Calaveras County
California Child and Family Services Review
County System Improvement Plan

ANNUAL UPDATE

Calaveras Works and Human Services Agency, Children's Services

Calaveras County Probation Department

Submitted to the California Department of Social Services

California's Child and Family Services Review System Improvement Plan	
County:	**Calaveras County**
Responsible County Child Welfare Agency:	**Calaveras Works and Human Services Agency**
Period of Plan:	**May 2, 2011 – May 2, 2014**
Period of Outcomes Data:	**APRIL 2012; DATA EXTRACT Q4 2011**
Date Submitted:	**SUBMITTED SEPTEMBER 14, 2012**
County System Improvement Plan Contact Person	
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Title:	Program Manager II
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Submitted by each agency for the children under its care	
Submitted by:	**County Child Welfare Agency Director (Lead Agency)**
Name:	Mary R. Sawicki, Director
Signature:	
Submitted by:	**Calaveras County Probation Department**
Name:	**Teri Hall, Chief Probation Officer**
Signature:	

California's Child and Family Services Review
System Improvement Plan

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A. SIP Narrative

Calaveras County chose the following four outcomes to focus on for our 2011-2014 SIP:

S.1.1 Safety Outcome: No Recurrence of Maltreatment

C3.1 Exits to Permanency (24 months in care)

C4.2Permanency Measure Placement Stability Outcome: Placement Stability (at least 12 months but less than 24 months)

4B. Type of Placement (Probation)

Child Welfare Services Update:
The Child Welfare Services staff has spent much of this reporting period getting ready to implement AB12 – serving the Non-Minor Dependents who choose to participate in Extended Foster Care services. We have also chosen to provide our own adoptions services beginning in July 2012, so we have been busy getting everything in place in that regard. While the Extended Foster Care program will not necessary increase our quarterly statistical measures, we all agree that it is a good program for this particularly vulnerable population. We also believe that by providing our own adoptions and post-permanency services within our own agency, the amount of time that it takes for children to achieve permanency will be reduced, which will in turn increase our permanency measures (including C3.1, a focus area of this SIP) as well as placement stability measures (including C4.2, another focus area of this SIP). Also, by employing a Licensed Clinical Social Worker to work with our post-permanency families, our hope is that it will reduce the number of adoptions and Legal Guardianship disruptions, thus improving our foster care re-entry measures. Additionally, the Calaveras County Citizens' Review Panel has decided to again focus their efforts on enhancing training and support for foster parents during this Federal Fiscal Year, which will help us implement many of our strategies that we've included for improving our placement stability measures.

No Recurrence of Maltreatment:
Our original SIP reflected 85.7% (60 of 70) of our children did not experience a recurrence of maltreatment during the reporting period of October 1, 2009 to March 31, 2010. According to the April 2012 Quarterly Data Report, 43 out of 59 of children (72.9%) did not experience a recurrence of maltreatment between the most recent reporting period of January 2011 through June 2011. Since this plan was not approved until August 2011, our chosen strategies were not yet in place. According to SafeMeasures®, in September 2011, 53 of 67 children (79.1%) did not experience a recurrence of maltreatment.

- *Milestone 1.1.3: We have yet to conduct an analysis of the families identified as having domestic violence issues to determine if there is a pattern of coexisting contributing factors. Therefore, we updated the completion timeframe to September 2012.*

- *Milestone 1.2.3: We had hoped that the Probation Officer who is trained to conduct Aggression Reduction Therapy (ART) training would be able to assist us with this strategy; however we were recently made aware that Probation has lost their funding for ART. Therefore, we updated the completion timeframe to September-December 2012, to allow us to pursue other ART training options.*
- *Strategy 1.3.1: We identified 2 additional school sites that were willing and able to house a school-based social worker during the 2011/202 school year. For the 2012/2013 school year, we have identified 3 additional school sites. Word is growing amongst the school administrators that the program has been viewed as helpful for those schools who participated. The social workers' role at school is to provide resource information, referrals to community services and support to struggling families that are brought to the social workers' attention by caring school staff members. Families are referred for a variety of reasons, but all are referred because the school staffs' concerns are not quite at the level of filing a suspected child abuse report. Of course, some referrals are eventually entered in the CWS/CMS system once our social workers make contact and have suspicions based upon what the family members report or what the social workers observe.*
- *Strategy 1.3.2: We have drafted a tracking system for the school-based social workers; however, we have not finalized the tool. We are expecting to purchase laptops in December 2012 for each social worker so that they can have access to CWS/CMS and this tool remotely. Therefore, the completion timeframes have been updated accordingly.*
- *Strategy 2.1: We successfully completed all milestones in this strategy. Standard practice is to create one referral in CWS/CMS, and if we receive multiple calls from other individuals reporting concerns from the same incident, the subsequent reports are entered into the first referral as a collateral contact instead of a new referral. This appears to have reduced the number of recurrences. We also do not enter calls that appear more appropriately handled as Information and Referral calls instead of entering them just to evaluate them out.*
- *Strategy 3.1: We have yet to conduct this analysis; therefore we updated the completion timeframes accordingly.*

Exits to Permanency (24 months in care)

From October 1, 2009 to September 30, 2010, no children in foster care for 24 months or longer on the first day of the year were discharged to a permanent home by the end of the year prior to turning 18. According to the April 2012 Quarterly Data Report, 4 of 13 children (30.8%) exited Dependency to a permanent home between the reported period of time from January 2011 through December 2011. This exceeds the Federal Standard of 29.1%. According to SafeMeasures®, between January 2012 and March 2012, 3 of 12 children (25%) exited Dependency to a permanent home. This misses the Federal Standard by less than one child. The increased permanency may be due to CDSS making a concerted effort to finalize the adoptions on as many children as they could prior to our contract with them ending on June 30, 2012 by not taking any concurrent planning referrals and instead focusing on the children who were already freed for adoption.

As of July 1, 2012, we have absorbed all adoptions cases and functions. We have hired a LCSW who has already received training in conducting SAFE home studies as well as PRIDE training. She is also attending Child Welfare Services CORE social worker training. We are in the recruitment process of hiring a Social Worker IV to assist with adoptions functions.

- *Strategy 1.1: These milestones are generally being met; however, we were recently informed that we will no longer have access to the Axicom program. One agency staff member just recently received training on a new tool, "Lexus Nexus". It is too soon to report or predict how helpful this new tool will be for this strategy, but it will be monitored and measured during the upcoming reporting period.*

- *Milestone 2.1.1: In CWS/CMS, our staff documents the contacts that they make monthly regarding their efforts in achieving permanency for our child clients. They also meet weekly with their supervisors to discuss case plan progress, and meet monthly with the adoptions social worker(s) to discuss children who are involved in the adoption process.*
- *Milestone 2.1.2: This is occurring on an on-going basis whenever the opportunity arises. For example, we have had a few recent articles in the local newspaper regarding our assuming adoptions functions, which was unanimously approved by our Board of Supervisors. Recently, the First 5 Calaveras Executive Director led a community movement to "adopt" our six high school graduates who will be attending college in the fall. Those who agree to help will provide various items, such as: Plastic bins filled with school supplies and study snacks; Laundry bag/basket with bedding, towels, laundry & shower supplies; Kitchen garbage pail filled with microwavable bowls/cups, foods, snacks, coffee, tea and hot chocolate, utensils, paper towels, wipes, dish scrubber & soap; Backpacks filled with college supplies: graphing calculator, batteries, paper, folders, pens, highlighters, desk and study supplies; Laptop computer; Notes of encouragement; and mid-term and finals care packages.*
- *Milestone 2.2.1: Although our social workers ensure that youth awaiting an identified adoption home are afforded the opportunity to attend the adoptions picnics held in the greater Sacramento area, we will also be strategizing ways to attract more local adoptive parents. Primarily, this is because we don't want our children to have to be uprooted from their schools, friends, churches and rural communities unnecessarily. Additionally, we intend to provide local post-permanency services, such as crisis intervention and local support groups.*
- *Strategy 1.3: Unfortunately, we lost the majority of funding that supported our Male Involvement Initiative. Even so, much of the group continues to meet monthly, including one of our social workers.*
- *Improvement Goal 3.0: Many changes were made to this goal's completion timeframes and assignments. We had contracted with an outside agency to provide ILP services on our behalf for the first time in State Fiscal Year 2011/2012. Unfortunately, we were not satisfied with the services they provided. Therefore, we intend to hire an MSW-level social worker that will be responsible for providing ILP services (among other training duties).*

Placement Stability

From October 1, 2009 to September 30, 2010, 52.4% of children in foster care during the year that had been in care for at least 12 months but less than 24 months had two or fewer placement settings. According to the April 2012 Quarterly Data Report, 16 of 25 children (64%) who had been in foster care for between 12 and 24 months had two or fewer placements during 2011. According to SafeMeasures®, 21 of 32 children (65.6%) who meet this criteria experienced two or fewer placements as of March 2012. This meets the National Standard of 65.4%.

- *Strategy 1.1: Family finding efforts are documented in each court report. The number of relative/NREFM placements has increased as a result. In May 2012, there were 39 children placed in foster care (54%), and 31 children placed in the home of a relative/NREFM (44%). Completion timeframes for each milestone in this strategy have been updated accordingly.*
- *Milestone 1.2.1: Staff received paternity training by our Deputy County Counsel. She provided a tool that helps them identify the type of father each gentleman is. The tool is pasted into each court report with a recommended/determined paternity status finding. Therefore, the completion timeframe has been updated accordingly.*
- *Strategy 2.1: We have yet to conduct the needed research to develop a foster youth peer mentoring program. Therefore, the first two milestones' completion timeframes have been updated accordingly.*

- *Milestone 2.2.3: The Foster Kinship Education Advisory Committee chairperson has been approached and is receptive to providing training in Calaveras County for local foster parents and relative/NREFM care providers. The first training is scheduled to occur in September 2012.*
- *Strategy 3.1.1: We have yet to develop Ice Breaker Policies and Procedures. Therefore, the completion milestones have been updated accordingly.*
- *Milestone 4.1.2: The CRP report was received in November 2011, and our response was provided in May 2012 (see Attachment A and Attachment B). Therefore, the completion milestone has been updated.*

Probation Update:
The Probation Department is working diligently on AB-12, non-minor dependent youth, in their placements. This is a challenging population of youth that have engrained behavior issues that create barriers for employment and on-going educational endeavors. While challenging, it is encouraging to see the youth's willingness to work for change. This particular group of youths requires a significant amount of time and energy by the Supervising Probation Officer to deescalate their fear of change or the fear of success. It is a learning lesson for all individuals involved in this population and is exciting to see all of the possibilities for these youths.

Probation has met with a Foster Family Agency to begin the dialog about implementing the Intensive Therapeutic Foster Homes and to make them available to the probation youth. In addition, probation was able to obtain a copy of Cal-Works contract with the Foster Family Agency to use as a template to start the contract process. The Probation Department is currently evaluating whether or not to move forward with implementation.

Calaveras County Probation Department is going through extreme changes which ultimately result in barriers. There has been a significant reduction in personnel in the Juvenile Probation Division thus eliminating ART (Aggression Replacement Therapy). The implementation of the Intensive Therapeutic Foster Homes will be a very slow process and will most likely not be implemented until 2013.

Type of Placement

- *Milestone 1.1.1: The contract that Child Welfare Services obtained has been provided to Probation Staff. The contract needs to be updated to reflect Probation language. Therefore, the completion milestone has been updated accordingly.*
- *Milestone 1.1.2: "Sweetheart Placements" are no longer an option for us. We will use Kin-GAP options instead on an on-going basis. Therefore, this milestone has been replaced with completing the ITFC contract.*
- *Strategy 1.2: We have updated the completion timeframes to be more realistic in the coming Fiscal Year. We are also including all Probation staff in the assignment of this task, in addition to the Probation Supervisor.*
- *Milestone 1.3.2: Completed – this continues as an on-going practice. Typically, the probation youth balks at services prior to placement; however, their services are critical for success on the return to the family.*
- *Milestone 1.3.3: The outreach is being implemented by being involved with local agencies/meetings that assist youth. The local Mentoring Program and The Pro-teen Committee are two such examples of agencies that devote their time to advocate for youth. They have provided critical health information, education and youth groups/teen centers as options for all youth, not just probation or child welfare.*

- **B. CWS/Probation Maxtrix**

Calaveras 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 two years. 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.

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.

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 October 1, 2009 to March 31, 2010, 85.7% of children with substantiated maltreatment within the 6-month period did not have another substantiated maltreatment allegation within the next 6 months.

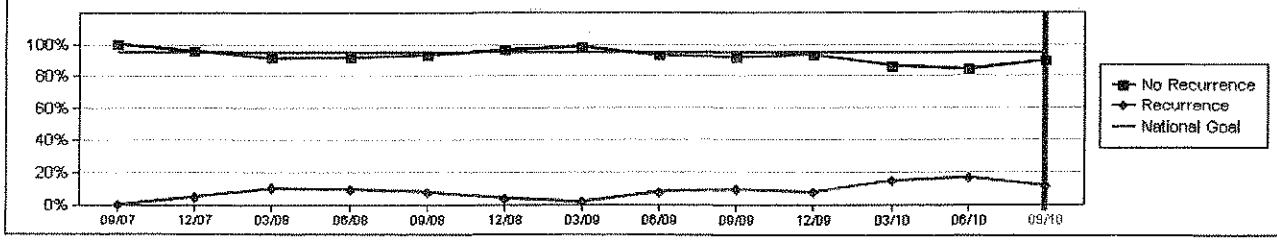
CSSR Data:

Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Direction?	Percent change
07/01/09	12/31/09	51	55	92.7%	Yes	.04%
10/1/09	3/31/10	60	70	85.7%	No	7.0%

From the baseline of July 1, 2009 to December 31, 2009, the percentage of children with substantiated maltreatment within the 6-month period did not have another substantiated maltreatment allegation within the next 6 months decreased from 92.7% to 85.76%.

Current performance is below the Federal Standard 94.6%.

Safe Measures Data:

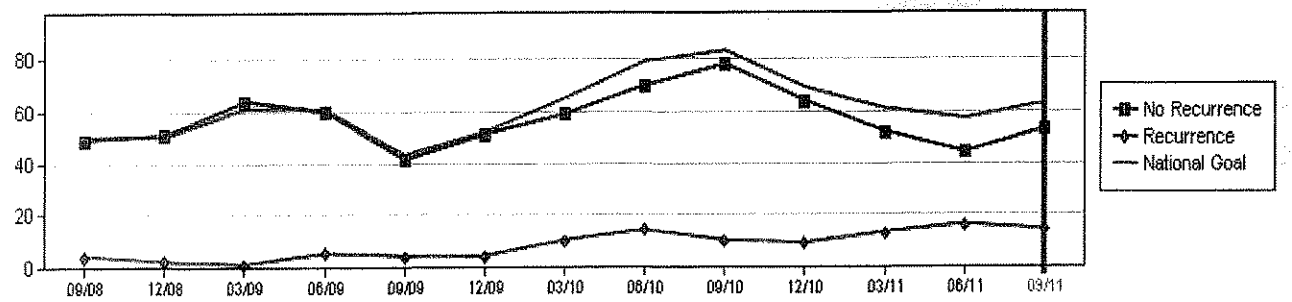


Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance
4/1/10	9/30/10	78	88	88.6%

	Count	Percentage
No Recurrence	78	88.6%
Recurrence	10	11.4%
National Goal	83	94.6%
Total	**88**	**100.0%**

Update:

According to the April 2012 Quarterly Data Report, 43 out of 59 of children (72.9%) did not experience a recurrence of maltreatment between the most recent reporting period of January 2011 through June 2011. Since this plan was not approved until August 2011, our chosen strategies were not yet in place. According to SafeMeasures®, in September 2011, 53 of 67 children (79.1%) did not experience a recurrence of maltreatment (see following chart).



	Count	Percentage
No Recurrence	53	79.1%
Recurrence	14	20.9%
National Goal	63	94.6%
Total	**67**	**100.0%**

Improvement Goal 1.0: Reduce the number of incidents of recurrence due to domestic violence.

Strategy 1. 1 Increase the level of domestic violence education in the county	☐	**CAPIT**	**Strategy Rationale** As there has been an increase in domestic violence in the County, increasing knowledge and skills in this area will improve social worker interventions with families.
	☐	**CBCAP**	
	☐	**PSSF**	
	X	**N/A**	

	1.1.1 Implement and track consistent usage of domestic violence special projects code in CWS/CMS for all applicable referrals entered.		On-going		Intake Social Workers Program Manager
Milestone	**1.1.2** Conduct an analysis of families that have domestic violence present, to see if other factors such as alcohol and drugs, unemployment, and isolation are also present.	**Timeframe**	September 2011 *Update: August 2012*	**Assigned to**	Program Manager
	1.1.3 Develop a plan to address meeting the above identified areas, which could include; increasing the prevention school based program to the elementary school, finding "sponsors" for perpetrators of domestic violence, and referring more families to "Courage to Change".		January 2012-December 2012		Children's Staff in cooperation with DVERT
	1.1.4 Implement the above identified plan		2013		Joint effort between Children's services, DVERT, Crisis Center
	1.1.5 Monitor/evaluate the effectiveness of implemented plan.		2014		Program Manager

Strategy 1. 2 Increase the number of social workers that are trained in Aggression Reduction Therapy (ART), a cognitive behavioral intervention program to help improve anger management and aggression reduction.	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☐ **N/A**	**Strategy Rationale** Increasing the skill set of social workers in the area of violence will help improve the social workers ability to work with families and youth dealing with domestic violence.

	1.2.1 Gather information regarding Aggression Reduction Therapy (ART)		September 2011		Program Manager or Supervisor
Milestone	**1.2.2** Explore the concept and applicability to Child Welfare	**Timeframe**	September 2011 – December 2011	**Assigned to**	Program Manager and Supervisors
	1.2.3 If applicable, have desired number of workers to be trained		January 2012 – December 2012 *Update: September 2012 – December 2012*		Assigned Staff

Strategy 1. 3 Monitor and possibly expand the "school based social	☐ **CAPIT** ☐ **CBCAP**	**Strategy Rationale** There appears to be an increase in the number of cases of

worker" program that was implemented in June 2011.			☐ PSSF ☐ N/A	recurrence of maltreatment. Having a social worker on elementary school campuses to be available to consult with school staff members who are concerned about violence will improve interventions into children's lives.	
Milestone	**1.3.1** Find additional school sites that are willing and able to participate	Timeframe	September 2011 *Update: Completed*	Assigned to	Program Manager or other Children Services Supervisors
	1.3.2 Create a system or program to track outcomes		June 2012		Department Analyst or Department Volunteers
	1.3.3 Assign additional Social Worker(s) and implement tracking system		December 2012		School based Social Worker(s)
	1.3.4 Review/analyze outcomes data pulled from the tracking system		December 2013		Program Manager
Improvement Goal 2.0: Reduce statistical recurrence due to duplicate data entry regarding duplicate referrals.					
Strategy 2. 1 Establish new policy and procedures for entering duplicate/subsequent referrals in CWS/CMS			☐ CAPIT ☐ CBCAP ☐ PSSF X N/A	**Strategy Rationale** An analysis of the referral rates, showed multiple referrals entered into CWS/CMS on same incident was creating false recurrence statistics.	
Milestone	**2.1.1** Create new policy and procedures which could include such steps as entering subsequent referrals as collateral contacts within the first referral.	Timeframe	December 2011 *Update: Completed*	Assigned to	Program Manager or Supervisor *Update: Program Manager/Social Services Supervisor and Children's Services Staff*
	2.1.2 Create a system to track multiple response letters to multiple mandated reporters for a single referral. May include a tracking sheet similar to SDM tracking sheet and may be attached to referral at intake.		December 2011 *Update: Completed*		Program Manager/Social Services Supervisor and Children's Services Staff
	2.1.3 Train Social Workers on new policy and procedure.		February 2012 *Update: July 2012*		Program Manager/Social Services Supervisor and Children's Services Staff

Strategy 2. 2 Implement new Policy and Procedure for entering duplicate/subsequent referrals.			☐ CAPIT ☐ CBCAP ☐ PSSF X N/A	**Strategy Rationale** There appears to be multiple referrals entered into CWS/CMS on same incident creating false recurrence statistics.	
Milestone	**2.2.1** Implement above policy and procedure.	**Timeframe**	February 2012 *Update: July 2012*	**Assigned to**	Intake Social Workers
	2.2.2 Implement new response letter tracking system.		December 2012		Program Manager/Supervisors and/or Emergency Response Workers
	2.2.3 Review/analyze referral rates to evaluate results of new policy and procedures.		December 2013		Program Manager
Improvement Goal 3.0 **Reduce the incidents of recurrence due to families' unfamiliarity with community resources.**					
Strategy 3. 1 Increase the level of knowledge of community resources available to families in the county.			☐ CAPIT X CBCAP X PSSF ☐ N/A	**Strategy Rationale** Families who are supported by the community and knowledgeable of its resources are more likely to receive the support they need, thus reducing reoccurrence of maltreatment.	
Milestone	**3.1.1** Conduct an analysis of families referred to Children's Services due to insufficient resources such as food, clothing, shelter, medical, transportation, etc.	**Timeframe**	December 2011 *Update: August 2012*	**Assigned to**	Program Manager/Supervisors
	3.1.2 Develop a plan to address the above identified areas. This could include sending a follow-up letter or resource guide to families upon closure of referrals that were investigated as well as those that were not.		December 2012		Program Manager/Supervisors and Child Welfare Staff with the assistance of PCACC.
	3.1.3 Implement the above plan.		2013		Children's Services Staff

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

CWS/CMS capacity to support special project codes in order to track outcomes.

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

See strategies

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

Collaboration with regards to assessments and implementation of new systems and procedures and on-going coordinated response.

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

None needed

Outcome/Systemic Factor: Permanency Measure C3.1: Long Term Care Outcome: Exits to Permanency (24 Months in Care)

This measure answers the question: Of all children in foster care for 24 months or longer on the first day of the year, what percent were discharged to a permanent home by the end of the year and prior to turning 18?

⇒ **County's Current Performance: County's Current Performance: Children's Services**

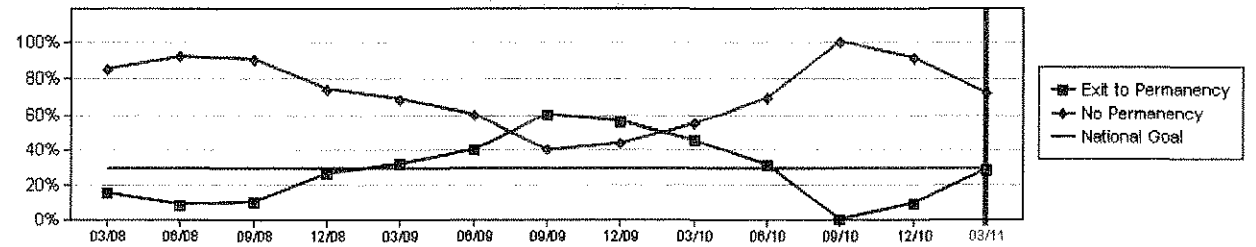
From October 1, 2009 to September 30, 2010, no children in foster care for 24 months or longer on the first day of the year were discharged to a permanent home by the end of the year prior to turning 18.

CSSR Data:

Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Direction?	Percent change
7/1/09	6/30/10	5	16	31.3%	No	24.7%
10/1/09	9/30/10	0	10	0%	No	31.3%

From the baseline of July 1, 21009 to June 30, 2010, there was an decrease from 31.3% to 0% of children in foster care for 24 months of longer discharged to a permanent home by the end of the year prior to turning 18. Current performance is below the Federal Standard (29.1%) and below the statewide performance of 21.6%.

Safe Measures Data:

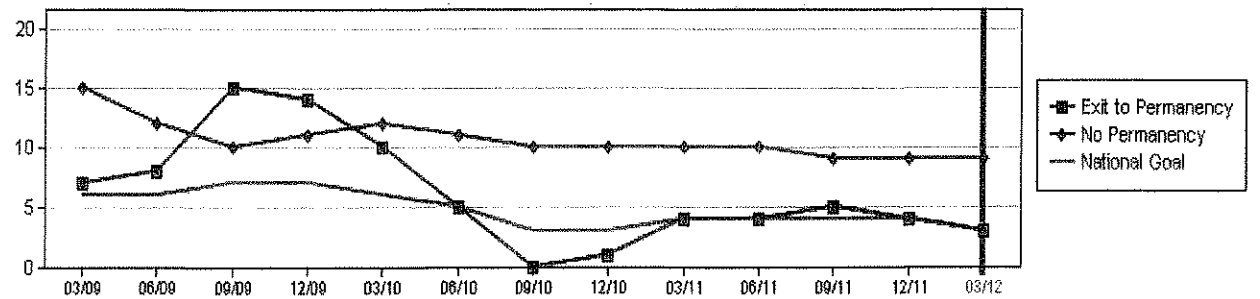


Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance
4/1/10	3/31/11	4	10	28.6%

	Count	Percentage
Exit to Permanency	4	28.6%
No Permanency	10	71.4%
National Goal	4	29.1%
Total	**14**	**100.0%**

Update:

According to the April 2012 Quarterly Data Report, 4 of 13 children (30.8%) exited Dependency to a permanent home between the reported period of time from January 2011 through December 2011. This exceeds the Federal Standard of 29.1%. According to SafeMeasures®, between January 2012 and March 2012, 3 of 12 children (25%) exited Dependency to a permanent home. This misses the Federal Standard by less than one child (see following chart).



	Count	Percentage
Exit to Permanency	3	25.0%
No Permanency	9	75.0%
National Goal	3	29.1%
Total	**12**	**100.0%**

Improvement Goal 1.0

Expand the type and use of Family Finding techniques to increase permanency options for children and youth in care.

Strategy 1. 1 The assigned social worker will be able to use family locator programs such as Axciom to research and find absent family members for possible connection or placement in a permanent setting.		☐ CAPIT ☐ CBCAP ☐ PSSF X N/A	**Strategy Rationale** Family culture and values are important to a child's since of self and often they want to know their heritage. In locating family the goal is for the child to reconnect and possibly be a long term permanent placement for the child.		
Milestone	**1.1.1** Emergency Response social workers will utilize family finding resources to try and locate family members within 60 days of initial case. Efforts will be required to be documented in Dispositional reports.	**Timeframe**	August 2011 and ongoing *Update: Ongoing*	**Assigned to**	Emergency Response Team Social Services Supervisor
	1.1.2 Assigned on-going social workers will complete/continue family finding, document efforts at each six month review hearing, which will be verified through case reviews.		August 2011 and ongoing *Update: Ongoing*		On-going social workers Social Services Supervisor
	1.1.3 The social worker staff will be trained on new technologies, services and resources used to locate family.		July 2011 *Update: July 2012*		All social work staff Social Services Supervisor Program Manager Support Staff
Strategy 1. 2 Child Welfare staff will conduct Team Decision Making or interval meetings with involved participants for children who are at high risk of placement interruptions or children of sixteen years or older.		☐ CAPIT ☐ CBCAP ☐ PSSF X N/A	**Strategy Rationale** If our families, care providers and youth are provided the proper training, support and guidance this will hopefully decrease the changes in placement for the minor, which supports permanency.		
Milestone	**1.2.1** The child welfare staff will be re-trained on how to conduct TDM's or interval meetings with all participants related to the child's placement It will be the responsibility of the assigned social worker to incorporate the duties of the TDM facilitator and schedule, guide and structure meetings.	**Timeframe**	January 2012 *Update: July 2012*	**Assigned to**	All social work staff Social Services Supervisor Program Manager
	1.2.2 Social workers will schedule TDM's on cases that are not in a permanent placement at least every six months to find a permanent		January 2012 *Update: August 2012*		On-going social workers Social Services Supervisor

	connection for the child and to look at the barriers of not reaching permanency. This will be monitored through case reviews.				

Strategy 1. 3 Children's Services staff shall work with the work with the Male Involvement initiative to coordinate training and technical assistance to identify and educate Calaveras County of the importance of male involvement in a child's life.		X CAPIT ☐ CBCAP ☐ PSSF ☐ N/A	**Strategy Rationale** Calaveras County seeks to change the community mindset by increasing the understanding of importance of male involvement in the development of children and increase the options for reunification with fathers or permanency with paternal relatives.		
Milestone	**1.3.1** The Male Involvement Initiative administered by First 5 Calaveras will provide outreach and education to community agencies and families on the importance of male involvement in children's lives.	**Timeframe**	July 2012	**Assigned to**	All staff Community partners
	1.3.2 Social worker staff will try to locate and encourage a relationship between the children and the males in their lives. Paternity will be reviewed and the importance of the roles of step/significant others, grandfathers and other important males will be taken into account.		July 2012		All staff All dependency attorneys Superior Court Judge

Improvement Goal 2.0 Educate older youth, the community and resource families on permanency: what it is, and what is the difference between Long-Term Foster Care, Legal Guardianship and Adoption.					
Strategy 2. 1 Children's Services and State Adoptions social workers, while under contract, will work collaboratively to educate and provide information to the community on permanency and the types of permanency options.		☐ CAPIT ☐ CBCAP ☐ PSSF ☐ N/A	**Strategy Rationale** All children need to know what lies ahead and what there future is or can be. The older population often times feels unheard and their needs not addressed. In educating the youth, it allows them to be part of the process and the goal of permanence identified fully and hopefully reached.		
Milestone	**2.1.1** During monthly face to face contacts, Social workers will work with the youth, family members, care providers, counselors and all pertinent individuals on a monthly basis to try and identify and reach a more permanent placement	**Timeframe**	July 2011 *Update: Ongoing*	**Assigned to**	On-going social workers Social Services Supervisor Program Manager

	for the children in long term foster care.			
	2.1.2 Provide education to the Community and to the youth of other non-child welfare agencies that provides support and assistance in helping older youth such as Youth Mentoring, Fatherhood Initiative and Crisis Center.	September 2011 and Ongoing *Update: Ongoing*		All staff Community partners
	2.1.3 Incorporate training on the importance of permanency for the older youth through mandated child abuse reporting training provided to all the school districts in Calaveras County.	October 2011 and Ongoing *Update: August 2012*		Program Manager or Supervisor School districts

Strategy 2. 2 Educate youth on all options of permanency and ways to find permanency, such as adoption picnics, etc.	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** **X** **N/A**	**Strategy Rationale** Through collaboration with various community partners we can expand the areas for the youth to be exposed to and possibly assist in directing them in a more permanent home.

Milestone		**Timeframe**	**Assigned to**	
	2.2.1 Social workers will provide youth the opportunity to attend all adoptions picnics.	July 2011 *Update: Ongoing*		Social workers Adoptions workers Youth
	2.2.2 The Calaveras Works and Human Services Agency will attend and encourage the older youth to participate as well in community events and fairs. The youth will be provided the opportunity to become involved in the community.	July 2011 *Update: July 2012*		Social Workers Social Services Supervisor Program Manager Older Youth population
	2.2.3 Foster Kinship Education Advisory Committee to be more involved with youth in the Calaveras County Area by providing training for Relative/NREFM caregivers and staff as needed.	July 2011 and Quarterly *Update: July 2012*		Social Workers Social Services Supervisor Program Manager Older Youth population

Improvement Goal 3.0
The Calaveras Works and Human Services Agency shall provide the older youth population a wider range of services that are focused on their population as well as program and services to assist them in making the decision on permanency. These services are through the ILP program, THP and THP Plus programs.

Strategy 3. 1 Social workers will be trained on all three above-mentioned programs and the opportunities they can provide to the youth they serve.		☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** **X** **N/A**	**Strategy Rationale** Children develop mentally at different rates, have different needs and choose different paths for their futures. It is expected that the youth will be able to have more advantages through these programs and will assist them in becoming a successful adult.		
Milestone	**3.1.1** Conduct a focus group with youth regarding their viewpoint on ILP and permanency.	**Timeframe**	January 2012 *<u>Update:</u> June 2012*	**Assigned to**	Social Workers Social Services Supervisor Program Manager Older Youth population ILP Contractor *<u>Update:</u> Social Workers* *Social Services Supervisor* *Program Manager* *Older Youth Population*
	3.1.2 Create and implement evaluations of the ILP program and provide to the youth to capture the Youths perspectives/needs. Analyze the evaluations, share with the ILP contract provider and make recommendations for changes in the program that enhance permanency.		September 2012		Social Workers Social Services Supervisor Program Manager Older Youth population ILP Contractor *<u>Update:</u> Social Workers* *Social Services Supervisor* *Program Manager* *Older Youth Population*
	3.1.3 Provide training to social worker staff and the ILP provider regarding the analysis of the ILP evaluations.		January 2013		Social Workers Social Services Supervisor Program Manager ILP Contractor *<u>Update:</u> Social Workers* *Social Services Supervisor* *Program Manager*
	3.1.3 Social workers and youth aging out visit the THP Plus housing facility to receive training		July 2013		Social Workers THPP+ Contract Provider

	and information about the program.				Older Youth population

Strategy 3. 2 Classes that are designed to focus on teen issues or issues such as drug abuse, addiction, manners, respect and social skills will be developed, implemented and monitored.	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** **X** **N/A**	**Strategy Rationale** Educating youth on these topics can be tailored more to meet their needs and focus on the troubled areas that are often the barriers or interruptions in placement and permanency.		

Milestone	Timeframe	Assigned to
3.2.1 Social Skills classes designed to work with teen population be provided on a regular basis.	January 2012	Social Workers ILP Contractor Older Youth population
3.2.2 "Courage to Change" model (program utilized by probation or penal system) to be reviewed and possibly incorporated. For example past youth who have struggled can mentor classes about the struggles they face when exiting foster care.	January 2012	Social Workers ILP Contractor Older Youth population

Strategy 3.3 The Children's Services staff will be more involved in Permanent Connections. The staff will work with youth to explore other avenues in finding permanence or self-sufficiency.	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** **X** **N/A**	**Strategy Rationale** Children often do not have a safe and stable family to rely upon. In researching other ideas we can provide the youth with options other than returning to an unsafe place.		

Milestone	Timeframe	Assigned to
3.3.1 TILP will include a youth's response to family connections and will require input. This will be monitored through a review of all TILPs.	January 2012 *<u>Update:</u> Ongoing*	Social Workers Older Youth population ILP Contractor *<u>Update:</u> Social Workers* *Older Youth Population*
3.3.2 Continue to identify male role models for youth and their importance to their future.	January 2012 *<u>Update:</u> Ongoing*	Social Workers Older Youth population Calaveras M.E.N.

Describe any additional systemic factors needing to be addressed that support the improvement plan goals.
The agency may need to seek Board of Supervisor approval to contract services for a provider to enhance the program and expand the classes

offered to the eligible youth.
Describe educational/training needs (including technical assistance) to achieve the improvement goals. The contractor chosen for the ILP program will need to be trained in the program and what the requirements from the state to be in compliance. Social workers will need to be trained on the changes in the ILP program and the THP Plus program. The staff will also need to be trained in family locators, community resources and the importance of family connections.
Identify roles of the other partners in achieving the improvement goals. The Foster Kinship Care Education Advisory Committee will provide training and support to staff, foster parents and the community. The identified ILP contractor will educate staff of classes and changes in the programs. The foster family agencies will provide training to foster parents the importance of family connections. The agency will collaborate with the Adoptions Agency to provide accurate information to the older youth. The Fatherhood Initiative and/or the Calaveras M.E.N. may be resources to assist in identifying male role models. The Citizen's Review Panel may also be able to assist in developing future permanency strategies.
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. New policy and procedures on TDM's to be conducted on high risk placements of older youth, incorporation of family findings throughout court hearings every six months and the CWHSA to continue to work on the Fatherhood Initiative.

Permanency Measure C4.2: Placement Stability Outcome: Placement Stability (12 months to 24 month 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 12 months but not more than 24 months, what percent had two or fewer placement settings?

County's Current Performance:

⇒ **County's Current Performance: Children's Services**

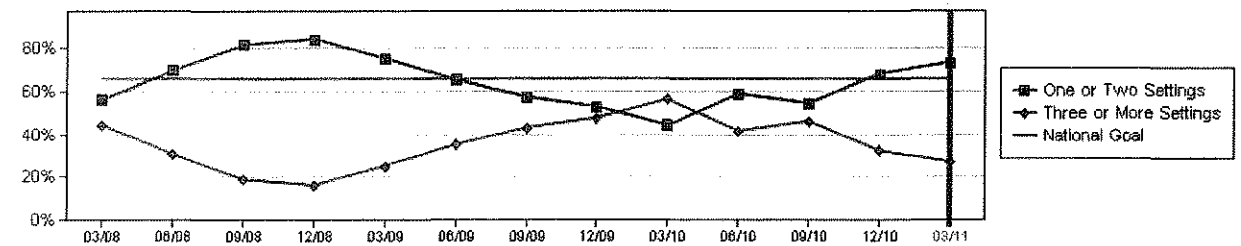
From October 1, 2009 to September 30, 2010, 52.4% of children in foster care during the year that had been in care for at least 12 months but less than 24 months had two or fewer placement settings.

CSSR Data:

Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Direction?	Percent change
7/1/09	6/30/10	14	26	53.8%	No	
10/1/09	9/30/10	11	21	52.4%	No	1.4%

From the baseline of July1, 2009 to September 30, 2010, the number of children who had two or fewer placement settings decreased from 53.8% to 52.4%

Safe Measures Data:



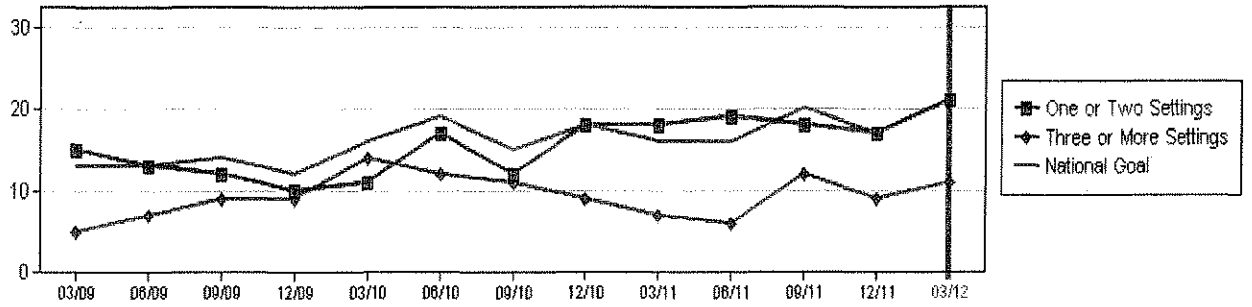
Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance
4/1/10	3/31/11	19	26	73.1%

	Count	Percentage
One or Two Settings	19	73.1%
Three or More Settings	7	26.9%
National Goal	17	65.4%
Total	26	100.0%

Update:

According to the April 2012 Quarterly Data Report, 16 of 25 children (64%) who had been in foster care for between 12 and 24 months had two

or fewer placements during 2011. According to SafeMeasures®, 21 of 32 children (65.6%) who meet this criteria experienced two or fewer placements as of March 2012. This meets the National Standard of 65.4% (see following chart).



	Count	Percentage
One or Two Settings	21	65.6%
Three or More Settings	11	34.4%
National Goal	21	65.4%
Total	32	100.0%

Improvement Goal 1.0 Increase placement stability of children through family finding efforts for relatives, fathers and other important people in children's life.

Strategy 1. 1 Family Finding and Engagement for relative placements	☐ CAPIT ☐ CBCAP ☐ PSSF X N/A	**Strategy Rationale:** To provide lifelong connections and stability placements for all children. Research finds that children placed with kin experience fewer moves than children placed in non-kin placements.

Milestone	Timeframe	Assigned to
1.1.1 ER workers consistently inquire about family or friend connections that may be willing to provide placement within 24 hours of the initial placement.	December 2011	On-call and ER social workers
1.1.2 On-going workers continue to inquire about any and all family/friends throughout the life of the case at least at six month intervals as measured through case reviews.	December 2011	Continuing social workers

	1.1.3 Social workers will accurately input information into CWS as measured by quarterly reports.		December 2011		All Children's Services staff
Strategy 1. 2 Engage non-custodial and custodial fathers into the lives of their children.		☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** X **N/A**	**Strategy Rationale:** Placement stability will improve with the establishment, enhancement and/or maintenance of paternal relationships by keeping the children connected with their fathers and their extended paternal family members.		
Milestone	**1.2.1** Train staff to identify alleged, presumed and biological fathers as soon as possible when information is presented to worker.	**Timeframe**	January 2012 *Update: Ongoing*	**Assigned to**	All staff
	1.2.2 Create a more male-friendly environment within the agency to help foster a positive working relationship with the fathers that we work with by adding more male-oriented posters, artwork, and magazines.		July 2012		All staff
	1.2.3 Work with our service providers to create father/male oriented services.		December 2012		Program Manager
Strategy 1. 3 Engage State Adoptions to keep case open longer in order to collaborate on permanency, while under contract.		☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** X **N/A**	**Strategy Rationale:** Substitute caregivers sometimes change their minds after children have been in placement for awhile regarding their permanency options. Placement stability will improve with increased time to keep the dialogue open regarding permanency for children between State Adoptions and the substitute caregivers.		
Milestone	**1.3.1** Meet with State Adoptions Management and develop a collaborative action plan to seek permanency plans for children.	**Timeframe**	July 2011	**Assigned to**	Director Program Manager Supervisors
	1.3.2 Train CWS and State Adoptions staff, while under contract, to work collaboratively in developing permanency plans for children.		December 2011		Program Manager Supervisors
	1.3.3 Track number of adoptions created		December 2011		Analyst

	through new collaborative working relationship.				

Improvement Goal 2.0
Improve placement stability through the use of youth mentoring for children in placement.

Strategy 2. 1 Develop a foster youth peer mentoring program to support children.		☐	**CAPIT** **CBCAP** **PSSF** **N/A**	**Strategy Rationale** Placement stability will increase with the use of peers who can mentor or support older children and youth in placement.	
Milestone	**2.1.1** Research foster youth peer mentoring programs in California and Nationwide.	**Timeframe**	January 2012 *Update: August 2012*	**Assigned to**	Program Manager
	2.1.2 Engage youth in the development of a youth mentoring program by collaborating with Independent Living Skills Program.		August 2012 *Update: October 2012*		ILP Contractor Calaveras Youth Mentoring Program Director Social Workers Youth *Update: Calaveras Youth Mentoring Program Director* *Social Workers* *Youth*
	2.1.3 Implement youth mentoring program		July 2013		Calaveras Youth Mentoring Program Director Social Workers Youth
	2.1.4 Track mentoring relationships and evaluate the effectiveness of the program.		July 2013		Analyst

Improvement Goal 3.0 Increase placement stability through the use of Ice Breaker Meetings.

Strategy 3. 1 Implement Ice Breaker Meetings between caregivers and birth parents.	☐	**CAPIT** **CBCAP** **PSSF**	**Strategy Rationale** Ice Breaker meetings are a promising practice which improve the transitions of children from birth family homes to out of

			X N/A	home placements.	
Milestone	**3.1.1** Research and develop Ice Breaker policy and procedures.	Timeframe	July 2012 *Update: September 2012*	Assigned to	Program Manager
	3.1.2 Train staff regarding Ice Breaker policy and procedures.		December 2012		Program Manager Supervisors Social Workers
	3.1.3 Train substitute care providers regarding Ice Breaker meetings.		January 2013		Program Manager FFA staff Substitute Care Providers
	3.1.4 Implement Ice Breaker Meetings.		February 2013		Social Workers FFA staff Caregivers Parents/Legal Guardians
	3.1.5 Develop and implement tracking mechanism for Ice Breaker meetings.		December 2012		Analyst

Improvement Goal 4.0 Incorporate the Citizen Review Plan (CRP) recommendations that will be made in November 2011.					
Strategy 4. 1 Review recommendations made by the Citizen's Review Panel to improve placement stability.		☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** X **N/A**	**Strategy Rationale** Placement stability will be improved through the implementation of select recommendations of the Citizen's Review Panel.		
Milestone	**4.1.1** Review and prioritize recommendations made by the Citizen's Review Panel.	Timeframe	November 2011	Assigned to	All staff
	4.1.2 Report back to the Citizen's Review Panel.		March 2012 *Update: May 2012*		Program Manager
	4.1.3 Select and implement specific and appropriate recommendations.		May 2012 through May 2013		Program Manager Supervisors
	4.1.4 Evaluate the effectiveness of implemented recommendations.		May 2014		Program Manager

Describe any additional systemic factors needing to be addressed that support the improvement plan goals. None identified at this time.
Describe educational/training needs (including technical assistance) to achieve the improvement goals. Training and technical assistance related to Family Finding.
Identify roles of the other partners in achieving the improvement goals. Caregivers and Citizen Review Panel
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. None identified at this time.

Outcome/Systemic Factor: Type of Placement - Measure 4B Juvenile Probation

The overall intent is to provide Calaveras County youth with in-county services to prevent out-of-home placements. Resources continue to be limited in Calaveras County. Some of those factors are based on the current economic conditions throughout California. Probation will continue to outreach with all available service providers, community partners, and faith based programs in order to effectively refer our youth to the program that meets their individual needs.

Probation will support the service providers by having open dialogs with the youth and providers, ensuring that the goals and purposes are clear and obtainable.

Update:

The Probation Department is working diligently on AB-12, non-minor dependent youth, in their placements. This is a challenging population of youth that have engrained behavior issues that create barriers for employment and on-going educational endeavors. While challenging, it is encouraging to see the youth's willingness to work for change. This particular group of youths requires a significant amount of time and energy by the Supervising Probation Officer to deescalate their fear of change or the fear of success. It is a learning lesion for all individuals involved in this population and is exciting to see all of the possibilities for these youths.

Probation has met with a Foster Family Agency to begin the dialog about implementing the Intensive Therapeutic Foster Homes and to make them available to the probation youth. In addition, probation was able to obtain a copy of Cal-Works contract with the Foster Family Agency to use as a template to start the contract process.

Calaveras County Probation Department is going through extreme changes which ultimately result in barriers. There has been a significant reduction in personnel in the Juvenile Probation Division thus eliminating ART (Aggression Replacement Therapy). The implementation of the Intensive Therapeutic Foster Homes will be a very slow process and will most likely not be implemented until 2013.

County's Current Performance:

From January 1, 2010, seven youth were in Juvenile Probation placement. One is placed with kin; five are placed in group homes and one in "other". Calaveras County Probation Department continues to struggle with obtaining out-of-home placements within Calaveras County. There are no available foster homes that will take a probation youth in Calaveras County. There are two group homes within the county; one being for the treatment for male sex offenders and one which is highly structured for males. There are no female group homes in the county.

Update:

As of March 28, 2012, eight youth were in Juvenile Probation placement. One is in Transitional Housing, one is placed in a group home, one is in a SILP, four are placed in a "Camp Program" and one is placed in out-of-state group home placement.

Improvement Goal 1.0
Increase the number of placement resources by two in the County that will receive probation youth.

Strategy 1. 1 Increase the number of placements for Probation Youth in the county by examining two existing Child Welfare Services programs and determining whether Probation can access those services.		☐	**CAPIT**	**Strategy Rationale** Placing youth in out of county group homes is difficult for the youth, family, and agency. If a youth requires placement, the only option is a group home, in or out of the county. This does not meet the needs of many youth, who would benefit from a foster home setting.	
		☐	**CBCAP**		
		☐	**PSSF**		
		X	**N/A**		
Milestone	***1.1.1*** Contact Child Welfare Services and the Foster Family Agency to explore the possibility of contracting for Intensive Foster Care Treatment for probation youth. <u>Update:</u> ***1.1.2*** *The contract that Child Welfare Services obtained has been provided to Probation Staff. The contract needs to be updated to reflect Probation language.* ***1.1.3*** *Continue meetings with agency staff to* ***1.1.4*** *complete the contract*	**Timeframe**	On-going dialog with all available agencies within the county. <u>Update:</u> *January 2013*	**Assigned too**	Probation Supervisor <u>Update:</u> *Chief Probation Officer must approve*
	1.1.2 Explore the "sweetheart" placement program for youth. <u>Update:</u> *This is no longer an option. We will use Kin-GAP options instead on an on-going basis.*		July 2013 <u>Update: Ongoing</u>		Probation Supervisor <u>Update:</u> *Probation Staff*
	1.1.3 Once it is determined if Probation is able to utilize the Intensive Foster home, a plan will be developed and implemented.		September 2013		Probation Supervisor
Strategy 1. 2 Increase the practice and documentation of Family Finding strategies.		☐	**CAPIT**	**Strategy Rationale** Formalizing the process and documentation of Family Finding may help identify more relatives for placement. Including older siblings and other relatives whose status changes over time.	
		☐	**CBCAP**		
		☐	**PSSF**		
		X	**N/A**		
Mi le	**1.2.1** Contact Child Welfare Services and explore	**Ti me**	October 2012	**A ss**	Probation Supervisor

	the possibility of utilizing their Family Finding Search Engine.				*Update:* *Probation Supervisor Probation Staff*
	1.2.2 Develop a formal Family Finding practice and documentation policy.		*Update:* *January 1-March 31, 2013*		Probation Supervisor *Update:* *Probation Supervisor Probation Staff*
	1.2.3 Implement and monitor the strategy.		*Update:* *April 2013*		Probation Supervisor *Update:* *Probation Supervisor Probation Staff*
	1.2.4 Monitor and evaluate progress.		April 2013-April 2015		Probation Supervisor *Update:* *Probation Supervisor Probation Staff*
Strategy 1. 3 Provide additional supports for families when they are identified and express an interest in placement.		☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** **X** **N/A**	**Strategy Rationale** Sometimes family members are identified but do not want the youth placed with them, due to a concern about a lack of support. Developing more supportive services for families may lead to an increase in relative placements.		
Milestone	**1.3.1** Assess the level of supportive services that are available to relatives that have youth placed with them.	**Timeframe**	May 2011 - July 2011 *Update:* *Currently implementing*	**Assigned to**	Probation Supervisor *Update:* *Probation Supervisor Probation Staff*
	1.3.2 Develop a plan to increase the level of support, e.g. counseling, mentoring (teens), faith based youth groups *Update:* *Probation Staff meets with outside agencies to staff cases prior to placement.*		July - September 2011 *Update; Completed*		Probation Supervisor *Update:* *Probation Supervisor Probation Staff*
	1.3.3 Do outreach to the community on an ongoing and case by case basis improve supportive services for families.		September 2011 and ongoing *Update:* *Currently implementing*		Probation Supervisor *Update:* *Probation Supervisor*

					Probation Staff

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

Currently no foster homes in the county will take Probation youth, this needs to be discussed as a systemic issue, to identify any barriers or challenges.

Update:
Significant changes have occurred within the Juvenile Probation Division. The staff have been reduced from a high of four Probation Officers, One Supervisor and one Para-Legal to two Probation Officers, a significantly part-time supervisor (now shared with the Adult Division), and one Para-Legal. An intern was just recently added to the Juvenile Division.

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

Family Finding and Engagement

Update:
Probation Staff had requested training.

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

Child Welfare Services to identify possible sharing of resources. Foster Family Agency to assist with developing foster homes for youth. Community to increase placement resources, and supportive services. The Citizen Review Panel is also focusing on identifying needs and enhancing foster care within Calaveras County.

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

None Identified

D. CWSOIP Narrative

CWSOIP funds are intended to support county efforts to improve safety, permanency and well-being for children and families by providing counties with additional resources for activities such as implementing new procedures, providing special training to staff or caregivers, purchasing services to address unmet needs, conducting focused/targeted recruitment of caregivers, or improving coordination between public and/or private agencies or any other activity that addresses an AB636 outcome identified by the county as an area needing improvement.

In Children's Services, used the CWSOIP funds to help strengthen families' reunification efforts in a variety of ways. Our Behavioral Health Services is unable to serve clients who do not qualify for Medi-Cal, so a contract was recently put into place with two of the local Mark Twain St. Joseph's Hospital's Family Medical Centers to serve uninsured/underinsured clients with individual and/or family therapy sessions. Additionally, a contract with the Calaveras County Behavioral Health Services' Substance Abuse Program has been been put into place to serve Children's Services clients who cannot afford to pay for substance abuse treatment. These funds were also used to provide unemployed, work-eligible clients with various job-readiness employment supportive services (such as tools, training, uniforms, bus passes), obtain a valid California Driver's License, as well as pay for certain medical costs not covered by their medical insurance (i.e. eye glasses, emergency dental work). These funds were also utilized to help purchase household needs for the safe return of their children to their homes (such as beds, cribs, car seats, fire alarms).

These funds have also been used to pay for some needed household items for relative placements, as the Emergency Kin funds have diminished over the past several years.

For staff development, the CWHSA also used these funds to help us receive necessary staff training to support the ILP program needs, as well as provide adoption services training.

Citizen Review Panel
Annual & Recommendations Report
(2010/2011 Program Year)

County: Calaveras
Contact Person for this Report:
Name: Robin Davis
Phone: 209-754-6917
Email: rdavis@co.calaveras.ca.us

Date Submitted to OCAP: Nov. 15, 2011
Date & Person Submitted to at the local County Agency: Nov. 15, 2011, Mikey Habbestad, Calaveras Works and Human Services Agency

Please report on the Citizen Review Panel's activities per the items below and submit your response to CDSS, Office of Child Abuse Prevention via the Strategies Consultant no later than November 15, 2011.

1. **County Profile** (OCAP will provide current data from current annual report)
General Demographics
Ethnic make-up of county
Household income

2. Panel Activities

A. Panel structure and development

I. Membership (**Work plan Goal #1**)
Have there been any changes in membership or panel composition during the reporting period?
The Calaveras CRP has maintained a diverse panel. Members consist of community volunteers who are also parents, foster parents, adoptive parents, educators, and social service professionals. The CRP Member Roster is attached.

Please discuss any activities the panel has engaged in specific to the recruitment of panel members to reflect community demographics and support creating or maintaining a diverse panel.
The CRP Coordinator spoke to groups and submitted a press release about the purpose of the panel to engage new members. The press release was printed in local newspaper and on-line community news, and shared with county agencies, schools, faith-based centers and foster family agencies. It resulted in several new members including foster and adoptive parents.

II. Panel Training (**Work plan goal #2**)
Please elaborate on the on-going orientation trainings of new CRP members.
In addition, please describe any training activities the CRP has engaged in this past year as a means of on-going panel development.
All members signed a statement of confidentiality regarding the privacy of information obtained. Members reviewed and updated the Scope of Work, defining the goals for the year and the annual budget. Members were provided with information about the purpose of a Citizen Review Panel, local child abuse statistics, placement stability statistics, and outcomes from the previous year's work of the Calaveras CRP.

The CRP Coordinator and two panel members attended the "All CRP" Meeting in August and gained a greater understanding of the process and outcomes from other California counties and the Strengthening Families framework.

III. Panel self evaluation activities – (**Work plan Goal #6**)
Has the panel undertaken any activities to help it assess its own performance during the reporting period? If so briefly describe these activities and the findings. If not, please describe when and how the panel will assess its performance.
Tracy Urban provided guidance in conducting a self-assessment. Eight panel members completed the assessment. The results are attached as CRP Self Assessment.

3. CRP objectives (Work plan Goals #3 & 5)
For **each objective identified** in your work plan please report on the following:

•Any demographics related to the CRP objective(s)
It is well documented that placement stability is important for children in foster care to develop healthy secure relationships, decrease school mobility, increase academic achievement, and reduce the stress that arises from being displaced multiple times.

During the Fiscal Year 2010-11, 62 children (78%) in Calaveras County did not experience a placement change. Thirty-one children did experience placement changes. Twenty (65%) were between the ages of 15-18.

Placement changes resulted from the following reasons *(indicates the number of children involved):* Higher level of care needed (1), Incarcerated (1), Child ran away (2), Child's Behavior (4), Complaint on placement home (6), Other (2 poor matches, 1 child's behavior, 2 at the parent's request, and 3 at the family's request), and Foster Home/Agency request (9).

The placement change was predominantly at the request of the foster home/agency, which could indicate a lack of knowledge and support for the foster parent.

As a result, 17 children were placed with a relative. Four children were placed with a legal guardian. These statistics reveal that Calaveras County Children's Services have a strong commitment to continuous quality improvement and placement stability.

Strengths of Children's Services *

- Relative placement for the children was a priority if there were available and appropriate relatives willing to have the children placed in their care
- Parents and relatives were offered regular visitation with the children when the children were in foster care placements
- Services for the children were readily available and utilized to assure the children's educational, medical, and mental/ behavioral health needs were properly addressed
- Social workers and foster parents were diligent in assuring children were supported in their educations, hobbies, positive relationships
- Sibling connections were valued and a high priority for social workers

Challenges of Children's Services *

- There was a limited selection of local foster homes, specifically foster homes that can accommodate larger sibling groups and were trained in caring for children with high behavioral needs
- The recent decrease in the budget has created multiple hardships for social workers, lessening the amount of time they were able to dedicate to each family
- Children are dedicated to their biological families, creating emotional dilemmas in their desire to want to commit to a family for adoption or guardianship and sometimes causing disruptions to their placements
- There were foster parents and relative caretakers that were not willing to support various aspects of case plans
- There was some inconsistency in how and when Team Decision Making (TDMs) were scheduled, and in some of the cases reviewed there were no TDMs at placement changes.

* Strengths and Challenges Regarding Placement Change, *2011 Calaveras County California Child and Family Services Review County System Improvement Plan*

•Description of the review activities and any technical assistance provided (example = case review, focus group, data review, State (Strategies) RP consultant) to support your review work.

PROCESS

Panel members met eight times over the year to prepare and implement an assessment of services and resources for foster parents in Calaveras County with a goal to secure children's safety and well-being through placement stability.

- A Data Collection Committee investigated Calaveras County child welfare statistics including the number of placement terminations in the last year, the ages of children, and reasons for termination.
- An Outreach Committee researched how the panel would reach foster parents and obtain meaningful information that can help reduce the number of placement changes.
- The Coordinator interviewed social workers at California Foster Families and Environmental Alternatives, Inc.
- The Coordinator and a panel member interviewed Tiffany Flies, the Family Service Manager with the Columbia College Foster and Kinship Care Education Program.
- Based on feedback from foster family agencies, the panel developed specific closed-ended questions to gain the highest response. A survey of Calaveras County licensed foster parents was conducted to discover their attitudes and needs. The purposes of the survey were:
    - to obtain a foster parent assessment of their awareness, use, and satisfaction of the resources, services, and parent education offered locally;
    - to gauge how prepared foster parents feel in supporting their child's behavioral/emotional needs; and
    - to learn what children's issues are of most concern to foster parents.

  The letter and survey are attached.

•Findings based on review activities

THE FOSTER PARENTS

Surveys were sent to the current foster families in Calaveras County. Out of 28 households with one or two caregivers, 17 surveys were completed (9 female, 8 male). Forty-one percent have been a foster parent for 5 or more years.

THE FOSTER CHILDREN

The survey respondents currently care for a total of 18 foster children.

- 78% are between the ages of 5-18
- 22% are under 5 years of age

FOSTER PARENT SATISFACTION, PREPARATION, AND CONCERNS

The data indicates that the foster parents surveyed are satisfied with their foster family agency (88%) and children's protective services social worker (76%). None of the respondents checked that they were dissatisfied. Over half (53%) felt they received enough background information about the child to anticipate possible behavioral/emotional needs and 71% felt successful in supporting their child's emotional needs.

While half of foster parents feel prepared to respond to specific crises, such as when a foster child talks about suicide, foster child is arrested, foster child runs away, or foster child uses drugs/alcohol; they are the least prepared to respond to a foster child's sexual activity (41%) and when a child is moved unexpectedly (41%).

While caregivers report feeling successful and being prepared for most crises, they desire to learn more about addressing children's behaviors and behavioral issues.

- To strengthen relationships, 53% of foster parents are most concerned with preparing children with life skills to achieve independence. Other concerns include helping children feel included and valued and increasing children's cooperation (mealtimes, bedtime, clean up, homework).
- To build positive behaviors, 47% are most concerned with aggressive behavior of the child. 41% are concerned with whining, arguing, yelling, and tantrums.
- To address special needs, 41% are most concerned with the child's behavioral and mental disabilities.

•Formal Recommendations based on findings (for County and State)

RECOMMENDATIONS TO COUNTY

One component that supports placement stability is the recruitment, assessment, selection, and support of foster parents and kin caregivers.

1. **PROVIDE PEER SUPPORT AND INTEGRATION OF PEER RELATIONSHIPS FOR CAREGIVERS (FOSTER PARENTS and RELATIVE PLACEMENTS):**
   Without adequate preparation, training, and support for foster parents, children are more likely to experience disruptions in their placements. It is documented that foster parents who have greater social support systems are more likely to provide a stable placement for the child. Additionally, foster parents who have appropriate expectations and understand the causes and reasons for a child's behavior is predictive of placement stability.

   Provide Peer Networking Training/Meetings for Caregivers

   A Foster Parent Peer Networking Program would offer direction and personal support for caregivers. Experienced caregivers would walk interested or newly licensed foster parents through the realities, challenges and successes of foster parenting and share how they have addressed crisis, behavioral and physical development, medical problems, educational advocacy, and strategies for engaging with birth parents. A peer's ability to empathize and share their own foster care experience is what makes them uniquely effective.

   Peer foster parent leaders would be paid a stipend of approximately $25.00 for their time and transportation. It is recommended that CWHSA explore the feasibility of utilizing their Child Welfare Services Outcome Improvement Funds or their Foster

Parent Recruitment Funds to provide a stipend. If these funds are not available, the use of Child Abuse Prevention funds could be considered.

The hours of peer networking should be considered as part of the 12 pre-service required training or the 8 hours of annual training required by the state. (California Foster Families and Environmental Alternatives, Inc. both require 12 hours of annual training). Childcare should be provided.

Peer Foster Parent Roles:

- Help new foster families address issues, access resources, and share successes in helping children with challenging behaviors
- Help new foster parents better understand how the whole system works, from the court to the agency, schools, and other community services
- Provide information that will promote positive communication between the parents and human service agencies
- Encourage education and training required to maintain license
- Serve as a sounding board and provide supportive relationships to foster parents

2. PROVIDE AGENCY SUPPORT AND INTEGRATION OF AGENCY RELATIONSHIPS FOR CAREGIVERS (FOSTER PARENTS and RELATIVE PLACEMENTS):

Although the majority of foster parents are aware of some resources, (The Resource Connection, School Services, Calaveras Works and Human Services Agency, First 5 Calaveras, and Calaveras County Behavioral Health), only 27% on average have used these services or resources.

Other community agencies that provide services for families and youth in foster care are rarely utilized. On average, 55% of foster parents are not aware that the following exist: Calaveras County Public Health, Calaveras County Office of Education *(foster youth services, youth mentoring, special education)*, UC Extension *(4H, nutrition and parent education)*, Mind Matters Clinic, The Family Resource Network, and Mark Twain St. Joseph Hospital 24 Hour Nurse Call Center.

Build Stronger Relationships Between Caregivers and Agencies

The link to agency staff and community resources can be improved by inviting each social service and education agency to appoint a staff member to provide focused information about resources at Peer Networking meetings. Caregivers could learn about specific strategies and resources in one location from community professionals and peer foster parents.

3. PROVIDE PARENT EDUCATION WITHIN THE PEER SUPPORT NETWORK

On-line education is not enough. Provide caregivers opportunities to be with other parents to learn effective ways to support children.

- 59% of foster parents do not feel they are provided enough information about available parent education/child development training opportunities in their community.
- Only 24% have participated in local parent education workshops or web-based parent education. Of those, five parents indicated the trainings were provided by "Joyce Peek" (First 5 Calaveras Coordinator of Parent Education Workshops), "The Resource Connection", and "California Foster Families".

Connect to Columbia College Foster and Kinship Care Education (FKCE) Program and Folsom Lake College FKCE Program

The mission of the Foster and Kinship Care Education Program is to provide quality education and support opportunities to caregivers of children and youth in out-of-home care, so these providers may meet foster children's educational, emotional, behavioral and developmental needs. The FKCE programs should be considered as leads in hosting Peer Networking trainings/meetings and continuing education for all caregivers. Columbia College can provide parent education in Calaveras County, while Folsom Lake FKCE Program would meet the needs of caregivers who live closer to Jackson. Monthly parenting trainings could be provided in conjunction with Peer Networking meetings. Caregivers would gain support and knowledge from seasoned foster parents, agency staff, and learn about a wide range of subjects related to caring for children in foster care.

Columbia College FKCE serves Tuolumne, Mariposa, and Calaveras counties. According to the program manager, classes have been offered in Calaveras County with little participation. This could change with collaboration amongst CWHSA, foster family agencies, and other service providers. The manager solicits input from foster families and agencies to guide education opportunities.

POSSIBLE OUTCOMES OF A PEER NETWORK PROGRAM

The survey results indicate most foster parents are interested in supportive relationships and social opportunities that benefit the child. Many would like parent education combined with social events with other foster parents (71%), fundraising events for foster children (64%), and a question hotline phone resource (59%). Nearly half of respondents (48%) are interested in foster parent support group meetings and being paired with a foster parent mentor and a foster parent/Child Protective Service Liaison.

A network of foster families who gather for peer training, support, and education may feel more likely to continue to be a part of the foster parent community.

RECOMMENDATION TO OCAP (State Office of Child Abuse Prevention)

4. REASSESS TRAINING REQUIREMENTS FOR PRE-LICENSING AND LICENSING OF FOSTER CAREGIVERS

Quality parenting education should be a key component to successful foster and kinship care. Parent education provides caregivers with the tools to care for children who may have trauma issues, grief, behavioral issues, developmental needs, lapse in education, attachment disorders, and high stress. The panel recommends that the State of California Office of Child Abuse Prevention provide guidelines regarding the content, hours, and evidence or research based training that is accepted as continuing education required for foster caregivers. Without them, caregivers will continue to fulfill the hourly requirement with web-based resources that may not address the needs of children in out-of-home care. It is recommended that all caregivers maintain parent education through classes or workshops to include childhood development, early mental health, positive discipline, home-school relationships, and understanding trauma and grief. These types of training are often offered free locally or could be embedded into Foster and Kinship Care Education programs.

•Follow-up on the prior years annual report recommendations, including any County and State responses to the recommendations

Last year, the panel made several recommendations to improve the Independent Living Program. Calaveras Works and Human Services Agency provided the following responses of actions they will take:

1. Develop a pamphlet that defines the goals of the ILP, and solicit feedback from ILP youth by Sept 2011. Youth will receive the pamphlet when they reach age 15.5, enter out-of-home care, or in their first ILP class. Foster parents will receive it when they accept placement of an ILP eligible youth. *This was shared with the contracted ILP provider, who was receptive. It has not been done but is still a goal.*
2. Consider the feasibility of having current or former ILP youth develop a video that explains the ILP goals by September 2011. *This was shared with the contracted ILP provider, who was receptive. It has not been done but is still a goal.*
3. Contract with an individual, agency or collaborative to provide ILP Coordination and services beginning March 2011. *The contract is in place with Mountain Oak Health Center; however we continued to provide ILP services through June. Mountain Oak began providing services in September.*
4. Invoice other counties for providing ILP coordination and services to their youth, beginning Feb. 2011. *This has been completed and continues.*
5. Meet with group homes to streamline the process, reduce duplication of trainings, and reduce the budget. *This has been completed and continues. ILP is not being provided to Rites of Passage residents unless the other counties agree to reimburse. To date, none have agreed to do this so Oakendell is the only*

group home whose residents are receiving ILP services through Mountain Oak Health Center.

6. Suggested ways to provide youth with experiential "hands on" learning and connection to resources will be relayed to the contracted ILP Coordinator.
7. Ensure the awarded ILP provider is aware that the classes must be two hours in length, with consistent locations and times, and that adequate notice of the classes is provided, by September 2011. *This has been completed and will continue.*
8. Recruit some ILP youth to assist in the development of pre and post assessments for each class and an evaluation maybe done by Children's Services, the new contractor, or the CRP. *This was shared with the contracted ILP provider, who was receptive. It has not been done, but is still a goal.*
9. *Sug*gestions to help youth connect to supportive adults will be relayed to the new contractor. Continue to explore the feasibility of creating a Calaveras County foster youth peer mentoring program. *Regretfully, we have not been able to accomplish this due to everyone's busy schedules. It remains a long term goal. This was shared with the contracted ILP provider, who was receptive. It has not been done, but is still a goal.*
10. Analyze the impact of incorporating (Transitional Independent Living Plan (TILP) planning meetings into our Team Decision Making component. *This was shared with the contracted ILP provider and staff, who were receptive. It has not been accomplished, but it is still a goal.*

•Discuss how the CRP recommendations will be disseminated to county, state officials as well as the public and how the CRP will handle any comments made.
The annual report will be shared via the internet and presentation with community partners and the Calaveras County Board of Supervisors.

•Future Directions –Briefly discuss the activities that the panel expects to undertake during the 2011/2012 program year- with an emphasis on July-Sept 2011 activities. (Please attach an updated work plan for next year)
Panel members have discussed possible activities for the next year, including:

- Conduct an assessment of services and resources available to Calaveras County kinship caregivers
- Conduct an assessment/follow up of the recommendations in this report regarding foster caregiver support and training
- Conduct an assessment/follow up of the recommendations in last year's report regarding the Independent Living Program

The panel will decide their focus by January 2012. <u>The updated work plan is attached.</u>

4. Public in-put (Work plan Goal # 4)

Briefly describe any public input that the panel obtained during the reporting period and how this input was taken into consideration when making your final recommendations for this annual report.

If you will be obtaining public input after this annual reports recommendations are developed and published briefly describe your public input process and outline the time frames for this process.

The annual report will be provided by the CRP Coordinator at a regular meeting of the Prevent Child Abuse Council Calaveras, which is advertised to the public. It will be given to Children's Services before it is more widely distributed to the Board of Supervisors, community agencies, and the public.

5. Attachments

Please attach the following documents to this report:

- Updated roster of Citizen Review Panel Members, including their affiliations
- Minutes of the panel's meetings for the July 1, 2011 to September 30, 2011 quarter. If the panel utilizes committees, please attach the minutes, if any, of these committees
- Updated Scope of Work for the coming years panel activities 2011/2012
- Please submit a statement of the panel's expenditures for the 2010/2011 program year.

All of the above documents are attached.

Calaveras Works and Human Services Agency
Response to the Citizen's Review Panel's
Annual & Recommendations Report
(2010/2011 Program Year)

The Calaveras Works and Human Services Agency's (CWHSA) Children's Services staff sincerely appreciates the members of the Calaveras County Citizen's Review Panel (CRP) for their willingness to assist us in improving our Child Welfare Services. We were pleased that you chose to focus your efforts on strategizing ways to improve our Foster Parent training and support, as we not only agree that this will ultimately help improve placement stability, but also we agree that this is an important population to devote attention to. We welcomed your suggestions for improvement in this area.

We are providing the following responses to the findings and/or recommendations from the Annual & Recommendations Report (2010/2011 Program Year):

RECOMMENDATION 1: PROVIDE PEER SUPPORT AND INTEGRATION OF PEER RELATIONSHIPS FOR CAREGIVERS (FOSTER PARENTS and RELATIVE PLACEMENTS):

Without adequate preparation, training, and support for foster parents, children are more likely to experience disruptions in their placements. It is documented that foster parents who have greater social support systems are more likely to provide a stable placement for the child. Additionally, foster parents who have appropriate expectations and understand the causes and reasons for a child's behavior is predictive of placement stability.

RECOMMENDATION 2: PROVIDE PEER NETWORKING TRAINING/MEETINGS FOR CAREGIVERS

A Foster Parent Peer Networking Program would offer direction and personal support for caregivers. Experienced caregivers would walk interested or newly licensed foster parents through the realities, challenges and successes of foster parenting and share how they have addressed crisis, behavioral and physical development, medical problems, educational advocacy, and strategies for engaging with birth parents. A peer's ability to empathize and share their own foster care experience is what makes them uniquely effective. Peer foster parent leaders would be paid a stipend of approximately $25.00 for their time and transportation. It is recommended that CWHSA explore the feasibility of utilizing their Child Welfare Services Outcome Improvement Funds or their Foster Parent Recruitment Funds to provide a stipend. If these funds are not available, the use of Child Abuse Prevention funds could be considered. The hours of peer networking should be considered as part of the 12 pre-service required training or the 8 hours of annual training required by the state. (California Foster Families and Environmental Alternatives, Inc. both require 12 hours of annual training). Childcare should be provided.

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- Provide information that will promote positive communication between the parents and human service agencies
- Encourage education and training required to maintain license
- Serve as a sounding board and provide supportive relationships to foster parents

RECOMMENDATION 3: PROVIDE AGENCY SUPPORT AND INTEGRATION OF AGENCY RELATIONSHIPS FOR CAREGIVERS (FOSTER PARENTS and RELATIVE PLACEMENTS):

Although the majority of foster parents are aware of some resources, (The Resource Connection, School Services, Calaveras Works and Human Services Agency, First 5 Calaveras, and Calaveras County Behavioral Health), only 27% on average have used these services or resources. Other community agencies that provide services for families and youth in foster care are rarely utilized. On average, 55% of foster parents are not aware that the following exist: Calaveras County Public Health, Calaveras County Office of Education (foster youth services, youth mentoring, special education), UC Extension (4H, nutrition and parent education), Mind Matters Clinic, The Family Resource Network, and Mark Twain St. Joseph Hospital 24 Hour Nurse Call Center.

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The link to agency staff and community resources can be improved by inviting each social service and education agency to appoint a staff member to provide focused information about resources at Peer Networking meetings. Caregivers could learn about specific strategies and resources in one location from community professionals and peer foster parents.

RECOMMENDATION 4: PROVIDE PARENT EDUCATION WITHIN THE PEER SUPPORT NETWORK

On-line education is not enough. Provide caregivers opportunities to be with other parents to learn effective ways to support children.

• 59% of foster parents do not feel they are provided enough information about available parent education/child development training opportunities in their community.

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with little participation. This could change with collaboration amongst CWHSA, foster family agencies, and other service providers. The manager solicits input from foster families and agencies to guide education opportunities.

RESPONSE:

For all of the reasons outlined in the Recommendations Report, creating and sustaining a network for substitute care providers is a great suggestion. We have asked the Board of Supervisors to approve an additional MSW-level social worker position for our Children's Services program. In addition to other duties, we envision that this social worker will facilitate on-going foster/adopt "PRIDE" (Parent Resources for Information, Development, and Education) trainings. PRIDE has different components, including Foster PRIDE and Adopt PRIDE pre-licensing training. The intent of this component is that it is provided by not only the social worker, but by a foster parent and/or adoptive parent who can provide their point of view about the process. Having this social worker be a part of the substitute care providers' networking/training/peer support meetings in some capacity makes sound sense. As the Recommendation Report suggests, the Columbia College FKCE Program Manager has expressed willingness to participate in – and perhaps even facilitate – these meetings as well. Additionally, including other community service provider agencies in the meetings to help educate attendees to the available services, as well as strengthen their working relationships with each other, is a good idea. Although the CWHSA can invite other agencies to participate, we understandably cannot enforce them to do so.

The following summarizes our commitments to the CRP as a result of your thoughtful suggestions:

- The CWHSA has a Children's Services social worker who represents us at Columbia College's FKCE meetings. We will ensure that this social worker engages in dialogue with the FKCE Program Manager regarding the CRP Recommendations and Response reports.
- We will consult with our Fiscal Program Manager to determine the feasibility of paying a nominal stipend for peer support leaders to attend the monthly Peer Networking meetings, using our Child Welfare Services Outcome Improvement Plan budget.
- Because providing child care for these Peer Networking meetings is essential, we will partner with other Networking meeting participating agencies to determine how to ensure child care is provided. We welcome the CRP's suggestions in this regard.
- We will discuss the recommendation of embedding parent education within these Peer Networking meetings with our First 5 Calaveras partners.

Again, thank you for your thoughtful review and recommendations. We appreciate your hard work and dedication in helping us improve placement stability and quality foster care in Calaveras County, and in improving Calaveras County's Children's Services in general.