Cover Sheet

# California's Child and Family Services Review
## System Improvement Plan Update

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| **County:** | MADERA |
| **Responsible County Child Welfare Agency:** | MADERA COUNTY DEPARTMENT OF SOCIAL SERVICES |
| **Period of Plan:** | **07/01/2010 – 06/30/2013** |
| **Period of Outcomes Data:** | **4th Quarter** |
| **Date Submitted:** | **10/08/2012** |
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# MADERA COUNTY

# SYSTEM IMPROVEMENT PLAN

# AUGUST 2012 UPDATE

California-Child and Family Services Review (C-CFSR)
AB 636 Outcomes and Accountability

Department of Social Services
Kelly Woodard, Director

Probation Department
Rick Dupree, Chief Probation Officer

MADERA COUNTY SYSTEM IMPROVEMENT PLAN AUGUST 2012 UPDATE

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## Madera County 2012 SIP Update Team

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**SIP UPDATE 2012 – Narrative**

**Child Welfare**

Madera County identified three outcomes for focused improvement efforts utilizing the PQCR and CSA processes. The three outcome areas were considered and improvement activities were determined during the numerous SIP convening's. There continues to be open dialogue between partnering agencies and families as we navigate implementation and assessment of SIP activities.

Madera County's CWS/Probation Focus areas:

1) C1.4 - Reentry Following Reunification, of all children discharged from foster care to reunification during the year, what percent reentered foster care in less than 12 months from the date of the earliest discharge to reunification during the year? (Child Welfare)

2) C3.3 - In Care 3 Years or Longer (emancipation/age 18) - of all children in foster care during the year who were either discharged to emancipation or turned 18 while still in care, what percent had been in foster care for 3 years or longer? (Child Welfare)

3) Safely returning youth home and deterring recidivism (Probation)

Madera County's original SIP goal for improving C1.4 by 10% has been met. The Department initially identified this Outcome/Systemic Factor at the onset of the SIP, which that data showed 22.5% of youth were re-entering foster care following reunification in the 12 months following the reunification. The last four consecutive data collection periods show significant improvement for Madera County, averaging 11% re-entry rate. This represents a 50% improvement in this specific outcome during this current SIP. Despite still being a bit short of reaching the National goal for this outcome measure, we have met our stated goal of 10% improvement in this outcome measure. The use of Structured Decision Making to determine case risk level has increased case visits to be consistent with the requisite number of visit with the family based on risk level. This multiple visit model includes participation by county partners to include the Public Health and Behavioral Health Departments. The use of tandem or specialized visits focuses on strengthening families by wrapping them with services.

This has also allowed for FM/FR to focus on referring parents to parenting classes that give both the child(ren) and their caretakers the same strength based and consistent message. The department has focused on providing motivational interview training for staff to improve the family's engagement with both their child(ren) and their active participation in their case plan. The department encourages participation in case management development by parents so that they feel part of the process. With the clear understanding that not all families are the same and some require extra attention; the department implemented intensive case management. Intensive Case Management allows the Social Worker to increase the focus on health, education, safety and parent/child interaction needs through home visitation along with conversation that addresses case plans and compliance monitoring.

In furtherance of the Department's efforts to engage families, the engagement tools associated with Safety Organized Practice have provide additional support to Social Workers, that utilizes the principles of Motivational Interviewing with Solution Focused Interviewing to assist families. Safety Organized Practice has been brought to Madera County with 100% of Social Worker Supervisors trained and 33% of Social

Workers (who were identified as early implementers) trained by by Phil Decter, Raelene Frietag, Heather Meitner, and Margie Albers. This training is intended to provide a practice model for Madera County Child Welfare Services, based on family engagement, solution focused and motivational interviewing, and collaborative efforts between the family, service providers, and the Department.

Finally, the department has enhanced its Linkages program. This has been accomplished through training, practice and program integrity to incorporate Linkages into all Child Welfare Services cases eligible for CalWORKs. Through the Linkages program resources and services are provided in a more efficient manner to enhance family's success through coordination of case management efforts. Training has been provided to Child Welfare and Welfare to Work staff on the Linkages Model. Further, to institutionalize the model, policies and procedures have been update to reflect inclusion of Linkages as an adopted model.

In regards to outcome measure **C3.3, In Care 3 Years or Longer (Emancipated/Age 18),** the department's goal was to improve by 16% and decrease the number of youth who either emancipated or turned 18 while in care to 10. Madera County's performance outcome is 59.1 as reported in Quarter 3, 2009, compared to National Standard Goal of 37.5 The department achieved success in this area by reducing the number of youth to 9. According the data provided by UC-Berkeley, Madera County has shown strong improvement in the last four data collection periods, including the most current period of April 2011-March 2012, where we have exceeded the National Standard of 37.5%, with a compliance rate of 36.8. Data clean-up efforts (correcting case closure information) and refresher training to staff have ensured better accountability in this area. Revisions to Policy and Procedure have improved daily business functions and the provision of concurrent planning training and the inclusion of our Adoptions program will ensure to keep the issue of permanency a focus of the Department for years to come.

The strategies noted below have shown positive results toward the county's Child Welfare performance measures, while addressing the identified needs of the children and families being served. The county continues in its efforts toward community and agency partnerships and collaboration so as to maximize service delivery and utilize future leveraging.

- Earlier family engagement and service delivery and provider/partner engagement staff at detention and disposition.
    - Need to engage all participants earlier on in the process at the point of contact with the family consistently.
    - Include youth, parent, substitute care provider and service delivery partners in the assessment and service planning activities.
    - Initiate concurrent planning services earlier with family to ensure youth don't linger in out of home care.
    - The implementation of Safety Organized Practice will enhance the engagement efforts with our families and community members and seek to build upon the natural networks of support within family structures.

- Evaluate/Refine Program Integrity reviews through the departments Quality Assurance System for monitoring outcome/mandates/practices improvements through the ongoing development of our Quality Assurance Program (Rushmore) and through our Quality Assurance weekly meetings (Program Integrity) and through the use of warm case transfer hand offs.

- Implement Intensive Family Preservation concurrent with the provision of Family Maintenance Services. The Family Maintenance unit is utilizing Structured Decision Making as a guiding tool in determining frequency of contact with families based on the identified risk level.

- Increase the level of coordination on identified Linkages cases to enhance and increase services to families in order to assist them with necessary resources and support. A monthly Linkages Committee meeting is convened to ensure adherence to policies, evaluate/ensure linkage of Emergency Response referrals. This meeting is also used to assess our Linkages families to determine issues with sanctions and exemptions to seek remedies for these families on their path to self-sufficiency. Further the department has implemented a Coordinated Joint Case Plan and staff is encouraged to collaborate with each other on a monthly basis.

- On -site AOD counselor as part of the Family Team Meetings to provide initial screening substance abuse for parents. The AOD counselor also provides follow up, within 30 days of the initial intervention and informs the social worker of the parents' participation.

- All child welfare staff was trained on Concurrent Planning in September 2010. Social workers are gathering information at the initial detention staffing and throughout the life of the case to improve the county's earlier initiation of concurrent planning. The addition of the Adoptions Unit to the Department will also allow for expedited communication about the need to initiate concurrent planning sooner with out of home placement providers.

- Training on Family Finding and Engagement Efforts was provided as a part of Madera County Providing Permanent Connections (MCPPC) in November 2010. All child welfare staff has been trained on older youth adoptions and the Kaleidoscope program by California Department of Social Services Fresno Adoptions Branch on April 20, 2011. The department continues to use the Accurint program for family finding and due diligence efforts and is continues to grow in its social networking efforts.

In addition to the internal strategies noted above, the SIP included the planning and development of a Parent Support and Advocacy (PSA) center through a contract with Community Action Partnership Madera County (CAPMC). The PSA has implemented parent training programs in the County in both English and Spanish and are exploring the limited ability to do some home based training with families with an identified need for such service. The parenting education curriculum is now being extended to all of Madera County, including Chowchilla and Eastern Madera County, servicing Coarsegold and Oakhurst.

**Probation**
**Strategy 3.1 Motivational Interviewing**

Since the Chief's implementation of evidence based principles into our department in October 2010, all our staff attended EBP implementation basics training by December 2010 and in December 2010 all our staff participated in motivational interviewing training and learned skills and techniques to engage with our youth and their families. Motivational interviewing forms working relationships and encourages compliance with terms and conditions of probation and influences their motivational level. Positive communication and interaction with our youth and their families is an effective method in reducing crime, which avoids reentry. The Motivational interviewing has assisted staff with implementing strategies that recognize and encourage autonomy, self determination and positive enforcement.

**Strategy 3.2 Concurrent Planning**

In May 2010, the Placement Supervisor attended Supervisor Tools and Strategies to Support Concurrent Planning. Shortly after, the placement officer participated in Concurrent Planning to Improve Permanency Outcomes training by Peter Dahlin through the Central California Training Academy. The Current placement officer and the new Placement Supervisor have both participated in concurrent planning training. Our department has utilized concurrent planning in our case plans for services to maintain the youth's permanency and the concurrent planning information is now available in our reports to the court. The case plans are completed by the placement officer and discussed with the Placement Supervisor. The case plans are reviewed and signed by the Placement Supervisor.

**Strategy 3.3 Mentoring**

Our department has contracted with Match Two mentoring outreach and actively recruits mentors. M2 recruits, trains, matches and monitors community volunteers for supportive one-on-one mentoring for our at risk youth. We have also contracted with Vicky Teran, who is the mentor coordinator, who works with our youth, primarily at the continuation school site and youth who are parents. Ms. Teran also recruits mentors. Currently approximately 25 youth are being served by this program.

**Strategy 3.4 CWS/CMS**

Madera Probations is a phase one county. Probation has a CWS/CMS computer system available to the placement officer. The staff attended CWS/CMS training with Terry Luna in September 2010 at the Central California Training Academy. Probation is still learning the system and due to staff changes provided additional training in May 2011 through the Resource Center for Family-Focuses Practice UC Davis Extension in Madera. The current placement officer and the Placement Supervisor both have access to the CWS/CMS computer

system and have been using the system regularly to input placement clients, monthly contact information, case plans, ILP, and TILP information.

**Strategy 3.5 WRAP Services**

In June of 2010, the Madera County Department of Social Services initiated a plan to implement Wraparound Services within the county. Wraparound services are intensive and provide families who have a youth that is at a substantial risk of being placed in a group home setting or youth that are currently placed in a group home setting, who can be stepped down to a less restrictive placement. MCDSS leaders included other stakeholders, creating the Wraparound team. The team consists of department managers from DSS, Probation, Behavioral Health, Education and a Psychologist. The team has attended two Wraparound conferences in June of 2010 and June 2012. Quarterly meetings have been held since initial efforts of the SIP and a contracted provider, EMQ Families First has been selected through an RFP process for implementation of services. The Wraparound Services is in its final stage, with a plan of implementation, and selected dates to begin the program. It is the hope of the Wraparound steering committee that the Wraparound services will begin at the end of the year of 2012, or beginning of 2013.

# SIP Matrix – 2011 UPDATE

**Outcome/Systemic Factor: C1.4** Rate of Re-Entry into Foster Care Following Reunification

**County's Current Performance:** Madera County falls short in the Measure C1.4, the rate that children re-enter care, at a performance level of 22.5 as reported in Quarter 3, 2009 compared to the National Standard Goal of 9.9. The county's CWS performance has declined, increasing the number of children who re-enter foster care after successful reunification. In contrast, Madera County shows improvement in the areas of C1.1 – C1.3, reunifying children back home quickly, but subsequently shows an increase in those children returning back to foster care.
**As of Quarter 4, 2010, Madera County has improved in this measure with a score of 8.0 compared to the original score of 22.5 in the May 2010 SIP.**

**Improvement Goal 1.0 The Rate of Re-Entry into foster care following reunification will be reduced by 10%, improving the county's performance to 15.0 and impacting the Timely Reunification Composite score to 120.6. The National Standard Goal is 122.6 and the State's PIP goal is 110.2. Madera County has met its obligation to decrease the number of reentries between the May 2010 SIP and the SIP update. However, the Reunification Composite score has increased to 144.9.**

| Strategy 1. 1<br>Develop a Parent Support and Advocacy (PSA) center that will provide resources, linkages and support for Madera County parents. This will include parent education, development of adolescent parent training, in-home training and parent mentoring. | ☒ CAPIT<br>☒ CBCAP<br>☒ PSSF<br>☐ N/A | Strategy Rationale: Parents who have access to necessary resources and support are more likely to be successful in safely parenting their children. |
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| Milestone | Timeframe | Assigned to |
|---|---|---|
| **1.1.1** Develop Request for Proposal for PSA Center | 05/01/2010<br>**Completed** | Program Manager, Administrative Analyst II |
| **1.1.2** Issue Request for Proposal | 05/30/2010<br>**Completed** | Program Manager, CAPIT Liaison |
| **1.1.3** Develop Integrated Plan for Provision of Parent Services | 07/01/2010<br>**Completed** | CAPIT Liaison, Contractor CAPMC |
| **1.1.4** Provide Parent Services | 10/01/2010<br>**Started 3/1/2011**<br>**Parenting training has been offered in Madera and will be rolled out to Chowchilla and mountain community. Parent Resource Guide is under** | Contractor - CAPMC |

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| | | | **development** | | |
| | **1.1.5** Track and monitor services delivered | | 10/01/2010 and **On-going** | | CAPIT Liaison and Contractor/ CAPMC |
| | **1.1.6** Increase Parent Services and engagement of service partners. | | 07/01/2011 and **On-going** | | CAPIT Liaison and Contractor/ CAPMC |

| Strategy 1. 2<br>**Include an AOD counselor as part of the Family Team Meetings to provide initial screening substance abuse for parents.** | ☐ CAPIT<br>☐ CBCAP<br>☐ PSSF<br>☒ N/A | **Strategy Rationale: By streamlining an initial AOD screening for parents with substance abuse issues up front, they can be connected to services and support quicker, decreasing the potential for relapse, while strengthening the prognosis for successful reunification.** |
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| Milestone | Timeframe | Assigned to |
|---|---|---|
| **1.2.1** Develop a MOU with Behavioral Health Services for an AOD counselor. | 07/01/2010 **Completed** | Director, Deputy Director |
| **1.2.2** Create policy on roles and responsibilities of AOD counselor | 10/01/2010<br>**Roles and Responsibilities have been established for the AOD counselor with CWS administration and BHS. Interim policy has been developed and is being refined.** | Program Manager, Supervisors |
| **1.2.3** Implement addition of AOD Counselor to CWS Staffings. | 01/01/2011<br>**The AOD counselor has been participating in CWS staffing since 7/1/10.** | All CW Staff |
| **1.2.4** Track clients served through the initial screening process and outcomes of sobriety. | 01/01/2011 and On-going<br>**The AOD counselor is tracking all of her CWS activities on an Excel spreadsheet and providing her data to administration.** | All CW Staff |
| **1.2.5** Review and monitor outcomes utilizing Rushmore Program Integrity Model. | 01/01/2012 and On-going<br>**Rushmore being revised to include AOD Counselor activities.** | Program Integrity Social Worker, Supervisors, PM, and Deputy Director |

| Strategy 1. 3<br>**Utilize Motivational Interviewing Practice to enhance communication between staff and clients to promote behavior change, especially with substance abuse clients. Families, youth and service providers will be engaged early-on in the process to develop the family's case plan.** | ☐ CAPIT<br>☐ CBCAP<br>☐ PSSF<br>☒ N/A | **Strategy Rationale: Preliminary analysis shows the majority of children who re-enter foster care during the Family Maintenance services stage, were with parents who showed a recurrence of their substance use issues. Motivational interviewing is an evidenced based practice shown to be effective in improving substance abuse outcomes and other behavioral changes, effecting and reducing re-entry into care.** |
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| Milestone | Timeframe | Assigned to |
|---|---|---|
| **1.3.1** Social Workers will receive Motivational Interviewing skill and technique training. | 10/30/2010 **Completed** | All CW Staff |
| **1.3.2** All Social Workers will utilize Motivational Interviewing skills with families receiving Family Reunification and Family Maintenance services to effect client's behavioral changes. | 03/01/2011<br>**SW's are utilizing MI technique with clients and documenting in the narrative. SWS monitor narrative to assess how more thorough discussion of case plan responsibilities and service objectives are being measured for sustainable change.** | PM, Supervisors, and Social Workers |
| **1.3.3** Implement focused program activities to review and monitor compliance utilizing Rushmore Program Integrity Model | 01/01/2012 **A client survey will be developed to measure the engagement of the SW from the client's perspective.**<br>**Contacts and narrative quality are assessed by SWS with the Rushmore PI model.** | Program Integrity Social Worker, Supervisors, PM, and Deputy Director |

| Strategy 1.4<br>Increase the level of coordination on identified Linkages cases to enhance and increase services to families in order to assist them with necessary resources and support. | ☐ CAPIT<br>☐ CBCAP<br>☐ PSSF<br>☒ N/A | Strategy Rationale: Families reunifying face challenges when several demands are placed on them. Through coordinated case planning efforts and frequent review of the families' progress, service adjustments can be made to alleviate any barriers, assisting in the family's success. |
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| Milestone | Timeframe | Assigned to |
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| **1.4.1** Social Workers will have refresher training on Linkages and services available to the families. | 01/30/2011**Completed**<br>**In 12/2010, Linkages Training was provided to Child Welfare staff, ETWs & service providers/collaborative partners.**<br><br>**On 6/8 & 6/9/2011, Bay Area Academy Trainer, Mary Garrison, trained Child Welfare, Eligibility and Welfare to Work Staff on Linkages. DSS also updated PPG's at this time.** | All CW Staff |
| **1.4.2** Collaborative partners will be trained on Linkages and the available services for families for implementation of coordinated efforts. | 04/01/2011**Completed**<br>**In 12/2010, Linkages Training was provide to Child Welfare staff, Eligibility Workers, WTW workers & service providers/collaborative partners.** | PM, Supervisors |
| **1.4.3** Implement focus program activities to review and monitor compliance utilizing Rushmore Program Integrity Model | 10/01/2011 and On-going<br>**Effective 2/2011, Supervisors are using Rushmore to evaluate cases and Linkages is captured in the Rushmore Tools** | Program Integrity Social Worker, Supervisors, PM, and Deputy Director |

| Strategy 1.5<br><br>Implement Intensive Family Preservation concurrent with the provision of Family Maintenance Services | ☐ CAPIT<br>☐ CBCAP<br>☐ PSSF<br>X N/A | Strategy Rationale: Preliminary analysis shows the majority of children who re-enter foster care during the Family Maintenance services stage occur within a 12 month range. Intensive services provided concurrently with the child's return to the parents under family maintenance services, will reduce re-entry into foster care. |
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| Milestone | Timeframe | Assigned to |
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| **1.5.1** Social Workers will receive necessary training on Intensive Family Preservation. | 4/1/2011 **Completed**<br>**Developed Intensive Family Maintenance Expectations. Training provided to FM Staff on 2/1/11, 3/14/11 and will continue during at least monthly Unit meetings. Family Maintenance PPGs are being revised to include Intensive case management components.** | All CW Staff |
| **1.5.2** All families will receive Intensive Family Preservation services to begin concurrently with the on-set of their Family Maintenance Services | 07/01/2011 and on-going<br>**02/2011 Intensive Family Maintenance Expectations implemented** | All CW Staff |
| **1.5.3** Implement focused program activities to review and monitor compliance utilizing Rushmore Program Integrity Model | 01/01/2012 and on-going<br>**Have begun implementation of Rushmore Reviews beginning 2/2011.**<br>**Discuss/Review in SW conferences & at Monthly Unit meetings.** | Program Integrity Social Worker, Supervisors, PM, and Deputy Director |

**Outcome/Systemic Factor: C3.3 In Care 3 Years or Longer (emancipation/age 18**

**County's Current Performance:** Madera County falls short in this measure, not performing at the National Standard Goal. Madera County's performance outcome is 59.1 as reported in Quarter 3, 2009, compared to National Standard Goal of 37.5. Madera County continues to fall short in the Measure C3.3, not performing at the National Standard goal. **Madera's performance outcome is 64.3 as reported in Quarter 4, 2010, compared to the National Standard of 37.5. We have struggled with data entry issues that may have contributed to the increase in outcome performance. The department is working to sort through these data issues as noted in our narrative above and will report out in the next update.**

**Improvement Goal 2. 0 Decrease the rate of youth in care 3 years or more who emancipate with out a permanent plan by 16%, improving the county's performance to 43.5 and impacting the Timely Reunification Composite score to 126.6. The National Standard Goal is 121.7 and the State's PIP goal is 110. Madera County has failed to improve since the May 2010 SIP and as stated above is working to correct data issues associated with this measure.**

| Strategy 2. 1<br><br>Improve the County's early initiation of concurrent planning. | ☐ CAPIT<br>☐ CBCAP<br>☐ PSSF<br>☒ N/A | Strategy Rationale: Preliminary analysis shows that there may have been significant delays in implementing concurrent planning process. |
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| Milestone | Timeframe | Assigned to |
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| **2.1.1** Social Workers will receive refresher training on concurrent planning. | 07/01/2010 **Completed**<br>**In September 2010, staff received concurrent planning training from RTA-Peter Dahlin which included CDSS-State Adoptions.** | All CW Staff, and CDSS Adoptions |
| **2.1.2** The initial detention staffing sheet used by the Emergency Response Social workers will be revised to include concurrent planning status and the need for the continuing unit social worker to continue concurrent planning efforts. | 01/01/2011 **Completed**<br>**In October 2010, Supervisors revised detention staffing sheet to include concurrent planning.** | All CW Staff |
| **2.1.3** Concurrent planning discussions will be held at all family conferences subsequent to the detention hearings | 01/01/2011 **Completed and On-going –PP staff are actively addressing concurrent planning in staffing and in meetings with State Adoptions and MCPPC meetings. The staffing sheet is used to document.** | All CW Staff, CWS Families, Youth |

| Strategy 2. 2<br><br>The County will increase their family finding and engagement efforts. | ☐ CAPIT<br>☐ CBCAP<br>☐ PSSF<br>☒ N/A | Strategy Rationale: In conjunction with the County's CPYP efforts, all youth should have a permanent life long connection. By pursuing active family finding and engagement efforts, youth have an opportunity to secure and maintain their family connections. |
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| Milestone | Timeframe | Assigned to |
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| **2.2.1**. At the onset of a dependency case, CWS Staff will conduct a due diligence search for all relatives. | 07/01/2010<br>**This is on-going using several methods such as Accurint, Q&A of family information, etc.** | All CW Staff |
| **2.2.2** CWS Staff and agency partners will be provided training on Family Finding and Engagement efforts | 12/01/2010 **Completed MCPPC Efforts Training held in 11/10** | All CW Staff |
| **2.2.3** All CW staff will document search efforts used to locate relatives in CWS/CMS as well as efforts to engage families. | 01/01/2011 and **On-going**<br>**This is measured through the 309/319 process, Staffing, Narrative guide and Court Reports.** | All CW Staff |
| **2.2.4** Referrals to CDSS Adoptions District Office will include all relatives located and will provide updates at all subsequent reviews. | 01/01/2012 and **On-going**<br>**Part of the Adoption Referral Attachments** | All CW Staff |

| Strategy 2.3<br><br>All CWS staff and community partners will be provided training specifically addressing the adoption of older youth that will integrate a consistent message in all services provided by CWS and the county's collaborative partners. | ☐ CAPIT<br>☐ CBCAP<br>☐ PSSF<br>☒ N/A | Strategy Rationale: Based on a preliminary analysis of youth in care 3 yrs. or more and emancipated, the majority reported they did not want to be adopted. SW's have accepted this and efforts to pursue adoptions are not made. By changing the philosophy to "all youth are adoptable," the County hopes to support an institutional paradigm shift, resulting in positive permanency outcomes for youth. |
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| Milestone | Timeframe | Assigned to |
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| **2.3.1** All CW staff and community partners will be trained on the Adoption's Kaleidoscope program | 01/01/2011 **Complete** **Older youth Adoptions Worker- Kathy Steele will conducted training for all staff 4/20/2011** | All CW Staff, CDSS Adoptions |
| **2.3.2** All CW staff and community partners in collaboration with CDSS Adoptions shall support and pursue efforts identified as the child's concurrent plan. | 04/01/2011 **Complete** **Integrated as part of the Adoption Referral** | All CW Staff, Community Partners |
| **2.3.3** Integrate the philosophy of all youth are adoptable into conversations, activities, and services held with our youth. | 07/01/2012 **Ongoing** **Discussed at Monthly Adoption staffings and PP Unit meetings.** | All CW Staff, Community Partners |
| **2.3.4** Implement focus program activities to review and monitor compliance utilizing Rushmore Program Integrity Model | 01/01/2012 **Complete** **PP SWS includes in Rushmore reviews** | Program Integrity Social Worker, Supervisors, PM, and Deputy Director |

| **Strategy 2. 4** | ☐ CAPIT<br>☐ CBCAP<br>☐ PSSF<br>☒ N/A | **Strategy Rationale: Through the PQCR and CSA process, youth expressed the desire to be involved in decisions affecting them. Youth who are included in the decision making process and properly educated on their permanency options, will be more open to permanency planning recommendations.** |
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| **Foster youth will be included and engaged in discussing permanency strategies, while being informed of permanency options, as well as life long connections.** | | |

| Milestone | Timeframe | Assigned to |
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| **2.4.1** CWS Staff shall invite youth to all case review staffings and engage them in the permanency planning conversation. | 01/01/2011 **on-going for youth that are 10+ years of age.** | All CW Staff |
| **2.4.2** CWS Staff will further work with youth to identify family and life long connections and document these efforts and results in CWS/CMS. | 02/01/2011 – **Madera County Providing Permanent Connections is an on going process.** | All CW Staff |
| **2.4.3** Staffing documents will be used to track youth involved in case staffings and permanency planning efforts. Compliance will be monitored | 01/01/2012 – **Rushmore implemented in February 2011.** | All CW Staff, Program Integrity Social Worker |

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| | utilizing the Rushmore Program Integrity Model. | | | | |

**PROBATION**

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| **Outcome/Systemic Factor:** Increase the number of **Probation** youth who Safely Return to their home and reduce recidivism. | | | | | |
| **County's Current Performance** The improvement outcome for Probation is to safely return youth to their homes and deter recidivism. This focus area targets youth who have returned home and avoid re-entry into the foster care system. The county's performance in this area showed that several of the probation youth who were returned to their parents' care, subsequently re-offended. As a result, the youth were incarcerated or re-entered foster care and were removed from the care and custody of their parents. | | | | | |
| **Improvement Goal 3.0 Safely Return Probation youth to their home and deter recidivism.** This improvement goal will identify a youth's readiness to return home and be maintained in a stable home environment without committing new crimes, leading to incarceration or re-entering the foster care system. The County will provide safety efforts for our probation youth by assisting the family's efforts in building stable homes. | | | | | |
| **Strategy 3. 1**<br><br>**Utilize Motivation Interviewing Practice to enhance communication between staff and clients to promote behavior change, especially with substance abusing clients.** | | ☐ CAPIT<br>☐ CBCAP<br>☐ PSSF<br>☒ N/A | **Strategy Rationale: Motivational interviewing is an evidenced based practice shown to be effective in improving substance abuse outcomes and other behavioral changes, effecting and reducing re-entry into care.** | | |
| **Milestone** | | **Timeframe** | | **Assigned to** | |
| | **3.1.1** Probation Officers will receive Motivation Interviewing skills and technique training | | In October 2010, some of our staff attended EBP implementation basics training and in December 2010 all probation staff participated in Motivational Interviewing training. All staff are currently trained in EBP and Motivational Interviewing. Additionally, staff have participated in extensive case plan training. | | Probation Officers, Senior and Supervisors. |
| | **3.1.2** Probation Officers will utilize Motivational Interviewing skills with youth and families to do assessments, develop case plans, and deliver services that will effect client's behavioral changes. | | 03/01/2011 This shift in MI with probation culture is being implemented with the youth and families we service on completing assessments and case plans. Staff have received extensive case plan training and assessment training and are utilizing both to develop clear goals and objectives that are | | Probation Officers, Seniors & Supervisors. |

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| | | | measurable, time framed and positive to prevent the removal of the youth from the home. | | |
| | **3.1.4** Implement program integrity process to monitor use of motivational interviewing in completing case planning activities. | | 01/01/2012 On Going Currently staff are conducting interviews with youth to complete proper assessments, during these interviews motivational interviewing skills are vital in extracting the information to produce a proper case plan to services the minor's criminogenic needs. | | Probation Officers, Seniors & Supervisors. |

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| **Strategy 3. 2**<br><br>**Probation Staff will engage youth, families and service providers early on to develop case plan activities that include concurrent planning services.** | | ☐ CAPIT<br>☐ CBCAP<br>☐ PSSF<br>☒ N/A | **Strategy Rationale:**<br><br>**The Probation Officer will provide concurrent case planning services that will assist the family in the decision making process to resolve issues to deter delinquent behavior and maintain the youth's safety.** | | |
| **Milestone** | **3.2.1** The Probation Officer will attend training specific to concurrent planning to implement process in the case plan. | **Timeframe** | In May 2010, the Placement Supervisor attended Supervisor Tools & Strategies to Support Concurrent Planning. The Placement Officer participated in Concurrent Planning to Improve Permanency Outcomes training by Peter Dahlin through the Central California training Academy. The current Placement Supervisor and Placement officer have received and continue to receive training specific to case planning that will continue to assist in the implementation of suitable case plans. | **Assigned to** | Probation Officer, Senior, & Supervisor |
| | | | 10/1/10 Our department continues to utilize concurrent planning in our | | Probation Officer |

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| | **3.2.2** The probation officer will develop a case plan with the family and youth that includes a concurrent plan for the youth's permanency, should reunification efforts fail. | | case plans for services to maintain the youth's permanency. The concurrent plans are included in the reports provided to the. August 2012, we have incorporated the use reunification services and family counseling through Community Action Partnership to the parents of youth in placement. | | |
| | **3.2.3** Senior and Supervisors will conduct monitoring of concurrent planning activities to assure appropriate services are being provided to the minor and the family. | | 01/01/2011 All case plans are reviewed and signed by the Senior or Supervisor within the statutory time. | | Senior and Supervisor |

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| **Strategy 3.3**<br><br>**Develop and provide a mentoring program for at risk youth that will provide positive social adjustments.** | | | ☐ CAPIT<br>☐ CBCAP<br>☐ PSSF<br>☒ N/A | **Strategy Rationale: Mentoring will serve as an intervention to provide positive social adjustment, while also deterring recidivism. Youth will be partnered with a role model mentor who will work with and help the youth make positive decisions while developing a life long connection.** | |
| **Milestone** | **3.3.1** Implement a mentor program that meets the needs of the families we serve in Madera county. | **Timeframe** | 5/01/2010 Our department has contracted with M2 Match-Two mentoring outreach. | **Assigned to** | DPO Senior and Supervisors. |
| | **3.3.2** Train Probation Officers on the mentor program and the benefits of those activities for the youth | | 05/01/2010 and On-going Probation officers have attended meetings and activities with the mentors and youth. | | Probation Officers |
| | **3.3.3** Recruit mentors to work with youth and provide positive pro-social activities that will assist in deterring recidivism. | | 06/01/2010 and On-going M2 recruits, trains, matches and monitors community volunteers for supportive one-to-one mentoring for our at risk youth. | | DPO Senior and Supervisors.<br>And contract provider |
| | **3.3.4** Probation Officer will monitor the mentors | | 06/01/2010 and ongoing Probation Officers have attended bowling | | Probation Officers. |

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| | and youth to assure they are developing a positive connection. | | activities and Family Night with mentors, youth and their families. | | |

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| **Strategy 3. 4**<br>**Probation will utilize the CWS/CMS system to monitor and track services for out-of home youth.** | | ☐ CAPIT<br>☐ CBCAP<br>☐ PSSF<br>☒ N/A | **Strategy Rationale: CWS/CMS will provide measures in the areas of permanency, safety and well-being. Performance measures can then be identified and services and resources can be delivered based on the youth and family's need.** | | |
| **Milestone** | **3.4.1** Attend training to obtain knowledge of CWS/CMS system and enter appropriate information. | **Timeframe** | 5/01/2010 and On-going Some of our staff attended CWS/CMS training with Terry Luna in September 2010 at the Central CA Training Academy The current Placement officer and Placement supervisor are trained and have access to this system. As of August 2012, information for placements, monthly contacts, ILP, TILP and case plans are being conducted through this system. | **Assigned to** | DPO's, Senior and Supervisors. |
| | **3.4.2** Continue to work with Madera County Child Welfare Services and attend CWS/CMS trainings as necessary. | | 08/01/2010 and On-going Due to staff changes the placement staff attended another local training in May 2011 through the Resource Center for Family-Focuses Practice UC Davis Extension in Madera. | | Probation Officers, Seniors and Supervisors |
| | **3.4.3** Run performance outcome measures and address areas of concern through adjusting and/or modifying practice and procedures. | | 01/01/2011and Ongoing, Training will be needed for this milestone | | Probation Officers, Seniors and Supervisors |

| Strategy 3. 5<br><br>Provide WRAP services targeted to youth and their families who are at imminent risk of removal. | ☐ CAPIT<br>☐ CBCAP<br>☐ PSSF<br>☒ N/A | Strategy Rationale:<br><br>Working in collaboration with service providers allows for intense service provision to our high risk youth, effecting change and promoting stable family units. |
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| Milestone | Timeframe | Assigned to |
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| **3.5.1** The probation officer will attend training on evidence based practices to improve placement outcomes. | In June 2010, probation officer attended the Wraparound Conference. In addition in October 2010, some of our staff attended EBP implementation basics training. Wraparound Services is in its final stage, with a plan of implementation, and selected dates to begin the program. It is the hoped Wraparound services will begin at the end of the year of 2012, or beginning of 2013.<br>. | DPO's, Senior and Supervisors. |
| **3.5.2** Probation officer will learn techniques to use in creating a safe and effective learning environment to train other staff and teach the minor's parents. | 01/01/2011 and ongoing | Senior Probation Officers and Supervisors. |
| **3.5.3** Probation staff will monitor and track performance outcomes and effectiveness of WRAP services | 01/01/2012 and ongoing | Senior Probation Officers and Supervisors |

# CWSOIP Narrative

## Child Welfare

Madera County has identified several strategies that will effect and improve performance outcomes. Many of the strategies will occur through internal training and procedural practices. Child Welfare Staff time studied to SIP activities utilizing CWSOIP funds throughout the last fiscal year.

To further implement effective strategies that will impact the county's efforts toward improving safety, permanency and well being for children and families of Madera County, CWSOIP funding support has been utilized to support an on-site Alcohol Other Drug (AOD) counselor.

We have added the AOD counselor on site and use OIP funds to assist in paying for her salary. By providing an early screening and assessment, the parent can be quickly linked to services and enrolled in treatment and necessary support. By early engagement of treatment, the parents will be on-track for reunification. With early support and guidance, the parent is less likely to relapse or return to substance abuse as a primary coping mechanism, contributing to successful reunification.

Concurrent to this strategy, the county is interested in implementation of an Intensive Case Management services component for parents who successfully reunify with their child(ren) by providing time-limited family maintenance services. These services may also incorporate the Safe Care (formerly Safe Kids California Project) curriculum.

Utilizing CWSOIP funds for these efforts, has helped us improve our efforts in Safety, Permanence and Well being for children and families. These funds help support the county's identified areas of improvement and will have a positive impact on meeting our performance measures.

## Probation

The Madera County Probation Department has implemented services derived from OIP funds. Our department has used the OIP funds to provide transportation to our families to assist with meeting case plan goals and activities and in the reunification component as well as other respected services as well as staff time studying to SIP activities. The Probation Department will participate in on-going training as listed in our strategies to improve our outcomes with our placement youth.