporter training based on analysis of need. UPDATE: Mandated reporter training has been revamped with new trainers, materials and approach. Training is still provided to reporters who request training rather than on an analysis of need but transitioning to a more proactive approach is still the plan. Between January and June 2011 there were 19 mandated reporter trainings provided by FYC, reaching 383 individuals.		December 31, 2010.	Section Manager, Initial Services Section Program Planning Analyst
	2.1.3 Bolster relationship with schools, law enforcement, and other common reporting parties to achieve goal congruence with regard to child abuse prevention. UPDATE: A supervisor in the Initial Services Section has been identified to attend the county SARB meetings.		Ongoing.	Child Welfare Director Section Manager, Initial Services Section Supervisors Staff
Strategy 2. 2 Collaborate with county and community partners to maximize effective services to clients.		☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF**	**Strategy Rationale** Social services are typically operated in silos. Sonoma County has made it a priority to emphasize collaborative initiatives and	

	☒ N/A	approaches to service delivery to enhance client outcomes across service sectors.		
Milestone	**2.2.1** Continue to participate in and execute the recommendations of the Family Recovery Project. UPDATE: Alcohol and Other Drug Services has created a module in its database for the direct referral of child welfare and probation clients for substance abuse assessment. A policy and procedure for implementing this referral system will be developed by November 2011.	Timeframe	Immediate and ongoing.	Assigned to	Section Manager, Placement Section Placement Supervisors
	2.2.2 Continue to meet and form joint goals with Substance Exposed Newborn workgroup. UPDATE: This work is ongoing. During 2010-2011, the SEN workgroup has produced three items worth noting: (1) a letter to all hospitals and clinics who serve pregnant and delivering woman asking that they assess for SEN and make reports to the child abuse hotline as appropriate; (2) a policy for child welfare hotline workers in which all calls coming from medical professionals involving newborns are required to be made into a referral and staffed with a supervisor; and (3) an analysis of the data from 2008 – current of referrals made by medical professionals involving newborns. The latter item will be used to track progress toward goals over time.		Immediate and ongoing.		Section Manager, Placement Section Placement Supervisors
	2.2.3 Continue to participate in ICWA Roundtable and other venues that enhance partnerships with local tribes. UPDATE: During 2010 – 2011 ICWA		Immediate and ongoing.		Section Manager, Placement Section Placement Supervisors

	representatives have been collocated at the child welfare office with office hours two days per week. This will continue.				
Strategy 2.3 Analyze and respond to issues affecting disproportionality.		☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	**Strategy Rationale** The 2010 CSA identified disproportionality in the number of reports that are investigated and in the number of substantiated allegations that result in a child's removal.		
Milestone	**2.3.1** Conduct case reviews of referrals that contributed to appearance of disproportionality. UPDATE: This item was intended to commence in FY11-12 so there is no update at this time.	**Timeframe**	Fiscal Year 2011 – 2012.	**Assigned to**	Section Manager, Initial Services Section ER Supervisors ER Social Workers Program Planning Analyst
	2.3.2 Identify local practice issues that contribute to disproportionaltiy.		Fiscal Year 2011 – 2012.		Section Manager, Initial Services Section ER Supervisors ER Social Workers Program Planning Analyst
	2.3.3 Train staff on disproportionality, both generally and specific to identified local factors.		Fiscal Year 2011 – 2012.		ER Supervisors ER Social Workers

Describe any additional systemic factors needing to be addressed that support the improvement plan goals.
Services need to be available in quality and quantity. Culturally and linguistically appropriate services are a prerequisite to achieving desired client outcomes. Services must be accessible geographically. In order to expect desired client outcomes, services must be offered that have some evidence of their effectiveness. External factors contributing to disproportionality, e.g. poverty, cultural racism/bias, etc., may not be "fixable" but should be differentiated from local child welfare practice that contributes to disproportionality.

Describe educational/training needs (including technical assistance) to achieve the improvement goals.
Effective mandated reporter training.
Team Decision Making
Assessing clients' service needs.

Identify roles of the other partners in achieving the improvement goals.
Collaboration among County, Wraparound contractor and partner agencies is integral to the success of the program.
Sonoma Kinship Family Center as a support for kinship caregivers as they move to guardianship or participate in Wraparound services.

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

Outcome/Systemic Factor:
Reunification Within 12 Months (Exit Cohort) (Measure C1.1)

County's Current Performance:
Sonoma County has improved its rate of timely reunification since the baseline time period of Q2 2003. At that time, 43.2% of children who exited to reunification did so within 12 months of being removed from the home. In Q4 2009, Sonoma County's rate of timely reunification had increased to 60.2%. Still below the national target of 75.2%, Sonoma County continues to examine and refine its reunification practices as evidenced by its ongoing improvement.
UPDATE: In Q4 2010, the rate of reunification within 12 months of removal (exit cohort) was 60%.

Improvement Goal 1.0
Improve the rate of children who reunify with their parents within 12 months of removal by two percentage points to 62%. UPDATE: No change.

Strategy 1. 1
Implement Family Reunification Mentor Program

☐ CAPIT
☐ CBCAP
☐ PSSF
☒ N/A

Strategy Rationale
Parents in Family Reunification benefit from the support and guidance of a parent who has already successfully reunified.

Milestone	Timeframe	Assigned to
1.1.1 Design Family Reunification Mentor program including goals, objectives, job description, etc. UPDATE: A Family Reunification unit supervisor selected – as his BASSC case study – the Contra Costa Parent Partner program. As part of this project, he developed a program design including goals, objectives, job descriptions, etc. This has been presented to management and is being considered for implementation, pending funding.	By December 31, 2010	Section Manager, Placement Section FR Supervisors FR Social Workers
1.1.2 Recruit Mentors. UPDATE: The recruitment of mentors will begin in FY11-12 as funding is identified.	July 1, 2011 and ongoing as needed. UPDATE: Implementation to begin in FY11-12.	Section Manager, Placement Section FR Supervisors
1.1.3 Implement and evaluate the effectiveness of the Family Reunification Mentor Program.	Implement by September 1, 2011. Ongoing. UPDATE: This will commence in	Section Manager, Placement Section FR Supervisors Program Planning Analyst

		FY12-13.		
Strategy 1. 2 Implement "Icebreaker" Visit Program		☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	**Strategy Rationale** Research suggests that visitation is the primary indicator of future reunification. Building relationships between parents and foster parents on behalf of a child will improve the quality of visitation and a child's experience being in foster care.	
Milestone	**1.2.1** Design "Icebreaker" Visit Program including goals, objectives, procedures, evaluation, etc. UPDATE: Completed.	**Timeframe**	July 1, 2010.	**Assigned to** Section Manager, Placement Section FR Supervisors FR Social Workers Program Planning Analyst
	1.2.2 Implement "Icebreaker" Visit Program for all initial out-of-home placements and immediately following placement changes. UPDATE: The implementation of the Icebreaker Visit Program has been uneven: some social workers routinely hold Icebreaker meetings; others never do. This issue is being analyzed and will be addressed by management. Participating in Icebreaker meetings has been stated as an expectation of both foster parents and social workers. Full implementation is expected by July 2012.		Officewide implementation by June 30, 2011. UPDATE: Full implementation by July 2012.	Section Manager, Placement Section FR Supervisors
	1.2.3 Evaluate "Icebreaker" Visit Program using sample of FR clients and associated foster parents and revise program as appropriate. UPDATE: A sample of FR clients has been selected on which to survey the effectiveness of the Icebreaker program. The survey tools (one for birth parents and one for foster parents) have been developed, tested and approved.		By December 31, 2010. UPDATE: Initial evaluation report by October 2011.	FR Supervisors Program Planning Analyst
Strategy 1. 3		☐ CAPIT	**Strategy Rationale**	

Collaborative, Coordinated Case Planning	☐ CBCAP ☐ PSSF ☒ N/A	Collaborative, coordinated case planning across systems decreases duplication of case plan requirements which in turn increases clients' chances of success in all systems.

Milestone	Timeframe	Assigned to
1.3.1 Implement Sonoma Universal Referral Form (SURF) referral process with Probation and AOD. Pilot followed by full implementation. UPDATE: The SURF process was pilot tested and FY&C prepared for full implementation. However, budget reductions eliminated a position at Alcohol & Other Drug Services necessary for the implementation of the SURF process.	Pilot September and October, 2010. Full implementation by June 30, 2011. UPDATE: On hold until the staffing is adequate to support the SURF process.	Section Managers Program Planning Analyst Supervisors Workers
1.3.2 Participate in Linkages program to coordinate cases shared by Child Welfare Services and SonomaWORKS. UPDATE: A voluntary family maintenance social worker and her supervisor attend weekly Linkages multidisciplinary team meetings to case plan for Linkages clients.	July 1, 2010 – June 30, 2011	Section Managers Program Planning Analyst Supervisors Workers
1.3.3 Participate in (expanded) Dependency Drug Court to coordinate cases where dependency has been established and the mother has substance abuse issues. UPDATE: Ongoing. To date, there have been over 100 mothers referred to Dependency Drug Court.	Ongoing.	Section Managers Program Planning Analyst FR Supervisors FR Workers
1.3.4 Participate in ICWA Roundtable and ICWA collaboration on cases with tribal affiliation. UPDATE: Ongoing. The ICWA Roundtable takes place once per quarter and has regular	Ongoing.	Section Managers Program Planning Analyst Supervisors Workers

	representation by FY&C and its partner agencies. As a result of this collaboration, an ICWA protocol was developed and disseminated to all FYC social workers. It has been presented as an example to other counties.				
Strategy 1. 4 Engage families in case planning.		☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Strategy Rationale** Families that are engaged in case planning early on in the reunification are more likely to successfully reunify with their children.		
Milestone	**1.4.1** Employ Motivational Interviewing techniques. UPDATE: Ongoing.	**Timeframe**	Already implemented. Ongoing.	**Assigned to**	Section Managers Supervisors Staff
	1.4.2 Joint case planning with local Native American tribes. UPDATE: ICWA representatives hold office hours two times per week at the child welfare office.		Training on protocol in October 2010. Joint case planning November and ongoing.		Section Managers Supervisors Staff
	1.4.3 Promote and attend Linkages (Project ESP) Multi-Disciplinary Team meetings. UPDATE: The social worker designated to manage Linkages (family maintenance) cases works with family reunification social workers if an FR case can benefit from joint case planning between SonomaWORKS and FYC.		Ongoing.		Section Managers Supervisors Staff
	1.4.4 Implement and expand Icebreaker Visit Program. UPDATE: See Section 1.2 above.		Fully implemented in Family Reunification by June 30, 2011. UPDATE: See Section 1.2 above.		Section Managers Supervisors Staff
Strategy 1. 5		☐ **CAPIT**	**Strategy Rationale**		

Participate in (expanded) Dependency Drug Court (DDC) to coordinate cases where dependency has been established and the mother has substance abuse issues.	☐ CBCAP ☐ PSSF ☒ N/A	Collaborative, coordinated case planning across systems decreases duplication of case plan requirements which in turn increases clients' chances of success in all systems.

Milestone	Timeframe	Assigned to
1.5.1 Assign specialized social workers to all DDC cases. UPDATE: There are 3 social workers who case manage all DDC cases. These social workers and a supervisor attend DDC planning meetings.	Already implemented. Ongoing.	Section Managers Supervisors Staff
1.5.2 Participate in Strengthening Families component. UPDATE: This component is managed by the Health Department. FY&C participates in it, however, by virtue of the fact that DDC including Strengthening Families is part of the case plan.	Already implemented. Ongoing.	Section Managers Supervisors Staff
1.5.3 Participate in DDC evaluation with Department of Health Services (lead). UPDATE: Ongoing. DDC Data pulled and delivered bi-annually.	Ongoing.	Section Managers Supervisors Staff

Describe any additional systemic factors needing to be addressed that support the improvement plan goals.
There is not enough supply of substance abuse treatment to meet the demand for treatment. When parents cannot access treatment early enough in the family reunification process, they may not be able to fulfill all of the obligations of their case plan within 12 months.

Describe educational/training needs (including technical assistance) to achieve the improvement goals.
Family engagement in case planning.
Assessing clients' service needs.

Identify roles of the other partners in achieving the improvement goals.
Collaboration among County and partner agencies is essential for collaborative, coordinated case planning to be effective in contributing to this improvement goal.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.
Twelve months is often not enough time for parents to complete case plan requirements, especially when substance abuse is a contributing

factor to their child welfare case, to be able to successfully reunify and not risk re-entry[1]. Because of this, Sonoma County is routinely below the target for reunification within 12 months but is impressively consistently above the target on re-entry into care.

[1] For more information, please see "Methamphetamine Use and Child Welfare in Sonoma County, Final Report, August 14, 2008" a report of the Sonoma County Human Services Department, available by contacting Katie Greaves at 565-4261.

Outcome/Systemic Factor:
Exits to Permanency (in care 24 months) (Measure C3.1)

County's Current Performance:
Since the baseline period of Q2 2003, Sonoma County's performance has remained relatively consistent, hovering around 19% with minor fluctuations up or down. While Sonoma County remains under the state/national target of 29.1% in this area, it has made remarkable gains in this measure. The current[2] rate of 22.4% is the county's highest in over five years.
UPDATE: This area continues to be a challenge for Sonoma County. In Q1 2010 the rate was 21.4% and then declined to 14% where it has hovered for the past three quarters. In Q4 2010 the rate was 14.5%. FYC continues to prioritize strategies to improve performance in this area.

Improvement Goal 1.0
Decrease the number of youth in group homes. UPDATE: This continues to be a priority and has achieved some success. In April 2010, 22% of youth in out-of-home care were in group homes. In April 2011, only 17% of youth in out-of-home care were in group homes.

Strategy 1. 1
Implement SB 163 Wraparound Program

☐ CAPIT
☐ CBCAP
☐ PSSF
☒ N/A

Strategy Rationale
Using Title IVE placement dollars to wrap services around families will facilitate youth returning home or stepping down to lower levels of care.

Milestone	Timeframe	Assigned to
1.1.1 Expand to 24 slots UPDATE: Completed in May 2011. The program will expand to 72 slots in August 2011.	October 2010	Section Manager, Placement Section
1.1.2 Analyze and refine referral process UPDATE: Completed and ongoing as necessary.	December 31, 2010	Section Manager, Placement Section
1.1.3 Design, conduct program evaluation and make program revisions as necessary UPDATE: First annual evaluation report to be presented to county stakeholders in July 2011.	December 31, 2010 and ongoing	Program Planning Analyst

Strategy 1. 2
Achieving Collaborative Excellence (ACE) Initiative

☐ CAPIT
☐ CBCAP

Strategy Rationale
This collaborative effort will improve the process of assessing

[2] Quarter 4 2009

			☐ PSSF ☒ N/A	children for appropriate placements by improving the communication between shelter staff and social workers.	
Milestone	**1.2.1** Develop placement packets for children entering VMCH. UPDATE: Completed.	Timeframe	Implemented by December 31, 2010.	Assigned to	Section Manager, Placement Section Section Manager, VMCH
	1.2.2 Evaluate VMCH milieu on effects on children as they first enter shelter care. UPDATE: Underway; to be completed in October 2011.		Evaluation and suggestions for improvement by December 31, 2010 and ongoing. UPDATE: October 2011		Section Manager, Placement Section Section Manager, VMCH
	1.2.3 Improve communication between VMCH staff and social workers including reports on children placed at VMCH at 15, 30 and 45 days. UPDATE: Policy under development.		Implemented by December 31, 2010 and ongoing. UPDATE: October 2011		Section Manager, Placement Section Section Manager, VMCH
Strategy 1. 3 Conduct placement assessments and reassessments			☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	**Strategy Rationale** Having a formal process for assessing a child's appropriate level of care and then reassessing routinely when in group care will ensure that only children who need group are placed there.	
Milestone	**1.3.1** Division of Mental Health implements the use of the CANS assessment tool on all children entering Valley of the Moon Children's Home. UPDATE: This is now in full effect.	Timeframe	July 1, 2010.	Assigned to	Division of Mental Health Section Manager, VMCC
	1.3.2 Select/create a placement assessment tool. UPDATE: For children entering the emergency shelter, the CANS tool is used.		Tool selected by March 30, 2011. Implemented by June 30, 2011.		Section Manager, Placement Section Placement/VMCH supervisors, Analyst
	1.3.3 Develop policy & procedure for conducting placement assessments and reassessments.		Policy and procedure finalized by June 30, 2011.		Section Manager, Placement Section Placement/VMCH supervisors,

	UPDATE: This has been delayed. It will be a focus of FY11-12.		UPDATE: Policy and procedure finalized by June 30, 2012.		Analyst
	1.3.4 Communication/training of staff in implementing new placement assessment process. UPDATE: This has been delayed. It will be a focus of FY12-13.		July 1, 2011 – September 1, 2011. UPDATE: July 2012 – September 2012.		Section Manager, Placement Section Placement/VMCH supervisors, Analyst

Improvement Goal 2.0
Identify and connect youth with lifelong connections with an emphasis on exiting youth to permanent homes. Sonoma County expects to see its C3.1 measure (Exits to Permanency) increase to 26% as a result of the strategies outlined in the SIP.

Strategy 2. 1 Improve documentation of family and potential connections.	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Strategy Rationale** Family members and other potential placement/connection options that are known about during the emergency response investigation are often lost over the lifespan of the case.

Milestone	**Timeframe**	**Assigned to**
2.1.1 Design process and materials for documenting persons of import during emergency response investigation. UPDATE: The implementation of the LLC program was evaluated by an MSW intern in January 2011. The findings of the study resulted in a recommendation to contract out the family finding activities for (primarily) youth in long-term foster care. The details of this change are still being finalized including the roles/responsibilities of FYC staff vs the roles/responsibilities of the contracted provider.	Draft process and materials to director by December 31, 2010. Implementation by June 30, 2011.	Section Manager, Initial Services Section Initial Services Supervisors LifeLong Connections Social Worker Program Development Manager
2.1.2 Revise LifeLong Connections chapter in Policy & Procedure Manual with an eye toward	By June 30, 2011. UPDATE: By December 2011.	Section Manager, Placement Section Supervisors LifeLong Connections Social Worker

	LLC for every case. UPDATE: The LLC policy and procedure will be revised to reflect the changes to the design of the program, i.e. contracted services.			Program Development Manager
	2.1.3 Implement new LLC procedure. UPDATE: This will commence when the contract and policies and procedures are in place. The community based provider selected to provide LLC services conducted a training – mandatory for all placement social work staff – on principles of family finding.		July 1, 2011 – December 31, 2011. Ongoing. UPDATE: January 2012 and ongoing.	Section Manager, Placement Section Supervisors LifeLong Connections Social Worker Program Development Manager

Strategy 2. 2 Continue concurrent planning beyond family reunification.	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Strategy Rationale** When a child enters Permanency Planning after family reunification fails, the emphasis has been on maintaining or improving his or her well-being rather than on pushing for permanency.	

Milestone	Timeframe	Assigned to
2.2.1 Discontinue use of long term foster care as the permanency goal for youth. UPDATE: Ongoing.	Immediate and ongoing.	Section Manager, Placement Section Placement Supervisors
2.2.2 Concurrent planning will be addressed in supervision/case consultation of every PP case. UPDATE: Ongoing.	Immediate and ongoing.	Section Manager, Placement Section Placement Supervisors
2.2.3 Social workers will engage youth in their own concurrent planning and will discuss permanency options with caregivers at the time of each court hearing. UPDATE: FYC recently launched a new program called MyLIFE Transition meetings.	Immediate and ongoing.	Section Manager, Placement Section Placement Supervisors

	These meetings will be facilitated by a contracted provider and will involve youth, social workers and other individuals who can assist youth in planning for transitioning to independent living.				

Describe any additional systemic factors needing to be addressed that support the improvement plan goals.
Foster parent recruitment and retention: Enough foster homes are required to facilitate the stepping down of youth from group homes to lower levels of care. Therapeutic foster homes are required to prevent high-need youth from entering group care.

Describe educational/training needs (including technical assistance) to achieve the improvement goals.
Best practices on:
Concurrent planning after family reunification
Placement assessment process
Developing permanency options for older youth
Identifying and maintaining connections

Identify roles of the other partners in achieving the improvement goals.
Collaboration among County, Wraparound contractor and partner agencies is integral to the success of the program.
Sonoma Kinship Family Center as a support for kinship caregivers as they move to guardianship or participate in Wraparound services.

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

Outcome/Systemic Factor:
Service Array

County's Current Performance:
The HSD has contracts with more than 100 service providers including therapists, parent educators, substance abuse treatment, child care providers, and family resource workers. Services are provided for families involved with child welfare services based on an assessment of the families' and children's needs. When families are referred for services through HSD-FYC the goal is to address the issues that brought them to the attention of child welfare services in the first place. Case plans detail the services offered to families and cite the individualized goals for each parent and/or youth.

Improvement Goal 1.0
Clients will be referred for services that are known to be effective in addressing the issues that brought them to the attention of child welfare.

Strategy 1. 1
Develop a system for identifying and linking clients to effective services.

- ☐ CAPIT
- ☐ CBCAP
- ☐ PSSF
- ☒ N/A

Strategy Rationale
In order to expect services to be effective in producing desired outcomes, services must have an evidence-base or a plan for evaluating effectiveness.

Milestone	Timeframe	Assigned to
1.1.1 Implement Structured Decision Making and use to focus services to identified risk. UPDATE: SDM was implemented in October 2010, including the Family Strengths and Needs Assessment which is used to identify families' service needs.	December 2010	Section Managers Supervisors Program Planning Analyst
1.1.2 Research evidence-based practices for child welfare clients. UPDATE: FY&C conducted a literature review of family preservation interventions which was used to inform a request for proposals (RFP) process to procure family preservation-type services.	December 2010	Program Planning Analyst
1.1.3 Inventory current service contracts to assess evidence-base.	February 2011	Section Managers Supervisors Program Planning Analyst

	UPDATE: Contracts executed as a result of the RFP process for parent education, resource assistance and visitation are for services with a solid evidence base.				
	1.1.4 Implement practice of referring clients to interventions known to be effective at producing desired outcomes. UPDATE: This strategy is underway for a segment of child welfare services (parent education, resource assistance and visitation) and will expand to other service types in 2011-2012.		July 2012		Section Managers Supervisors Staff

Strategy 1. 2 Incorporate desired client outcomes into service contracts.	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Strategy Rationale** Service providers should be accountable to produce the outcomes the County believes it is purchasing.	

Milestone		**Timeframe**	**Assigned to**	
	1.2.1 Identify and link service types to specific client outcomes. UPDATE: This is currently underway for parent education, resource assistance and visitation service contracts. It will be done for all other service types during 2011-2012.	December 31, 2010.		Section Managers Supervisors Program Planning Analyst
	1.2.2 Revise service contracts to include desired client outcomes. UPDATE: This is currently underway for parent education, resource assistance and visitation service contracts. It will be done for all other service types during 2011-2012.	Fiscal Year 2011-2012		Program Planning Analyst

	1.2.3 Evaluate services. UPDATE: This activity will commence after the contracts have been modified to include both client outcomes and plans for evaluation.		2011-2012 and annually thereafter. UPDATE: 2012-2013 and annually thereafter.	Program Planning Analyst

Strategy 1. 3 Conduct a competitive procurement process for services, starting with parent education and support services.	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Strategy Rationale** A competitive procurement process will require service providers to demonstrate their programs' effectiveness. It will facilitate the County's contracting with (outcome and cost) effective programs and discontinue contracting with ineffective programs.

Milestone	Timeframe	Assigned to
1.3.1 Design competitive process for parent education and support programs. UPDATE: Completed in March 2011.	By January 31, 2011.	Section Manager, Placement Section Placement/VMCH supervisors, Program Planning Analyst
1.3.2 Release RFP, RFQ or RFA for parent education and support programs. UPDATE: Completed in April 2011.	March 1, 2011	Section Manager, Placement Section Placement/VMCH supervisors, Program Planning Analyst
1.3.3 Review proposals and select awardees. UPDATE: Completed in June 2011.	May 31, 2011.	Section Manager, Placement Section Placement/VMCH supervisors, Program Planning Analyst
1.3.4 Commence new contracts. UPDATE: Contracting process is underway; will be completed in September 2011.	July 1, 2011.	Program Planning Analyst
1.3.5 Repeat 1.3.1 – 1.3.4 for other service types. UPDATE: No update.	2011 - 2013	Section Manager, Placement Section Placement/VMCH supervisors, Program Planning Analyst

Improvement Goal 2.0
Ensure array of services is available to meet clients' needs.

Strategy 2. 1 Prioritize service contracts to bilingual and bicultural providers.	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	**Strategy Rationale** Prioritizing service contracts to bilingual and bicultural providers will act as an incentive for bilingual and bicultural providers to respond to request for proposals.

Milestone	Timeframe	Assigned to
2.1.1 Identify gaps in services to clients whose primary language is other than English. UPDATE: This activity was included in the planning for the Client Support Services RFP (parent education, resource assistance and visitation) described above. It will be incorporated into all other activities related to building an array of effective services to meet clients' needs.	December 2010	Supervisors Program Planning Analyst
2.1.2 Prioritize bilingual and bicultural providers in competitive procurement process. UPDATE: Ongoing.	Immediately.	Program Planning Analyst
2.1.3 Ensure staff are knowledgeable of services available to non-English speaking clients. UPDATE: Ongoing.	Immediately and ongoing.	Section Managers Supervisors Staff
2.1.4 Develop strategies to expand the range of Spanish-speaking providers available to serve clients. UPDATE: The need for Spanish-speaking services providers has been incorporated into all service procurement activities. FYC will work with identified service providers to enhance their capacity to serve Spanish-speaking clients as	Immediately and ongoing.	Section Managers Supervisors Program Planning Analyst

	necessary.				
Strategy 2. 2 Prioritize service contracts to providers that serve clients in outlying, rural areas of Sonoma County.		☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	**Strategy Rationale** Prioritizing service contracts to providers that serve clients in outlying geographical areas will act as an incentive for those providers to respond to request for proposals.		
Milestone	**2.2.1** Identify gaps in services to clients who cannot access services in the urban core. UPDATE: FYC identified gaps in services to clients who live outside of the urban corridor (along Hwy 101) by geographical area.	**Timeframe**	December 31, 2010.	**Assigned to**	Supervisors Program Planning Analyst
	2.2.2 Prioritize providers that serve clients in outlying, rural areas of Sonoma County in competitive procurement process. UPDATE: In the Client Support Services RFP, the ability to serve clients in outlying geographical areas was listed as a requirement and contractors were selected based on a stated ability to meet the needs of clients living outside the urban core. This approach will be taken with all other service procurement activities in the future.		Immediately and ongoing.		Program Planning Analyst
	2.2.3 Ensure staff are knowledgeable of services available to clients outside of the urban core. UPDATE: Ongoing.		Immediately and ongoing.		Section Managers Supervisors Staff
Strategy 2. 3 Expand treatment options for child welfare clients.		☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	**Strategy Rationale** There is not enough supply of substance abuse treatment slots in Sonoma County.		

Milestone	Timeframe	Assigned to
2.3.1 Implement Sonoma Universal Referral Form (SURF) Pilot to streamline assessment and referral process. UPDATE: The pilot was implemented in 2010-2011.	By January 31, 2011.	Section Manager, Placement Section Court Services staff Program Planning Analyst
2.3.2 Evaluate SURF pilot. UPDATE: Completed in early 2011.	March 1, 2011	Court Services staff Program Planning Analyst
2.3.3 If pilot is successful, roll-out SURF process to Emergency Response and Family Reunification. UPDATE: The roll-out of the SURF process was halted due to budget cuts affecting essential personnel.	May 31, 2011.	Section Managers Supervisors Program Planning Analyst
2.3.4 Evaluate program to ensure treatment access was expanded as a result of SURF. UPDATE: On hold.	2011-2012	Program Planning Analyst

Describe any additional systemic factors needing to be addressed that support the improvement plan goals. None noted.
Describe educational/training needs (including technical assistance) to achieve the improvement goals. Assessing clients' service needs and linking them to effective programs.
Identify roles of the other partners in achieving the improvement goals. Community-based organizations will need to move to evidence-based practices so the County can access those services.
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.

Outcome/Systemic Factor:
Process Measures 2B and 2C

County's Current Performance:
2B – Overall in Sonoma County the percentage of child abuse/neglect referrals requiring an immediate response that had a timely response has increased since the baseline time period of Q2 2003 when the rate was 84.2%. Since 2003, the rate steadily increased to a peak of 96.7% in Q3 2008, surpassing the target compliance rate of 90%. In Q4 2009, Sonoma County experienced a dip in the timely response to immediate response referrals with a rate of 88.6%.

The percentage of child abuse/neglect referrals requiring a 10-day response that had a timely response followed a similar pattern to those for immediate responses. In 2003, the compliance rate was 87.7% which preceded a period of growth until the most recent quarter, Q4 of 2009, when the rate decreased to 80%

2C – Since Q2 2003, which is used as a baseline time period for comparison, Sonoma County's performance has dramatically improved in the area of timely social worker visits. In 2003, the percentage of children that received a timely social worker visit was 57.8% (month 3) compared to 86.8% in Q4 2009 (month 3). Beginning in 2004, the rate increased to the high eighties where it has remained. However, Sonoma County has only rarely exceeded the state compliance target of 90% and has experienced a dip in the most recent quarter.

Improvement Goal 1.0
Sonoma County will reach the target of 90% on both Timely Response (2B) and Timely Social Worker Contacts (2C).

Strategy 1. 1
Continue to analyze data issues affecting compliance.

☐	**CAPIT**
☐	**CBCAP**
☐	**PSSF**
☒	**N/A**

Strategy Rationale
Sonoma County needs to completely understand the data entry issues that affect compliance in order to improve performance.

Milestone	Timeframe	Assigned to
1.1.1 Monthly reports on compliance by unit and worker. UPDATE: Completed and ongoing.	Immediate and ongoing.	Program Planning Analyst
1.1.2 Analyze barriers to data entry for workers. UPDATE: Analysis has been done (and is ongoing) on the barriers to data entry of contacts.	Ongoing.	Section Managers Supervisors Program Planning Analyst

	The findings continue to be that barriers exist for a small number of workers and are now being specifically addressed by the supervisors with each worker.		
	1.1.3 Report back to supervisors and managers about findings of analysis. Identify structural solutions. UPDATE: Ongoing. Reports are given to supervisors with lists of missing contacts. Reports are given to management to monitor specific workers who routinely experience barriers to data entry. A survey or focus group is being planned to collect data on best practices in recording client contacts.	Ongoing.	Program Planning Analyst
	1.1.4 Train supervisors and social workers in ways to effectively use Safe Measures. UPDATE: Two Safe Measures trainings were offered in 2010-2011 for supervisors.	June 30, 2011.	Section Managers Supervisors Program Planning Analyst

Strategy 1. 2 Improve accountability system for data entry of investigations and visits.	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Strategy Rationale** Without an effective accountability system, data entry will continue to lag behind state audit and the County will be appear to out of compliance.

Milestone	Timeframe	Assigned to
1.2.1 Communicate importance of data entry of investigations and visits to staff, emphasizing the relevance to child safety. UPDATE: FY&C employs several strategies to communicate importance of data entry to staff including regular emails to staff about data entry of contacts and agenda items at all staff meetings.	By November 30, 2010 and ongoing.	Division Director Section Managers Supervisors

	1.2.2 Discuss cases out of compliance at every supervision. UPDATE: Ongoing.	Evaluation and suggestions for improvement by December 31, 2010 and ongoing.	Section Managers Supervisors
	1.2.3 Integrate worker compliance into employee evaluation system. UPDATE: This is in progress.	Implemented by December 31, 2010 and ongoing.	Division Director Section Managers Supervisors

Describe any additional systemic factors needing to be addressed that support the improvement plan goals.
Internal policy related to FFA social workers doing monthly visits needs to be completed and implemented.

Describe educational/training needs (including technical assistance) to achieve the improvement goals.
None noted.

Identify roles of the other partners in achieving the improvement goals.
None noted.

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

Outcome/Systemic Factor:
The Probation Department will continue to work diligently to refer minors and their families to necessary services and programs in an effort to promote positive change, reduce recidivism, and promote rehabilitation. The Probation Department will rely on collaborative efforts between local and county agencies, along with establishing new services and protocol provided specifically to assist youth and families.

County's Current Performance:
The Probation Department works diligently to provide youth and their family's necessary services to reduce recidivism and promote rehabilitation. The Probation Department has seen an increase in the number of youth presenting with complex needs and issues which has resulted in the increase in more complex caseloads. UPDATE: Sonoma County continues to experience an increase in the number of youth and families presenting with complex issues; however, increased family involvement and multi-disciplinary approaches have been explored and proved successful thus far in alleviating the number of minors placed out of the home. Probation officers are working collaboratively with youth and families with the assistance of wrap services and joint efforts between County Mental Health and the Human Services Department. By widening the range of services and providers, the probation department has been able to maintain minor's in programs such as Wraparound, ACT, and PRIDE (all programs based on wraparound philosophies). The Probation Department has developed an evening reporting center for gang involved youth, who might otherwise be considered for home removal. This program provides intensive programming six days per week, during critical afternoon and evening hours.

Improvement Goal 1.0
The Probation Department will facilitate off-site visits and counseling sessions for youth who have been removed from the home and are participating in placement services.
The Probation Department will facilitate counseling sessions for families at a local level, reducing the impact on families of youth in out-of-home care. Such efforts have the ability to strengthen and promote family bonds and assist in establishing and identifying plans for permanency. In addition, such efforts could assist youth and families by providing a forum to discuss transitional plans and to identify strategies needed to achieve successful reintegration back into the community/family home. UPDATE: The probation department contacts families of placed minor's and advises them of their rights to staff cases and placement progress with the Probation Officer at any time and at least once per month. IN addition, all families are asked to provide information related to any relatives or family support services which could be utilized in the reunification plan of each minor. Such information is generally gathered at the time of disposition and made available to the placement officer.

Strategy 1. 1 The Probation Department will purchase on-line services such as Skype to allow families a local setting to participate in counseling sessions/services. UPDATE: Skype services and all necessary equipment have been purchased and are readily available to the minor, their families, and the probation officer.	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Strategy Rationale** Family counseling sessions are an integral part of the treatment process and necessary in order to promote and foster change.

1.1.1 Probation Department will research	1-3 months		Probation Placement Supervisor

	purchasing/user access to software applications such as Skype. UPDATE: Completed		
	1.1.2 Probation Department will identify computer(s) available for use for software application(s) and set up computers for use. UPDATE: Completed	3-6 months	Probation Division Director Probation Placement Supervisor
	1.1.3 Probation Department will purchase software application UPDATE: Completed	1-3 months	Probation Division Director

Strategy 1. 2 The Probation Department will use on-line services such as Skype to allow families a local setting to participate in counseling sessions/services. UPDATE: Attempted. Families have been offered such services; however, at this time, no family members have taken advantage of such services.	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Strategy Rationale** Family counseling sessions are an integral part of the treatment process and necessary in order to promote and foster change.

Milestone		Timeframe	Assigned to
	1.2.1 Probation Department will train staff on use of software. UPDATE: Completed	By November 30, 2010	Probation Placement Supervisor Probation Placement Officers
	1.2.2 Probation Department will facilitate one, one-hour family counseling session per month (per youth, should the family elect to participate) at the Probation Department utilizing software applications. UPDATE: Attempted. Families have been offered such services; however, at this time, no family members have taken advantage of such services. It should be noted, some Sonoma County minor's have taken advantage of such services on-site at the group home, while their parents utilize Skype services (their own) at home.	By November 30, 2010 and ongoing.	Probation Placement Supervisor Probation Placement Officers
	1.2.3 Probation Officers will maintain a record of family usage, via the Jrs. system.	By November 30, 2010 and ongoing.	Probation Placement Supervisor Probation Placement Officers

	Update: Ongoing				

Improvement Goal 2.0
The Probation Department will refer appropriate youth to necessary services in an effort to prevent out-of-home removal and to facilitate effective transitional services to youth returning from out-of-home care. UPDATE: This continues to be the goal of the Sonoma County Probation Department.

Strategy 2. 1 The Probation Department will identify youth in need of preventative/ transitional services in an attempt to avoid out-of-home removal or to facilitate reintegration into the community/family setting. UPDATE: Sonoma County Probation continues to consider pre-placement and community based services prior to home removal. This is facilitated by a screening committee process and utilization of wrap around model programs and increasing the number of services available within the community. The Probation Department continues to use an assessment tool to help officers evaluate the need and appropriateness of services. Recently, this department began using self-pay substance abuse counseling (sliding scale pay available) and the number of cases available for wrap around services has been increased dramatically. The Probation Department is utilizing counseling services provided by CPCI and wrap around services, through ACT to provide transition and reintegration support to youth returning to the community from out of home placement.	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	**Strategy Rationale** Providing such services could reduce the number of youth in out-of-home care and could assist in the successful reintegration of youth currently in out-of-home care. Such services could reduce the number of complex caseloads and assist in providing youth necessary services.

Milestone	Timeframe	Assigned to
2.1.1 The Probation Department will assess cases through the use of an assessment tool UPDATE: Ongoing	Already implemented	All Probation Staff
2.1.2 The Probation Department will triage cases through the use of Assessment Liaisons and a formal case screening process UPDATE: The Probation Department has streamlined the case screening process. The Probation Officer and supervisor have increased flexibility to identify	Already Implemented	Probation Liaisons Probation Supervisors.

	and refer youth to appropriate services.				
	2.1.3 The Probation Department will refer appropriate cases to local preventative services such as Wrap Around, to avoid the need for home-removal UPDATE: Ongoing		Already implemented		All Probation Staff
Strategy 2. 2 The Probation Department will expand the number of Wrap Around slots available for use. UPDATE: completed and ongoing			☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	**Strategy Rationale:** By increasing the number of cases receiving Wrap Around services, the Probation Department can reduce the number of youth being placed in out-of-home care.	
Milestone	**2.2.1** The Division Director will meet with other agencies participating in Wrap Around to discuss increasing the number of cases to receive wrap around services. UPDATE: Completed and Ongoing	**Timeframe**	3-12 months	**Assigned to**	Probation Division Director
	2.2.2 The Probation Department will increase the number of cases to a total of eight slots to receive Wrap Around services. UPDATE: Completed and ongoing. The Probation Department, in conjunction with Mental Health and the Human Services Department has worked diligently to refer and approve appropriate clients to the Sonoma County Wraparound Program through a thorough referral and screening process. Recently, the county has begun to experience success stories and has been able to dramatically expand the number of cases open and available for wraparound services. The Probation Department was able to increase the number of probation wraparound cases to seventeen by July 1, 2011.		3-12 months		Placement Supervision Probation Division Director
	2.2.3				

Strategy 2.3			☐ CAPIT ☐ CBCAP ☐ PSSF ☐ N/A	Strategy Rationale	
Milestone	2.3.1	Timeframe		Assigned to	
	2.3.2				
	2.3.3				

Describe any additional systemic factors needing to be addressed that support the improvement plan goals.
None noted.

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

Technical assistance will be needed to assist staff with use and access to necessary software applications related to Skype use. Staff may need to review software application user directions to cover general usage and manipulation of the program. Should further training be deemed necessary, interdepartmental training can be facilitated by ISD. UPDATE: Completed and ongoing

Identify roles of the other partners in achieving the improvement goals.
County Mental Health, Social Services, Education, Seneca Center, and State Adoptions will need to maintain their compliance with the County Wrap Around Agreement.

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

None noted.