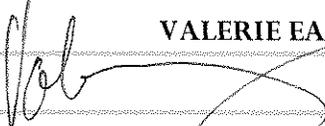
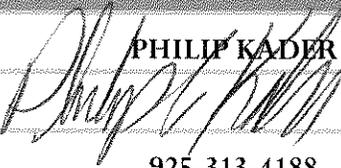


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California – Child and Family Services Review Signature Sheet

SIP PROGRESS REPORT

County	CONTRA COSTA COUNTY
CSA Period Dates	2006 - 2009
SIP Period Plan Dates	2010 - 2014
Outcome Data Period	JANUARY 2012 - OCTOBER 2012
County Child Welfare Agency Director	
Name	VALERIE EARLEY
Signature*	
Phone Number	925-313-1583
Mailing Address	40 DOUGLAS DRIVE MARTINEZ CA 94553
County Chief Probation Officer	
Name	PHILIP KADER
Signature*	
Phone Number	925-313-4188
Mailing Address	50 DOUGLAS DRIVE MARTINEZ CA 94553
Board of Supervisors (BOS) Signature	
BOS Approval Date	
Name	
Signature*	

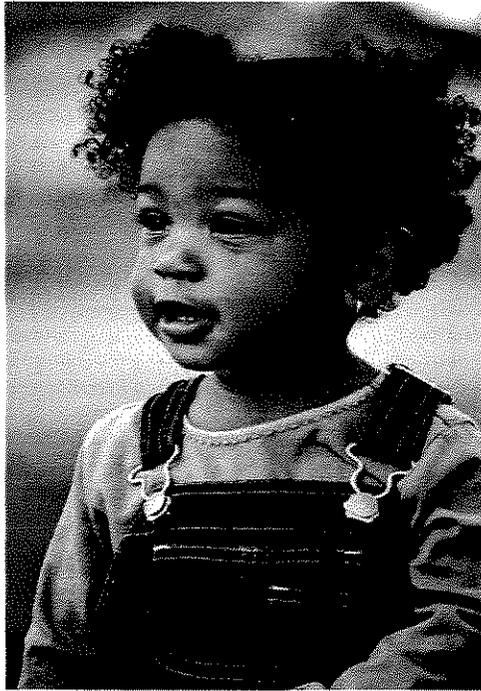
*Signatures must be in blue ink

Mail the original Signature Sheet to:

Outcomes and Accountability Bureau
 Children and Family Services Division
 California Department of Social Services
 744 P Street, MS 8-12-91
 Sacramento, CA 95814

Contact Information

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	Phone Number	
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CAPIT Liaison	Name	
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CBCAP Liaison	Name	
	E-mail address	
	Phone Number	
	Mailing address	
PSSF Liaison	Name	
	E-mail address	
	Phone Number	
	Mailing address	



*Contra Costa County
Children & Family Services
A Bureau of the
Employment & Human Services Department*

*System Improvement Plan
March 2010 – December 2014*

Annual Report, January 2013

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I. INTRODUCTION

This annual progress report documents Contra Costa's performance for the Systems Improvement Plan submitted to California Department of Social Services in April 2010. The Systems Improvement Plan was originally slated as a tri-annual plan, however in May 2012; CDSS revised the schedule and extended all existing plans to five years. Thus this current Systems Improvement Plan will now end in December 2014.

The strategies and activities selected for this plan were determined by evaluation of information from the Self Assessment and Peer Quality Case Review processes. Child Welfare Services was the lead agency in the processes, Probation a primary partner. In addition, other agencies and stakeholders participated.

Following revised guidelines, this annual report documents progress since the submission of the June 2011 progress report through October 2012. Report submission due date is January 2, 2013.

A. Focus on Outcomes and Accountability

Contra Costa has a strong commitment to data evaluation and outcomes driven policy and procedures and has fully integrated data evaluation into policy discussions and strategic planning. Continual focus on outcomes and statistics supports systems improvement efforts. It is hard to remember how decisions were made without the availability of data and analysis that is now a way of doing business here. This section demonstrates the integration of data analysis and the outcomes driven approach in Contra Costa. This focus on performance improvement as well as staff committed to safety, permanence and well-being of children provide an environment of continual practice review and adjustment to best meet the needs of families and children we serve.

Contra Costa has a manager position whose specific assignment is to respond to data requests, proactively evaluate performance, identify trends and training needs, support implementation of new policy by identifying target populations and tracking implementation, and providing reports to indicate policies that are impacting or have potential to impact performance. This manager is part of the Administrative Team and attends administrative review and strategic planning meetings. Having a manager dedicated to data analysis so closely aligned with the day to day operations of Child Welfare Services allows for quick and knowledgeable response to issues. This manager also provides support to a wide variety of committees and groups as well as sharing information with community and agency partners regarding Child Welfare statistics in Contra Costa. This position is currently vacant but action is progressing to fill this vacancy.

In addition to the overlay of data into day to day operations and decisions, the Children Services Administrative Team has a standing monthly agenda item to analyze and discuss workload as well as compliance in areas of referral response and child visits. Other areas of performance improvement are being added to further improve performance in areas of permanence. For these discussions managers are responsible for bringing in Safe Measures reports for respective districts; these reports are also reviewed by the manager with the supervisor and by the supervisor with line staff. Thus the focus on data is driven down to the lowest level.

Social Work staff is also encouraged to utilize the Safe Measures system for managing and monitoring their work as well. This includes attention to the compliance measures, targeting specific policy issues, and evaluating personal performance in outcomes.

B. Structure that Supports Performance Improvement

Contra Costa's commitment to Quality Assurance and Improvement is also evident in various committees and structures that focus on performance.

Children's Services Administrative Team (CSAT) meetings occur weekly and include the Director and all managers. This is the policy making body that receives input from all the other various committees, tracks changes impacting Child Welfare Services at federal, state and county levels and provides direction to staff and other committees.

The Project Management Team (PMT) meeting was formed during the last Systems Improvement Plan period (2008 to 2010) to manage all of the strategies for that plan as well as various other grants, projects, and pilot activities. Prior to the formation of this team, a project manager worked on a task with little consideration of the other projects that were occurring. The mode of operation resulted in a resource challenge as managers working in similar or dissimilar areas of focus needed the same resources. It became evident that some of the activities overlapped, some were at cross purposes, and some were duplicative efforts for staff. This committee monitors performance and provides a forum for tracking the planning and progress for SIP strategies and other project activities. It serves to alleviate scheduling conflicts that impact staff and to maximize the use of various resources.

Children's Bureau Leadership Team (CLT) is a monthly meeting hosted by the Director of Children's Services that invites all managers, supervisors, analysts, and trainers for information sharing, mini-trainings, information gathering and feedback, and peer support.

Program Committee includes supervisors and line staff. This committee recommends policy reviews and revisions, proposes procedures and procedural changes, and advises the Administrative Team of trends and training needs.

Case Reviews have become a standard method of gleaning information from specific case actions to targeted reviews of randomly selected cases. These reviews provide valuable insight on the impact of case actions and trends on focused topics. These reviews occur at PMT, at CLT, at CSAT, in operational divisions, and in meetings scheduled to specifically address outcomes for a high risk case. Because of the success of these activities, a monthly meeting was established at the administrative level for this purpose, this meeting is called Case Review (CR). In addition, Contra Costa is embarking on a new focus on permanence that will incorporate case reviews that target permanence; this is reflected in the SIP as a new activity to address outcomes for measure C3.1; more information about this is available later in the report.

Other case review meetings exist at operational district level that address case reviews at specific points or for specific placement types, for example, disposition, placement with kin, placement in group homes, etc.

Learning Community meetings have become a forum for frank, open discussion by Social Workers and supervisors with a focus on permanency issues. This forum was established under the federal grant for Comprehensive Family Assessments and is being continued with a broader audience. This has also been added as a strategy under measure C3.1 and more information is available later in this report.

C. Other Values that Support Performance Improvement

Contra Costa values staff involvement in planning and implementing projects. Project Management training is available and supervisors, analysts, and trainers who are then invited to chair task forces and work groups on specific areas. The close connection to day to day operations of these project leaders provides valuable insight into the impact on line staff and operations and also serves to support succession planning.

Listening to the consumers of Child Welfare Services in Contra Costa is also a value of importance. Parent Partners are advocates for and the voice of the parents receiving Child Welfare Services. Youth participate in a variety of forums whenever possible. Connection to community, non-profit agencies, and faith based organizations and other agency partners also allow Contra Costa to be in tune with the activities that impact decision making.

II. STAKEHOLDER PARTICIPATION

Contra Costa Child Welfare Services Bureau is one of 4 Bureaus under the Employment & Human Services Department. The Bureau is directed by Valerie Earley, Child Welfare Services Director.

The Juvenile Division of Probation Department is a partner agency that participates in a variety of meetings with Children & Family Services. As Probation continues with implementation of the statement Child Welfare Services/Case Management System, initiation and tracking of specific Probation Performance Outcomes, strategies specific to that department will be identified.

The following other stakeholders continue to team with both Child Welfare and Probation to serve children in Contra Costa County.

Parent Partners were hired in 2004 as a strategy for the Systems of Care federal grant, Parent Partners continue to be a valuable part of the Children & Family Services team. These are parents who have previously been recipients of Children's Services and function as advocates for parents and as the voice of parents in all policy and planning meetings. This team also adopts special projects that promote parent rights and engagement such as father engagement, incarcerated parents and orientation sessions to support parents coming into the Child Welfare System.

Youth Partners are frequently sought to represent the voice of youth in Children's Services. Contra Costa has an active Independent Living Skills Program that supports youth as they transition to emancipation and adulthood. There are more opportunities for youth voices in committees, task forces, meetings than there are youth available to participate, given the activities that draw their attention and their planning for continued education, employment and independence. In addition, youth that are interested in representing their age group all too quickly age out of the system and move on into other directions in their life.

Resource Parents as Providers of Foster Care services also have a voice on various committees; there are advocacy groups for Foster Homes and Kin/Relative Providers.

Other Agencies that provide services to youth are also at the table with Children's Services as coalitions to plan joint responses and supports for families. These agencies include Mental Health, Health, Law Enforcement, and Legal partners (Bench, Bar, and County Counsel).

Community Groups provide an opportunity for Child Welfare Services to promote cooperation, share knowledge, and build supports for children and families in the community. There are three operational districts that serve areas in Contra Costa based on the geographical layout of the county, East, West and Central Districts. Each of these districts has for several years organized, chaired, and participated in Community Group forums. Participation varies depending on the area but include representatives from schools, local law enforcement, faith based communities, non-profit organizations providing services to families, and citizens from the community.

Federal Grantors and peer grantees are also listed as partners because some of the strategies and activities identified in the SIP support not only performance improvement in CFSR measures but are also strategies for federal grants. The current federal grant (nearing the end of the five year cycle) is Comprehensive Family Assessments. There is evaluation and support from these groups that further the efforts toward outcomes improvement and accountability.

III. OUTCOMES MEASURES, GOALS, STRATEGIES, ACTION STEPS

A. County's Current Performance on SIP Strategies

In the latter half of 2009 and Spring of 2010 as Contra Costa was completing the Peer Quality Case Review and County Self Assessment, budgetary constraints continued to be a primary factor in the workplace environment. Recovery from severe staff cut-back and changes in procedures and organizational structure to address the reduced staff impacted bureau decisions and direction. Focus on performance was directed at a basic level: assuring safety of children, sustaining improvement in timely compliance of response for referrals and visits to children, and meeting court objectives and timelines. The disruption to service delivery was minimal due in part to the dedication of staff...those who left worked hard prior to leaving so that cases transitioning to new staff would be in good order, those that remained were dedicated to assuring ongoing service delivery. Those areas that had been targeted as best and innovative practice were put on temporary hold as staff learned new jobs and adjusted to the revised work structure. Measures selected for the Systems Improvement Plan included continued efforts to assure all children were seen each month, to improve the measure where we had the poorest performance in Permanence, and to not lose the forward momentum we had gained in addressing racial disparity and disproportionality.

Two Outcome Measures and 1 Systemic Factor were selected for the Systems Improvement Plan. The areas selected were:

Performance Measure 2C Timely Social Worker Visits with Child
Performance Measure C3.1 Exits to Permanency (24 Months in Care)
Systemic Factor Racial Disparity - Entries of Black Children to Foster Care

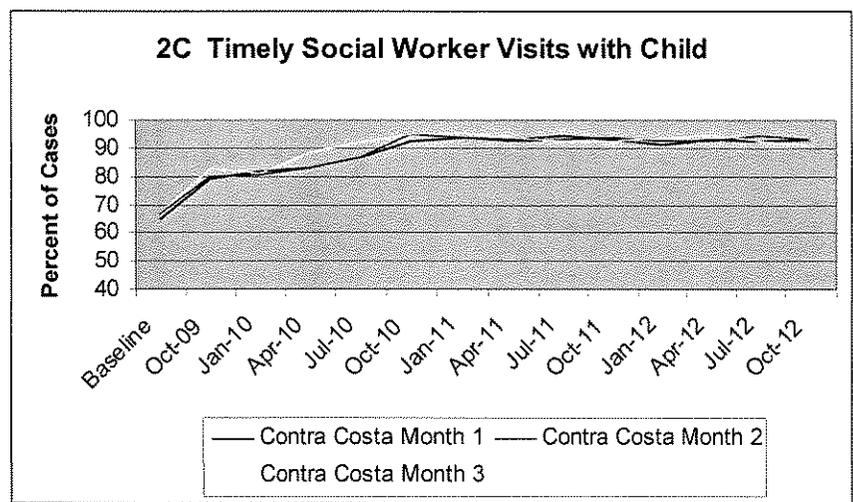
The following documents performance, successes, and challenges for each of the measures selected for this Systems Improvement Plan but a brief summary prior to reading details for each strategy is given here.

Contra Costa addressed the issue of Timely Social Worker Visits with vigor and has been successful in meeting and sustaining the performance goal of 90% or better compliance.

Contra Costa has not improved in this performance measure of Permanency after 24 months in care. Several new strategies are now being added; there is a commitment to finding the key to performance improvement in this critical area.

Data for racial disparity in African American Children entering Care indicates some improvement in this area though the new 2010 Census data may skew the outcomes.

Measure	2C Timely Social Worker Visits with Child
Methodology	This measure reports the percent of children who received a monthly visit. Children for whom a determination is made that monthly visits are not necessary are not included in this measure.
National Standard	Timeliness of Social Work Contacts is not a national measure and therefore a National Standard is not set.
Target Improvement Goal (as stated in the 2010 SIP)	“Though Contra Costa ultimately seeks to have 100% compliance in Social Worker contacts, the goal set for this Improvement Plan period is a sustained 90% or greater compliance for the final year of the SIP. We expect to see gradual improvement during the first 2 years of the SIP.”
Current Performance	<p>Month 1: 92.8%</p> <p>Month 2: 93.0%</p> <p>Month 3: 90.9%</p> <p>This performance does meet the Target Improvement goal as stated in the 2010 Systems Improvement Plan. It’s important to note that at the time the SIP was written, performance was at 78.7%, thus the performance improvement is significant.</p>
Performance Track	<p>The following chart displays the Baseline data (from January 2004) and the applicable months for this Systems Improvement Period. Quarter October 2009 is displayed since this was an important reading as the SIP outcomes and strategies were planned. Following are quarters leading to the current available data, Quarter 2, 2012-13 Fiscal Year, October 2012 sampling.</p> <p>As depicted and reported above, performance has been stable above 90% since January 2011.</p>



Performance in this outcome at the time the Systems Improvement Plan was implemented was 78.7% (September 2009 sampling). This was an all time low for Contra Costa.

During this time, Contra Costa had begun implementing policy changes that eliminated waivers and extensions of Child(ren) Contacts beyond one month. Contra Costa chose to be an early implementer of this policy and was persistent in tracking exceptions until all children were tracked for compliance for the monthly visit.

By Jan 2010, performance for the County had improved to low 80%. Performance continued to improve and by January 2011, performance was in the 90% range. Since January 2011, performance has been stable between 90% and 95%.

Baseline data for this Outcome (January 2004 performance) shows the following:

- Month 1: 64.6%
- Month 2: 66.8%
- Month 3: 67.3%

From a State perspective, the State average at that time was recorded as being 92.3%. The State's performance has been very stable in the low to mid 90 percentile; Contra Costa is in alignment with State improvement in this Outcome Measure.

Successes

Contra Costa began the campaign to improve consistency in monthly visits to children with an impassioned speech from a Division Manager at a meeting of the Children's Services Leadership Team that recognized the importance of these monthly contacts. With this a concerted effort in tracking and accountability in this area began.

Continued success in this outcome can be attributed to staff commitment to good social work practice and dedication to the safety of children in their caseloads. Additionally, ongoing monitoring by supervisors, managers and the administrative team as a whole ensures accountability in this area.

Safe Measures as the tool for monitoring compliance can also be credited with Contra Costa's success because of the ease in use, the wide spread availability, and the immediacy of the data.

In addition, there is a recognition component in the SIP strategy for good performance in this area that may be a motivator for some staff, though most staff is self-motivated because they acknowledge the importance of this activity.

Use of Safe Measures, accountability, and recognition are all components in the SIP strategies. Further work remains to be done in assessing and improving the quality of contacts.

<p>Challenges, Obstacles and Barriers</p>	<p>Currently the County is again facing staff reductions due to changes in the retirement pension program. In addition issues with maintaining staff at approved levels due to the scope of shifting vacancies also presents barriers to sustaining performance. When workload becomes high due to coverage of uncovered caseloads, performance in this measure suffers.</p> <p>Contra Costa also continues to look for ways to support staff in organizing visits to children placed outside the County to minimize travel time and costs. Geographical assignment has had some success in this area but caseload balancing is a first priority so geographical assignment is not always successful. Additionally the bureau is looking at ways to place more children who are not placed with family within the county.</p>
<p>Measure</p>	<p>C3.1 Exits to Permanency after 24 months in Care</p>
<p>Methodology</p>	<p>This measure computes the percentage of children who have been in Foster Care for the 24 months or longer who are discharged to a permanent home prior to turning 18 and by the last day of the year before the child's 18th birthday. The Placement Episode termination reason must be coded as reunification with parents or primary caretakers, discharge to guardianship, or discharge to adoption.</p>
<p>National Standard</p>	<p>29.1%</p>
<p>Target Improvement Goal (as stated in the 2010 SIP)</p>	<p>"Increase the percentage of youth reaching permanency by 5% the first year and 10% the following years. At the end of year 3, performance would be 18.1%."</p>
<p>Current Performance</p>	<p>Contra Costa's performance when the SIP was written was 14.2%; the October 2012 quarter report shows current performance at 13.3%. This continues to be below the National Standard and the state average of 24.2%.</p>
<p>Performance Track</p>	<p>The following chart displays the Baseline data (from January 2004) and the applicable months for this Systems Improvement Period. Quarter October 2009 is displayed since this was an important reading as the SIP outcomes and strategies were planned. Following are quarters leading to the current available data, Quarter 2, 2012-13 Fiscal Year, October 2012 sampling.</p>

	<table border="1"> <caption>C3.1 Exits to Permanency (24 Months in Care)</caption> <thead> <tr> <th>Date</th> <th>Contra Costa (%)</th> <th>National Standard (%)</th> </tr> </thead> <tbody> <tr> <td>Baseline</td> <td>15</td> <td>29</td> </tr> <tr> <td>Oct-09</td> <td>12</td> <td>29</td> </tr> <tr> <td>Jan-10</td> <td>12</td> <td>29</td> </tr> <tr> <td>Apr-10</td> <td>15</td> <td>29</td> </tr> <tr> <td>Jul-10</td> <td>22</td> <td>29</td> </tr> <tr> <td>Oct-10</td> <td>23</td> <td>29</td> </tr> <tr> <td>Jan-11</td> <td>20</td> <td>29</td> </tr> <tr> <td>Apr-11</td> <td>22</td> <td>29</td> </tr> <tr> <td>Jul-11</td> <td>20</td> <td>29</td> </tr> <tr> <td>Oct-11</td> <td>15</td> <td>29</td> </tr> <tr> <td>Jan-12</td> <td>17</td> <td>29</td> </tr> <tr> <td>Apr-12</td> <td>12</td> <td>29</td> </tr> <tr> <td>Jul-12</td> <td>13</td> <td>29</td> </tr> <tr> <td>Oct-12</td> <td>13</td> <td>29</td> </tr> </tbody> </table>	Date	Contra Costa (%)	National Standard (%)	Baseline	15	29	Oct-09	12	29	Jan-10	12	29	Apr-10	15	29	Jul-10	22	29	Oct-10	23	29	Jan-11	20	29	Apr-11	22	29	Jul-11	20	29	Oct-11	15	29	Jan-12	17	29	Apr-12	12	29	Jul-12	13	29	Oct-12	13	29
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<p>Performance Improvement</p>	<p>Contra Costa has not succeeded in improving performance in this measure. We continue to work to improve this outcome for the children and families we serve over the next two years.</p> <p>A review of those strategies selected to improve performance is listed in the table below. Contra Costa continues to work diligently in this area to try to find the key to unlock success. Some of those strategies have now been added to the SIP and are listed below in the Strategy Table and include staff training on how to have conversations on permanency with parents, relatives, caregivers, and youth, identifying barriers to permanency and addressing those barriers, improving relative finding and notification, engaging fathers and families of fathers and supporting youth in transition.</p> <p>A renewed commitment to success in this area is underway. Working with consultants and with Casey Foundation, Contra Costa is focusing on “persistent insistence on permanency” and identifying barriers to permanency by a strong data evaluation of the children “stuck” in long term care placements. One part of this focus is on the use of focused family reviews and the continued integration of Family Team Meetings.</p> <p>Each of the three operational districts will be piloting a different approach, self-identified and planned, to address this issue.</p> <p>West County has proposed a review of children in care longer than 18 months to address the long term care issue and a review of cases 6 weeks after Detention Hearings to assure permanency is a focus from the beginning of the case. The review will be by supervisors and volunteer line staff.</p>																																													

	<p>Central County has proposed a review of children in care longer than 24 months as an initial focus. To keep attention on permanency for children coming into the system, the agenda for the Division Meeting includes a Supervisors' report of actions taken on specific cases to advance permanency.</p> <p>East County proposes a review of Dependency Guardianship cases to advance permanency conversations. They will also be looking at cases of children in care longer than 18 months and anticipate including Family Finding staff in the reviews,.</p> <p>Contra Costa is confident that these efforts, along with Casey Foundation support in a review of the population of kids in placement will begin to shift performance in this outcome.</p> <p>In addition a Learning Community environment is being established for conversations between peers in support of permanency.</p> <p>More work remains on individualized case planning; the federal grant Comprehensive Family Assessments had a focus on this area but it is hoped a more concerted effort in family engagement in case planning with a focus on permanence may also serve to move children to permanence faster.</p> <p>Other areas to be addressed include "Second Chance Reunifications", disrupted adoption and guardianship cases, staff training on conversation about permanency, and impact of AB12 on permanency for older youth.</p>
<p>Successes</p>	<p>Many of the strategies in this area have had great success although success is not evident in the performance measure numbers.</p> <p>There has been a shift in culture in the approach with fathers and families of fathers. Anecdotally, staff are more conscious of father's inclusion in case planning, are considering fathers and families of fathers as options for placement, and are more aware of engaging fathers in children's lives. Contra Costa has one father Parent Partner who has been a champion for fathers and has made himself available to support staff in conversations with fathers. A second Father Parent Partner/Community Specialist has just been hired.</p> <p>The Parent Partners have also made inroads in collaborations with detention facilities that have enabled orientation and training sessions and have furthered conversations for incarcerated parents of children served by Children & Family Services.</p>

	Enhancement in Family Finding and Relative Notification activities are supporting permanent connections and identification of relatives as potential permanent homes.
Challenges, Obstacles and Barriers	<p>Staffing stability has been difficult due to the layoff list. As staff retire, leave for new jobs, etc the timeline to new staff hired has been very slow. The slowness has impacted others and when combining vacancies and leaves of absence the bureau is running a higher than normal vacancy rate. That rate for social workers is averaging 15%. The layoff list for the bureau will expire on Dec, 31, 2012 and will afford the opportunity to hire for all the vacancies.</p> <p>The additional challenge is the implementation of AB 170. This pension reform legislation has the potential for another sweep of staffing disruption as changes to the retirement pension system for public employees faces another radical change thus giving incentive to those staff who might have stayed longer to retire.</p>
Measure	Disparity, Entries of Black Children to Foster Care
National Standard	A National Standard has not been set to track Disproportionality/Disparity.
Target Improvement Goal as stated in the 2010 SIP	"Reduce the incidence rate of removals for African American children by 5% per year. Performance when the SIP was created was 11.4/1000 children removed; goal at end of 3-year SIP is 10/1000."
Current Performance	Reports for disparity/disproportionality are only adjusted annually. For 2011, entries for black children entering care are at a rate of 8.42 per 1,000 children. This appears to be down from the performance at the beginning of the SIP but the 2011 Census shifted population counts. Current reports indicate a rate of 7.2 for 2010 so, disparity may, in fact be increasing. Further analysis is needed to see if this shift upwards is similar to all ethnicities or if this is, in fact, an increase in disparity.

<p>Performance Track</p>	<p>The following chart displays the Baseline data (from January 2004)</p> <p>Disparity Entries of Black Children to Foster Care</p> <p>This line graph shows the rate per 1,000 children for Contra Costa from January 2004 to October 2012. The y-axis ranges from 0 to 12. The rate starts at approximately 10.5 in the baseline, fluctuates between 8 and 11.5 throughout the period, and ends at about 8.5 in October 2012.</p> <table border="1"> <caption>Disparity Entries of Black Children to Foster Care (Estimated Data)</caption> <thead> <tr> <th>Time Period</th> <th>Rate per 1,000 Children</th> </tr> </thead> <tbody> <tr><td>Baseline</td><td>10.5</td></tr> <tr><td>Jul-04</td><td>10.5</td></tr> <tr><td>Apr-05</td><td>9.5</td></tr> <tr><td>Jan-06</td><td>10.5</td></tr> <tr><td>Oct-06</td><td>11.5</td></tr> <tr><td>Jul-07</td><td>9.5</td></tr> <tr><td>Apr-08</td><td>10.5</td></tr> <tr><td>Jan-09</td><td>7.5</td></tr> <tr><td>Oct-09</td><td>7.5</td></tr> <tr><td>Jul-10</td><td>7.5</td></tr> <tr><td>Apr-11</td><td>8.5</td></tr> <tr><td>Jan-12</td><td>8.5</td></tr> <tr><td>Oct-12</td><td>8.5</td></tr> </tbody> </table> <p>Disparity (Entries to Foster Care) by Ethnicity in Census</p> <p>This bar chart shows the rate per 1,000 children by ethnicity in census years from 2004 to 2011. The y-axis ranges from 0 to 16. The legend includes Total, Black, White, Hispanic, Asian, Native American, and Other/Missing. Black children consistently have the highest rate, peaking at approximately 13.5 in 2007.</p> <table border="1"> <caption>Disparity (Entries to Foster Care) by Ethnicity in Census (Estimated Data)</caption> <thead> <tr> <th>Year</th> <th>Total</th> <th>Black</th> <th>White</th> <th>Hispanic</th> <th>Asian</th> <th>Native American</th> <th>Other/Missing</th> </tr> </thead> <tbody> <tr><td>2004</td><td>11</td><td>11</td><td>4</td><td>2</td><td>1</td><td>1</td><td>1</td></tr> <tr><td>2005</td><td>10</td><td>10</td><td>3</td><td>2</td><td>1</td><td>1</td><td>1</td></tr> <tr><td>2006</td><td>11</td><td>11</td><td>3</td><td>2</td><td>1</td><td>1</td><td>1</td></tr> <tr><td>2007</td><td>13.5</td><td>13.5</td><td>3</td><td>2</td><td>1</td><td>1</td><td>1</td></tr> <tr><td>2008</td><td>10</td><td>10</td><td>3</td><td>2</td><td>1</td><td>1</td><td>1</td></tr> <tr><td>2009</td><td>7</td><td>7</td><td>2</td><td>1</td><td>1</td><td>1</td><td>1</td></tr> <tr><td>2010</td><td>8</td><td>8</td><td>2</td><td>1</td><td>1</td><td>1</td><td>1</td></tr> <tr><td>2011</td><td>9</td><td>9</td><td>2</td><td>1</td><td>1</td><td>1</td><td>1</td></tr> </tbody> </table>	Time Period	Rate per 1,000 Children	Baseline	10.5	Jul-04	10.5	Apr-05	9.5	Jan-06	10.5	Oct-06	11.5	Jul-07	9.5	Apr-08	10.5	Jan-09	7.5	Oct-09	7.5	Jul-10	7.5	Apr-11	8.5	Jan-12	8.5	Oct-12	8.5	Year	Total	Black	White	Hispanic	Asian	Native American	Other/Missing	2004	11	11	4	2	1	1	1	2005	10	10	3	2	1	1	1	2006	11	11	3	2	1	1	1	2007	13.5	13.5	3	2	1	1	1	2008	10	10	3	2	1	1	1	2009	7	7	2	1	1	1	1	2010	8	8	2	1	1	1	1	2011	9	9	2	1	1	1	1
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<p>Performance Improvement</p>	<p>The disparity of black children entering care and in care continues, in Contra Costa, the State and in National reports as well. Contra Costa's commitment to reducing this disparity continues. The improvement in the Permanency measures will impact disparity since disparate numbers of children by ethnicity comprise this population.</p>																																																																																																				
<p>Successes</p>	<p>Though outcomes have not been impacted in the last two years, there has been a significant impact since the baseline years. Contra Costa's continued focus on training, on personal biases and difficult dialogues have been successful.</p>																																																																																																				
<p>Challenges, Obstacles and Barriers</p>	<p>One of the key strategies designed to impact this number has been the use of TDM's. While the bureau has continued the use of TDM's the number of TDM's for removals have occurred following removal and will need to be refocused to completing these services prior to placement. The next three years of the SIP will provide opportunities for a renewed focus in this area.</p>																																																																																																				

B. Status of Strategies and Action Steps

The table below summarizes the Strategies and Action Steps under each of the Performance Measures/Systemic Factors. Status of each Action Step is displayed.

The table also identifies changes to the Strategies and Action Steps. In most instances the changes are in wording to clarify the Action Steps. In some instances, some actions previously reported under an Action Step have become significant focuses of work so were given an Action Step designator of their own (for example, work with incarcerated parents was reported under Strategy 2A, Activity A but was more appropriately defined as a separate activity thus was added as Strategy 2A, Activity D).

Significant Changes to the Systems Improvement Plan are:

Strategy 1D, Action Step D added: Original SIP included Action to recognize staff for compliance in timeliness of SW Visits. This continues to be an important recognition, however, in some instances the staff being recognized (or not recognized for good performance) was not the staff person who actually did (or did not) complete the timely visits, due to case transfers, assistance in workload, etc. In addition, as compliance in timeliness of visits was accomplished, the goal was to then address the quality of those visits. It is not enough to just “see” the child, but what was the content of those visits, were relevant questions asked, and were permanency issues addressed, were resources recommended to address issues? Was the visit documented timely and objectively using strength based language? Therefore, a new action item was added to determine criteria for ongoing staff recognition that incorporates timeliness, quality of visits, and acknowledges appropriate staff for performance.

Strategy 2A, Action Step B added: As the focus on Permanency continues conversations in various forums have raised issues about potential or perceived barriers to Permanency, particularly in 2 areas: disrupted Adoption and Guardianship cases and incentives for older youth to remain in care to receive benefits as a non-minor dependent (AB12). Exploring potential barriers to Permanency and providing support and guidance in addressing issues was added as an Activity.

Strategy 2D, Activity A reworded: This activity was previously worded “Retrain staff to concurrent planning process”; the wording has been changed to acknowledge an ongoing focus on permanency and concurrent planning.

Here is the summary table of Performance Measures, Strategies, and Activities:

Performance Measure 2C Timely Social Worker Visits with Child		
Strategy 1A		
Enhance use of Safe Measures by staff to manage visits; provide ongoing training to staff and supervisors		
A	Assess ongoing use of Safe Measures by SW's and Supervisors.	Completed & Ongoing
B	Retrain all staff in the use of Safe Measures to ensure they have a full understanding of the way the tool can assist in managing their caseload.	Completed
Strategy 1B		
Continue Geographical assignment of cases and/or explore ways of reducing travel while increasing contact compliance.		
A	Provide caseload data with location of families/children to staff.	Completed
B	Assess ability to manage visits for out of county placements which ensures primary assigned worker completes 75% visits.	Completed
C	Monitor/refine geographic assignment considering workflow and different needs based on geographic area and strategy (i.e. TDM, DR, etc).	Ongoing
Strategy 1C		
Train Staff to policy changes regarding face to face contacts and waivers/exceptions and implement changes (<i>language changed to add implementation</i>).		
A	Assess training needs for social worker contacts.	Completed
B	Develop and train staff on regulations & policies related to timely SW contacts.	Completed & Ongoing
C	Provide visit exception report for mgrs and sups.	Completed
Strategy 1D		
Develop Quality Assurance program for timeliness and quality of contacts and develop a recognition program for staff and supervisors demonstrating excellence in performance. (<i>New Strategy & activities added; previously included under Strategy 1A, Action D and Strategy 1C, Action D</i>)		
A	Recognize staff for compliance in timeliness of contacts (<i>moved from Action under Strategy 1A</i>)	Completed
B	Evaluate quality of contacts.	Completed
C	Develop strategies for supervisors to monitor and increase quality of SW visits (<i>moved from Action under Strategy 1C</i>).	In Progress
D	Determine criteria for ongoing staff recognition that incorporates timeliness, quality of visits, and acknowledges appropriate staff for performance (<i>new Action</i>)	In Progress

Performance Measure C3.1 Exits to Permanency (24 Months in Care)

Strategy 2A

Enhance family and caregiver engagement activities to support reunification and facilitate discussions about permanency options should reunification not be effective.

- | | | |
|---|---|---------------------|
| A | Develop staff training/education focusing on permanency options and conversations about permanency with parents and caregivers.
<i>(language changed to clarify conversation about permanency)</i> | In Progress |
| B | Explore potential barriers to permanency and provide support and guidance in addressing issues <i>(new Action added)</i> | In Progress |
| C | Increase use of team meetings to enhance permanency | In Progress |
| D | Implement visitation policy including transition from supervised to unsupervised for family | Completed & Ongoing |
| E | Engage incarcerated parents to support case planning and permanency.
<i>(new Action added, previously reported under Strategy 2A, Action Item A)</i> | Completed & Ongoing |

Strategy 2B

Improve individualized, culturally competent reunification services with multi-agency case coordination

- | | | |
|---|--|-------------|
| A | Continue Linkages; develop partnerships for streamlining services for families preparing to reunify. | In Progress |
| B | Increase use of wrap around services. | In Progress |
| C | Continue work on cultural awareness through use of Parent Partners. | Ongoing |

Strategy 2C

Identify at least one relative and send Notification of Relative information.

- | | | |
|---|--|---------------------|
| A | Develop and train staff team responsible for family finding activities. | Completed & Ongoing |
| B | Maintain contract with internet database search engine to search for relatives and absent parents. | Ongoing |
| C | Train staff on how to have permanency discussions with located families. | In Progress |

Strategy 2D

Develop strategies and practice expertise in early and continuous Concurrent Planning.

- | | | |
|---|---|-------------|
| A | Maintain continuous focus on permanency & concurrent planning process <i>(reworded)</i> | In Progress |
| B | Identify challenges and delays in concurrent planning and address issues. | In Progress |
| C | Measure performance in concurrent planning and Permanency Outcomes <i>(reworded)</i> . | In Progress |

Strategy 2E

Engage fathers and extended families of fathers.

- | | | |
|---|---|---------------------|
| A | Develop and implement fatherhood initiative survey. | Completed & Ongoing |
| B | Using survey results, plan strategies and train staff to engagement of fathers and families of fathers. | Completed & Ongoing |

- | | | |
|---|---|---------------------|
| C | Measure contacts and listings of father relationships in CWS/CMS to evaluate effectiveness of strategy. | On Hold |
| D | Provide education/training to Bench and Bar on Father involvement
<i>(ongoing efforts, action added)</i> | Completed & Ongoing |

Strategy 2F

Provide transition planning meetings for youth including assessment of educational needs.

- | | | |
|---|--|---------------------|
| A | Develop coordinated data exchange to sups and staff regarding youth age 17 or older. | Completed |
| B | Hold life planning/transition meeting with youth within 6 months of emancipation. | Completed |
| C | Utilize CWS/CMS to track accurate educational outcomes for youth. | Completed & Ongoing |

Strategy 2G

Increase recruitment of families that can offer permanence

- | | | |
|---|--|-----------|
| A | Complete a demographic profile and data analysis for children currently in care for 24 months or longer to support recruitment planning. | On Hold |
| B | Plan to increase use of community partners and regional offices in recruiting families to offer permanence. | Completed |

Strategy 2H

Engage incarcerated parents to support case planning and permanency. *(new strategy added, previously reported under Strategy 2A, Action Item A)*

- | | | |
|---|---|---------------------|
| A | Establish working relationship with detention facilities to facilitate engagement of incarcerated parents | Completed & Ongoing |
| B | Provide training and support for incarcerated parents. | Completed & Ongoing |
| C | Support staff communication with incarcerated parents. | Completed & Ongoing |

Systemic Factor: Disparity, Entries of Black Children to Foster Care

Strategy 3A

Continue to support staff in culturally and ethnically competent Family Engagement.

- | | | |
|---|--|---------------------|
| A | Provide ongoing training for cultural knowledge and competence in communication and engagement of families, peers, and community partners including family culture, not just ethnicity/race. | Completed & Ongoing |
| B | Explore non-traditional resources and services relevant to case plan goals and support families in attaining goals in a manner that best matches the cultural values of the family. | In Progress |
| C | Develop conversation guides for supervisors to lead staff in discussions of disproportionality at all unit and review meetings every other month. | In Progress |

Strategy 3B

Provide a forum for discussion of cultural and ethnic issues. Raise disproportionality and disparity awareness of staff, community and agency partners, legal entities, and community members

- | | | |
|---|---|---------------------|
| A | Reconvene the Cultural Competency Oversight Committee | In Progress |
| B | Address issues of personal bias and support staff in strength based language in written case documentation. | Completed & Ongoing |
| C | Present information to mandated reporters to enhance awareness of | Completed & Ongoing |

- | | |
|---|---------------------|
| how bias may impact families reported within their own organizations. | |
| D Present regular data reports to staff on topics of disproportionality. | Completed & Ongoing |
| E Re-establish regular training which addresses staff personal biases related to poverty vs. neglect and standards for adequate care of children. | Completed & Ongoing |

Strategy 3C
African American children ages 5 and under will receive a TDM prior to entering care or within 7 days of being in care.

- | | |
|---|---------------------|
| A Continue TDM's for African American children under age 5 who are at risk of removal or immediately following removal. | Completed & Ongoing |
| B Review compliance with children eligible for TDM vs. those served. | In Progress |
| C Explore reasons TDM's not held and address issues. | In Progress |
| D Develop case review process for African American children who have been removed | On Hold |

Strategy 3D
Utilize feedback from consumers (parents and youth) to assist in improving culturally informed services

- | | |
|--|---------------------|
| A Develop feedback mechanism from parents and youth who have been in our system. | Completed & Ongoing |
| B Analyze consumer information and look for ways to improve service delivery and service gaps. | In Progress |

The following table provides detailed information regarding progress in each Activity. This table is a working document and is reviewed quarterly at the Project Management Team meeting to assure continued attention on Strategies and Activities. During these discussions, progress is discussed, new activity documented, needed resources identified and schedules set for next steps. This review also determines when an Action Step has been completed and/or is now addressed as ongoing maintenance; these activities are shaded to facilitate the review process of those activities still actively being addressed.

Systems Improvement Plan Measures, Strategies, Activities – Tracking Matrix

<p>Performance Measure 2C Timely Social Worker Visits with Child Strategy 1A</p> <p>Enhance use of Safe Measures by staff to manage visits; provide ongoing training to staff and supervisors.</p>		<p><input type="checkbox"/> CAPIT</p> <p><input type="checkbox"/> CBCAP</p> <p><input type="checkbox"/> PSSF</p> <p><input type="checkbox"/> N/A</p>	<p>Outcome Measure(s) and/or Systemic Factor(s):</p> <p>2C</p> <p>Timeliness of Social Work Contacts</p>
<p>Action Steps</p>		<p>Staff Responsible Timeframe</p> <p>R&E Mgr Yr 1-5</p>	<p>Status Progress or Action:</p> <p>Completed</p> <ul style="list-style-type: none"> ▪ Safe Measures Usage Reports routinely monitored. ▪ SM Reports recommended for full usage: ▪ Court Reports by Due Date ▪ Case Plans Due/Overdue ▪ Caseload management reports to plan coverage for vacancies ▪ Assigning/tracking out of county placements and scheduling contacts for out of county placements ▪ Policy completed for timely entry of contacts. ▪ Staff Survey identified barriers to timely compliance of contacts and entry of contacts. Administrative Team reviewed survey results and continues to address staffing and support issues. <p>Ongoing</p> <ul style="list-style-type: none"> ▪ Request for more Exception Reports that identify cases/families that require action. ▪ Policy implemented to assure supervisors review Safe Measures Compliance Reports with Social Workers at monthly sup/staff conferences.
<p>A</p> <p>Assess ongoing use of Safe Measures by SW's and Supervisors.</p>			
<p>B</p> <p>Retrain all staff in the use of Safe Measures to ensure they have a full understanding of the way the tool can assist in managing</p>		<p>Staff Dev Mgr Yrs 1-5</p>	<p>Ongoing</p> <ul style="list-style-type: none"> ▪ Safe Measures Training offered and completed and continues to be included in various forums:

<p>their caseload.</p> <ul style="list-style-type: none"> o In districts o At Unit Meetings o One on One o Included in Time Management Training o Component of New Worker Training ▪ Current trainer: Bay Area Academy; training customized to meet Contra Costa needs ▪ Time Management Training completed; use of Safe Measures incorporated in all training plans as appropriate to reinforce usage. 		
<p>Strategy 1B Continue Geographical assignment of cases and/or explore ways of reducing travel while increasing contact compliance.</p>	<p>Outcome Measure(s) and/or Systemic Factor(s): 2C Timeliness of Social Work Contacts</p> <p><input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A</p>	<p>Staff Responsible Timeframe R&E Mgr Sups (SM) Yrs 1-3</p>
<p>Action Steps</p> <p>A Provide caseload data with location of families/children to staff.</p>		<p>Status Progress on Action</p> <p>Completed</p> <ul style="list-style-type: none"> ▪ Safe Measures reports utilized to determine location of families/children for planning contacts ▪ Supervisors utilize information re: geographic assignments in assigning cases (either geo location, school district, area of district, etc.) ▪ Use of SM reports to plan contacts included in Time Management Trainings
<p>B Assess ability to manage visits for out of county placements which ensures primary assigned worker completes 75% visits.</p>	<p>Ops Mgr Sups (SM) Yr 1</p>	<p>Completed Evaluated worker completed visits for out of county placements to assure assigned worker completed 75% visits.</p>
<p>C Monitor/refine geographic assignment considering workflow and different needs based on geographic area and strategy (i.e. TDM, DR, etc).</p>	<p>Ops Mgr Sups (SM) Yrs 1-5</p>	<p>Ongoing Ongoing discussions and efforts evaluate location of cases in caseloads in efforts to consolidate visits to limit travel time.</p>

Strategy 1C	Outcome Measure(s) and/or Systemic Factor(s):
Train Staff to policy changes regarding face to face contacts and waivers/exceptions and implement changes (language changed to add implementation).	2C Timeliness of Social Work Contacts
Action Steps	Status Progress on Action
<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A Staff Responsible Timeframe	<u>Completed</u> Assessment completed.
A Assess training needs for social worker contacts.	Staff Dev Mgr Yr 1
B Develop and train staff on regulations & policies related to timely SW contacts.	<u>Completed</u> <ul style="list-style-type: none"> ▪ Contacts policy including changes to use of waivers/exceptions training completed in 2008. ▪ Policy on FFA contacts completed ▪ Follow-up Training completed in 2010 ▪ Ongoing training provided and planned ▪ Initial review following training indicated compliance <u>Ongoing</u> <ul style="list-style-type: none"> ▪ Ongoing evaluation of compliance with face to face contacts, elimination of waivers, and FFA contact regulations continue.
C Provide visit exception report for mgrs and sups.	<u>Completed</u> Exception reports on cases with visit waivers published during implementation to assure transition to monthly visits.
R & E Mgr Yrs 1-3	Outcome Measure(s) and/or Systemic Factor(s):
Strategy 1D	2C
Develop Quality Assurance program for timeliness and quality of contacts and develop a recognition program for staff and supervisors demonstrating excellence in performance.	Timeliness of Social Work Contacts
Action Steps	Status Progress on Action
<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A Staff Responsible Timeframe	<u>Completed</u> Exception reports on cases with visit waivers published during implementation to assure transition to monthly visits.
(New Strategy & activities added)	

<p>A Recognize staff for compliance in timeliness of contacts (moved from Action under Strategy 1A)</p>	<p>Dir Yr 1</p>	<p>Completed</p> <ul style="list-style-type: none"> Letter of recognition for compliance in timely contacts over a 6 month period issued from Director bi-annually. SW recognized at Staff Appreciation functions Social Workers who regularly use Safe Measures acknowledged in letter from Director
<p>B Evaluate quality of contacts.</p>	<p>CSAT & PMT Yrs 3-5</p>	<p>Completed</p> <p>Random cases selected for review of contacts. Review completed by Project Management Team; members reported on findings at meeting. Findings indicated need for improvement in following areas: use of rote language, and lack of specifics regarding review of case plan activities.</p>
<p>C Develop strategies for supervisors to monitor and increase quality of SW visits (moved from Action under Strategy 1C).</p>	<p>CSAT & PMT CLT Yr 3</p>	<p>In Progress</p> <ul style="list-style-type: none"> Plan how to assess quality of contacts and develop a three pronged approach to QA: timeliness, content, documentation. Division Manager and Program Analyst (Patricia & Rachel) led discussion regarding Quality Contacts at Children's Leadership Team (CLT) Existing desk guide for contacts updated with criteria for contacts with parents, foster care providers, and non-minor dependents (extended foster care). Policy with desk guides to be published. Policy proposed that Social Workers submit Delivered Service log to Supervisors with Court Reports and Case Plans (contacts from previous hearing or last supervisor's review of contacts to current); supervisors to assess and address quality of contacts content and documentation. Develop plan for supervisors/managers random review of online contacts to assure timely entry of contact with narrative of visit included and content of visit Explore training for tracking changes in Word to facilitate review and revision of documentation in court reports, case plans, contact narratives, etc. Address contact content and quality with staff training on family engagement and reflective listening.

<p>D Determine criteria for ongoing staff recognition that incorporates timeliness, quality of visits, and acknowledges appropriate staff for performance (<i>new Action</i>)</p>	<p>CSAT Yr 3</p>	<ul style="list-style-type: none"> Other ideas being discussed, such as random reviews for content and supervisors and managers to accompany Social Workers on one visit during a review period to assess worker skills Discussion to be referred to Children's Leadership Team meeting for all supervisors' participation in planning. <p><i>In Progress</i> Initial discussions have occurred, direction not yet set. Proposed that timeliness compliance be assessed using Safe Measures followed by Supervisors assessment of quality compliance prior to staff recognition.</p>
<p>Performance Measure C3.1 Exits to Permanency (24 Months in Care)</p>		
<p>Strategy 2A</p>		
<p>Enhance family and caregiver engagement activities to support reunification and facilitate discussions about permanency options should reunification not be effective.</p>	<p><input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A</p>	<p>Outcome Measure(s) and/or Systemic Factor(s): C3.1 Exits to Permanency after 24 Months in Care</p>
<p>Action Steps</p>		
<p>A Develop staff training/education focusing on permanency options and conversations about permanency with parents and caregivers. (<i>language changed to clarify conversation about permanency</i>)</p>	<p>Staff Responsible Timeframe CSAT Staff Dev Mgr Yrs 1-5</p>	<p>Status Progress on Action Completed</p> <ul style="list-style-type: none"> "Words Mean Things" training provided to staff annually Supervisors continue to reinforce permanency and family engagement in unit meetings and case conferences Focus on Permanency reinforced in Permanency Review Team Meetings Motivational Interviewing training completed to support family engagement. <p><i>In Progress</i></p> <ul style="list-style-type: none"> Permanency options guide being published; guide identifies Plan training for staff on Permanency Options including how to have conversations with parents and caregivers.

			<ul style="list-style-type: none"> Evaluating guidelines to assess caregiver's commitment to permanency. Signs of Safety discussion planned with County Counsel
B	Explore potential barriers to Permanency and provide support and guidance in addressing (<i>new Action Item added</i>)	CSAT Yrs 3-5	<p><u>In Progress</u></p> <ul style="list-style-type: none"> Discussions have identified potential barriers to permanency; planning in progress to determine approach to address Need to plan strategies on addressing disrupted Adoptions and Guardianship cases and children's reentry to care With implementation of AB12, there are some incentives to being in care prior to emancipation. Discussion started on how to discuss the value of permanency vs. staying in care with older youth.
C	Increase use of team meetings to enhance permanency (Includes Persistent Insistence on Permanence Project)	CSAT PMT Yrs 2-5	<p><u>In Progress</u></p> <ul style="list-style-type: none"> Evaluate all case review meetings to determine need, overlaps, and consolidation options. Meeting to be considered: Dispo Review, Move to a Family Team Meeting focus – Single Meeting to replace multiple meetings; work group to be formed. Consultant hired to facilitate discussion. Commitment made to Persistent Insistence on Permanency Models being assessed to determine best practice. Conversations at CSAT and PMT to identify target population.
D	Implement visitation policy including transition from supervised to unsupervised for family visits.	Dir Admin Analyst Yr 2	<p><u>Completed</u></p> <ul style="list-style-type: none"> Policy from workgroup regarding step-down for supervision of visits published. Established three community visitation centers which allow for increased visitation. CLT discussion in Feb 2011 addressed step down from supervised to unsupervised visitation <p><u>Ongoing</u></p> <ul style="list-style-type: none"> Assess Supervisory guide for SW conferences to determine if visitation sufficiently addressed.

			<ul style="list-style-type: none"> Assess effectiveness/transfer of learning: Has the step down model of visitation been implemented? Plan statistics review for case visits to assess effectiveness of strategy. Evaluate Visitation policy.
E	Engage incarcerated parents to support case planning and permanency. (new Action item added, previously reported under Strategy 2A, Action Item A)	Com Eng Sup Yrs 1-3	<p>Completed & Ongoing</p> <ul style="list-style-type: none"> Conversations with Incarcerated Parents project completed (and ongoing) by Judi Knittel and Parent Partners including Orientation (in prisons) to Incarcerated Parents and collaboration with Detention Facilities for engagement of incarcerated parents. Ongoing work includes researching the impact of children visiting incarcerated parents, developing staff training for engagement of incarcerated parents
Strategy 2B			Outcome Measure(s) and/or Systemic Factor(s):
Improve individualized, culturally competent reunification services with multi-agency case coordination.			3.1 Exits to Permanency after 24 Months in Care
<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A			
Action Steps			Status Progress on Action
A	Continue Linkages; develop partnerships for streamlining services for families preparing to reunify.	—	<u>On Hold</u>
B	Increase use of wrap around services.	Trans/Perm Mgr Yrs 3-5	<p>In Progress</p> <ul style="list-style-type: none"> Cross agency and cross bureau workgroup reviewed wrap strategies Div Mgr and staff participated in Statewide Wrap Conference Workgroup formed to plan for increase in use of wrap around strategies; work on hold
C	Continue work on cultural awareness through use of Parent Partners.	Com Eng Sup Yrs 1-3	<p>Ongoing</p> <ul style="list-style-type: none"> Parent Partners continue work as fully integrated team members of Child Welfare Services and advocate for parents and parents voice in

				policy and planning.
Strategy 2C				Outcome Measure(s) and/or Systemic Factor(s):
Identify at least one relative and send Notification of Relative information.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A		3.1 Exits to Permanency after 24 Months in Care
Action Steps				Status Progress on Action
A Develop and train staff team responsible for family finding activities.	IS Mgr Yr 2	IS Mgr Yr 2		<p>Completed & Ongoing Parent Partners Effort</p> <ul style="list-style-type: none"> ▪ Parent Partners assist in gathering background information for family finding. ▪ Information provided to parents at Parent Partner orientations to be updated to include advocacy for identification of relatives. ▪ Orientations to Children Services that are being provided to incarcerated parents address issue of identifying and locating relatives <p>Staff Efforts in Family Finding</p> <ul style="list-style-type: none"> ▪ Some staff identify family finding as a front end activity, not an ongoing effort: Training needed to remind staff of procedures and their responsibilities.
B Maintain contract with internet database search engine to search for relatives and absent parents.	IS Mgr Yrs 1-3	IS Mgr Yrs 1-3		<p>Ongoing</p> <ul style="list-style-type: none"> ▪ Lexus Nexus search engine; contract continued. ▪ Due Diligence clerical staff continue to use database <p>Ongoing</p> <ul style="list-style-type: none"> ▪ Train more staff in use of system.
C Train staff on how to have permanency discussions with located families.	IS Mgr Yrs 2-3	IS Mgr Yrs 2-3		<p>In Progress</p> <ul style="list-style-type: none"> ▪ Family Finding training addresses permanency discussions. ▪ Process Review Needed: Relatives identified for concurrent planning

		are referred to Relative Approval staff for home assessment AND to assigned SW for assessing relatives for placement readiness and permanency is the responsibility of the assigned SW. Process needs clarification, <ul style="list-style-type: none"> Letter to relatives following completion of home assessment is misleading (Neely addressing this issue). Outcome Measure(s) and/or Systemic Factor(s):	
Strategy 2D		3.1 Exits to Permanency after 24 Months in Care	
Develop strategies and practice expertise in early and continuous Concurrent Planning.	<input type="checkbox"/> CAPIT	Staff Responsible Timeframe	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input type="checkbox"/> N/A		
Action Steps		Status Progress on Action	
A	Maintain continuous focus on permanency & concurrent planning process (see also Strategy 2A, Action C: Persistent Insistence on Permanency Project)	CSAT Yrs 3-5	Completed & Ongoing <ul style="list-style-type: none"> Regional User Guide for Concurrent Planning presented to PMT in May 2012 <u>In Progress</u> <ul style="list-style-type: none"> Evaluate regional guide and glean those activities that support Permanency; incorporate strategies into Persistent Insistence on Permanency project. Retraining needed to review permanency options and information and staff responsibility for continuous concurrent planning. Proposed that concurrent plan be reviewed for all cases in monthly worker/sup conference to keep focus on permanency. PP Reviews are current forum to discuss concurrent planning, however, staff self-refer cases so not all cases are assessed for permanency. Process for referrals, tracking, follow-up, etc needs to be reviewed. Post Permanency Workgroup: workgroup to be formed and training planned.
B	Identify challenges and delays in concurrent planning and address issues.	CSAT Yrs 1-5	<u>In Progress</u> <ul style="list-style-type: none"> Barrier: Some relative care providers are hesitant to move to more

			<p>permanent options other than Long Term Foster Care. There is a need to address permanency as a goal at the initial relative placement.</p> <ul style="list-style-type: none"> ▪ Barrier: Youth resistance ▪ Barrier: Worker resistance ▪ Barrier: AB12 and other financial support for Foster Youth make it advantageous to stay in Foster Care. ▪ Plan strategies to address these barriers.
C	Measure performance in concurrent planning and Permanency Outcomes.	CSAT Yrs 3-5	<p><i>In Progress</i></p> <ul style="list-style-type: none"> ▪ Evaluate Case Plans to determine effective Concurrent Planning strategies. ▪ How are we assessing for permanency? ▪ Need to determine how to measure and track concurrent planning.
Strategy 2E			Outcome Measure(s) and/or Systemic Factor(s):
Engage fathers and extended families of fathers.			3.1 Exits to Permanency after 24 Months in Care
Action Steps			Status Progress on Action
A	Develop and implement fatherhood initiative survey.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A Staff Responsible Timeframe R&E Mgr Yr 1	<p>Completed and Ongoing</p> <ul style="list-style-type: none"> ▪ Staff surveyed on father engagement ▪ Suggested that survey be reissued to determine improvements ▪ Re-survey fathers for satisfaction ▪ Father Focus Groups completed to gather info from fathers on their experience with CWS ▪ Consider Father Focus Group w/incarcerated fathers
B	Plan strategies and train staff to engagement of fathers and families of fathers.	Com Eng Sup Yrs 1-2	<p>Completed and Ongoing</p> <ul style="list-style-type: none"> ▪ Include resident and non-resident/non-custodial fathers including incarcerated fathers ▪ Co-ordinate with CAPFO

			<ul style="list-style-type: none"> Father Engagement strategies work completed by Neely, Judi and workgroup: Father Facts bulletin issued; training provided in districts, Tool Kit for Fathers, Incarcerated Parents project In partnership with other bureaus in the agency, Parent Partner and Children and Family Services Bureau staff participated in a grant project entitled The Fatherhood Initiative
C	Measure contacts and listings of father relationships in CWS/CMS to evaluate effectiveness of strategy.	R&E Mgr Yrs 3-5	<p><u>On Hold</u></p> <ul style="list-style-type: none"> Evaluate statistics to determine improvement in numbers of fathers as caregivers and number of father contacts Anecdotal information seems to indicate a shift in SW's commitment to fathers and families of fathers in case planning and permanency decisions.
D	Provide education/training to Bench and Bar on Father involvement (ongoing efforts, action just added)	Dir Com Eng Sup Yrs 2-5	<p><u>Completed and Ongoing</u></p> <ul style="list-style-type: none"> Information provided to Bench on non-custodial fathers in the legal environment (published book by American Bar Association) Consider involving Bench in discussions addressing concurrent planning and permanency Determine methods of addressing Bench concerns on father engagement
Strategy 2F			Outcome Measure(s) and/or Systemic Factor(s):
Provide transition planning meetings for youth including assessment of educational needs.			3.1 Exits to Permanency after 24 Months in Care
Action Steps			Status
			Progress on Action
A	Develop coordinated data exchange to sups and staff regarding youth age 17 or older.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A Staff Responsible Timeframe IS Mgr Yr 1	<p><u>Completed</u></p> <ul style="list-style-type: none"> Data reports sent to Division Managers regarding transitioning youth (Safe Measures report also available). Safe Measures training is included in the Training Plan; includes Alerts

	for Exceptions, Action needed, and flagging reports as favorites.	
B	<p>Hold transition planning meeting with youth within 6 months of emancipation.</p>	<p>Ops Mgr Yr 2</p>
C	<p>Utilize CWS/CMS to track accurate educational outcomes for youth.</p>	<p>IS Mgr Yrs 1-3</p>
	<p>Completed</p> <ul style="list-style-type: none"> Youth Transition Meeting policy completed and published. Meetings being held. <p>Completed</p> <ul style="list-style-type: none"> Youth Transition Meeting and NYTD (National Youth Transition Database) policy published; staff advised of policy and procedures for recording ILP services. Working with state to refine the data match and data exception report. <p>Ongoing</p> <ul style="list-style-type: none"> CWS/CMS HEP passport provides education tracking notebooks. Continue to promote entry of significant education information in HEP including information such as graduation, obtaining GED, school transfers. Information regarding education status is recorded to court reports. Continue to support entry of this information to HEP. Future Link with education database (Web-based CWS/CMS), "Foster Focus" will allow access to educational information for Foster Youth. Currently, only available at Director level. 	
Strategy 2G	Outcome Measure(s) and/or Systemic Factor(s):	
Increase recruitment of families that can offer permanence.	<p>3.1 Exits to Permanency after 24 Months in Care</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A <p>Staff Responsible Timeframe</p>
Action Steps	Status Progress on Action	
A	<p>Complete a demographic profile and data analysis for children currently in care for 24 months or longer to support recruitment</p>	<p>R&E Mgr Resource Mgr Yrs 3-5</p>
	<p>On Hold</p> <ul style="list-style-type: none"> Info available as part of the PQCR process. Review PQCR to assure recommendations addressed. 	

<p>planning.</p> <p>B Plan to increase use of community partners and regional offices in recruiting families to offer permanence.</p>	<p>Resource Mgr Yrs 3-5</p>	<p>Completed</p> <ul style="list-style-type: none"> Foster Parent Recruitment Orientation sessions held in communities. Permanency and concurrent planning issues to be shared at Community meetings. Recruitment efforts to include both related families and stranger recruitment.
<p>Strategy 2H</p> <p>Engage incarcerated parents to support case planning and permanency. (new strategy added, previously reported under Strategy 2A, Action Item ?)</p>	<p><input type="checkbox"/> CAPIT</p> <p><input type="checkbox"/> CBCAP</p> <p><input type="checkbox"/> PSSF</p> <p><input type="checkbox"/> N/A</p>	<p>Outcome Measure(s) and/or Systemic Factor(s):</p> <p>3.1 Exits to Permanency after 24 Months in Care</p>
<p>Action Steps</p> <p>A Establish working relationship with detention facilities to facilitate engagement of incarcerated parents</p>	<p>Staff Responsible Timeframe</p> <p>Com Eng Sup Yrs 1-2</p>	<p>Status Progress on Action</p> <p>Completed & Ongoing</p> <ul style="list-style-type: none"> Conversations with Incarcerated Parents project completed (and ongoing) by Judi Knittel and Parent Partners including Orientation (in prisons) to Incarcerated Parents and collaboration with Detention Facilities for engagement of incarcerated parents. Ongoing work includes researching the impact of children visiting incarcerated parents, developing staff training for engagement of incarcerated parents
<p>B Provide training and support for incarcerated parents.</p>	<p>Com Eng Sup Yrs 2-3</p>	<p>Completed & Ongoing</p> <ul style="list-style-type: none"> Orientation to Children Services provided at some of the detention facilities. Training specific to fathers of children receiving services from CFS provided.
<p>C Support staff communication with incarcerated parents.</p>	<p>Com Eng Sup Yrs 3-5</p>	<p>Completed & Ongoing</p> <p>Parent Partners continue to support Social Workers in communicating with incarcerated parents and provide information regarding forums for communication with incarcerated parents for inclusion in case planning.</p>

	<p>Systemic Factor Disparity, Entries of Black Children to Foster Care Strategy 3A</p>	<p>Outcome Measure(s) and/or Systemic Factor(s): SF Disparity, Entries of Black Children to Foster Care</p>	<p>Completed & Ongoing</p> <ul style="list-style-type: none"> Training sessions addressing Cultural Competency are included in Standard Competency Training plan; Additional training that promotes cultural knowledge, impacts competency, and reduces biases continues to be offered. Ongoing evaluation of biases, racial disparity and disproportionality and the impact on practice provides direction on training needs. Difficult Dialogues training completed (Bay Area Academy) Racial Sobriety training in progress to further support open conversations 	<p>In Progress</p> <ul style="list-style-type: none"> With budget cuts in 2008 and reduction of funds available to pay for parent services, policy & staff discussions addressed need for parent involvement in case planning & more use of non-traditional resources . Individualized case planning and family engagement has been promoted in various arenas such as Case Reviews, CLT, district meetings Need to continue focus on family engagement and inclusion in case planning with attention to non-traditional community resources that may not have been considered in the past that align with families' culture and values and also meet agency requirements to support
	<p>Action Steps</p> <p>A Provide ongoing training for cultural knowledge and competence in communication and engagement of families, peers, and community partners including family culture not just ethnicity/race.</p>	<p><input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A</p> <p>Staff Responsible Timeframe Staff Dev Mgr Yrs 1-5</p>		
	<p>B Explore non-traditional resources and services relevant to case plan goals and support families in attaining goals in a manner that best matches the cultural values of the family.</p>	<p>CSAT Ops Mgr Yrs 1-5</p>		

<p>families in meeting goals.</p> <ul style="list-style-type: none"> ▪ Evaluation of family readiness for reunification needs to focus on behavior change, not on completion of goals in case plan. ▪ Coordinate with CAPFO activities. ▪ Focus staff on individualized case plans (non-cookie cutter approach), use of non-traditional providers and training, and family involvement and engagement in case planning. ▪ Evaluate draft Staff/Provider communication form drafted at CLT to support communication with non-traditional providers. 		
<p><i>In Progress</i></p> <ul style="list-style-type: none"> ▪ Direction given that managers and supervisors would include discussions in unit and review meetings on disproportionality. ▪ Evaluate to determine if conversations are occurring and their effectiveness in addressing cultural awareness. 	<p>CSAT Yrs 2-3</p>	<p>Develop conversation guides for supervisors to lead staff in discussions of disproportionality at all unit and review meetings every other month.</p>
<p>Outcome Measure(s) and/or Systemic Factor(s):</p> <p>SF Disproportionality/Disparity</p>	<p><input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A</p>	<p>Strategy 3B Provide a forum for discussion of cultural and ethnic issues. Raise disproportionality and disparity awareness of staff, community and agency partners, legal entities, and community members</p> <p><i>Action Steps</i></p>
<p><i>Status</i> <i>Progress on Action</i></p> <p><i>In Progress</i></p> <ul style="list-style-type: none"> ▪ Assess Bureaus' current cultural competence, awareness of personal bias, and ability to make culturally competent individualized assessments and decisions for families. Consider review of previous surveys, new survey, outcomes data that will assess performance improvement in disparity/disproportionality. ▪ Determine next steps. 	<p><i>Staff Responsible Timeframe</i> Ops Mgrs Staff Dev Mgr Yrs 2-5</p>	<p>Reconvene the Cultural Competency Oversight Committee</p>
<p>Completed & Ongoing</p>	<p>CSAT</p>	<p>Address issues of personal bias and</p>

	support staff in strength based language in written case documentation.	Staff Dev Mgr Yr 2	<ul style="list-style-type: none"> Words Mean Things training completed and continues to be provided annually by Staff Development & County Counsel. Anecdotal info indicates some improvement in non-biased language in reports/documentation and increased awareness of staff of cultural issues and personal biases. Continue to evaluate and address inconsistencies. Plan case review to assess language.
C	Present information to mandated reporters to enhance awareness of how bias may impact families reported within their own organizations.	R&E Mgr Yrs 1-5	<p><u>Completed & Ongoing</u></p> <ul style="list-style-type: none"> Presentations made to (some) providers to raise awareness of bias and disparity. Presentation to Contra Costa County Hospital and Regional Centers addressed consideration of a universal screening plan and awareness of disparity in reports to Children Services. Mandated Reporter training to providers (specifically Kaiser and schools) addressed issues reportable activities (penal code) vs. conditions that are judged to be abuse.
D	Present regular data reports to staff on topics of disproportionality.	Staff Dev Mgr Yrs 1-5	<p><u>Completed & Ongoing</u></p> <ul style="list-style-type: none"> Articles and data that address disproportionality are posted to intranet web site. Suggested that when info is posted, a STARS memo be issued with a link to the intranet website.
E	Re-establish regular training which addresses staff personal biases related to poverty vs. neglect and standards for adequate care of children.	Staff Dev Mgr Yrs 1-5	<p><u>Completed & Ongoing</u></p> <p>Training on poverty bias completed. Efforts continue to identify and offer training related to this issue.</p>
Strategy 3C	African American children ages 5 and under will receive a TDM prior to entering care or within 7 days of being in care.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A	<p>Outcome Measure(s) and/or Systemic Factor(s):</p> <p>SF</p> <p>Disproportionality/Disparity</p>

Action Steps	Staff Responsible Timeframe:	Status Progress on Action
<p>A Continue TDM's for African American children under age 5 who are at risk of removal or immediately following removal.</p>	<p>IS Mgr Ops Mgr Yrs 1-3</p>	<p>Completed & Ongoing</p> <ul style="list-style-type: none"> Capacity for TDM's addressed: Back-Up TDM Facilitators trained for capacity; Back-up's regularly scheduled for TDM's NOTE: Target population changed to include cases that include African American children aged 12 and under who are at risk of or immediately following removal.
<p>B Review compliance with children eligible for TDM vs. those served.</p>	<p>R&E Mgr IS Mgr Yr 4</p>	<p>In Progress</p> <ul style="list-style-type: none"> Match population to TDM database to assure compliance Past statistical analysis indicated only 50% of target population receives TDM's; re-evaluate to determine compliance with policy.
<p>C Explore reasons TDM's not held and address issues.</p>	<p>R&E Mgr IS Mgr Yr 4</p>	<p>In Progress</p> <ul style="list-style-type: none"> Revisit previous discussion re: reasons TDM's not held. Analyze issues that are barriers to compliance Address/resolve issues and refocus on compliance.
<p>D Develop case review process for African American children who have been removed</p>	<p>CSAT Ops Mgr Yr 4</p>	<p>On Hold</p> <ul style="list-style-type: none"> Develop Case Review questions Determine population to be reviewed. Schedule discussion at Case Review Meeting
<p>Strategy 3D</p>		<p>Outcome Measure(s) and/or Systemic Factor(s):</p>
<p>Utilize feedback from consumers (parents and youth) to assist in improving culturally informed services</p>	<p><input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A</p>	<p>SF Disproportionality/Disparity</p>
<p>Action Steps</p>	<p>Staff Responsible Timeframe:</p>	<p>Status Progress on Action</p>
<p>A Develop feedback mechanism from parents and youth who have been in our system.</p>	<p>Dir Resources</p>	<p>Completed & Ongoing</p> <ul style="list-style-type: none"> Existing feedback policies provide information regarding satisfaction:

		Mgr Yr 1	<p>Foster Parents evaluation of placement; Survey Cards in Office lobbies</p> <ul style="list-style-type: none"> Information currently reviewed by 1 Manager. Need to continue to plan how this information is received, reviewed and helps direct policy.
B	Analyze consumer information and look for ways to improve service delivery and service gaps.	Dir Resources Mgr Yr 1	<p><u>In Progress</u></p> <ul style="list-style-type: none"> Review previously gathered info: Family Engagement Surveys, Father Engagement Survey, Self Assessment Discussions, PQR;s, Focus Groups by Bay Area Academy and determine if practice or policy changes are indicated.

IV. OBSTACLES & BARRIERS TO FUTURE ACTION IMPLEMENTATION

Changes to Civil Services Retirement Pensions

Recent and proposed changes to retirement pension for Civil Servants have resulted in more retirements sometimes with less notice. With more changes in effect January 2013, it is anticipated that some staff in a position to retire will do so.

Struggle to Sustain Staffing Levels

With so many retirements and resignations, County Personnel is challenged with maintaining current employment lists for classifications. The result of this is positions have been filled with temporary staff until new hiring lists are created. Though the temporary staff have been a beneficial and necessary stop-gap, the desire is to be able to fill positions permanently. Children & Family Services Director continues to work with Contra Costa personnel in resolving these problems.

Evaluation Challenges

A few of the SIP strategies requiring a strong statistical analysis are on hold pending the filling of the vacant Research & Evaluation Manager position. It is anticipated that this position will be filled soon. This position has been vacant for more than a year.

Less Staff Time for Participation in Projects and Workgroups

Several of the workgroups and task forces for the previous Systems Improvement Plan were led by Social Work Supervisors; committees were comprised of staff from all levels that had the time and commitment to work toward policy and procedures that were determined to be "best practice". Less staff feels they have the time to participate now; the administrative team continues to explore ways to support staff participation on the Project Management Team, in work groups, as chairpersons of projects, and in Program Committee meetings.

Economic Outlook and Subsequent Stress to Families – The economic outlook in Contra Costa and California continues to be challenging. Though there are signs of improvement, referrals to Children's Services have been high for the past several months. Historically, the increase in referrals for suspected child abuse and neglect based on stressful economic situations is not seen for 12 to 18 months following decline. Contra Costa tracks closely changes in referrals so will be aware of trends as they develop.

Implementation of AB12 – Implementation of legislative changes under California's AB12 initiative extends Foster Care funding and services to youth past the age of 18. This legislative change is broad in scope and impacts staff and services at all levels. Planning for this change has been proactive and policy and procedures are in place. As youth, non-dependent minors, move into this new program staff are struggling to learn the new requirements. In light of the continuation of other stressors on Social Workers

in Child Welfare, this creates a new level of anxiety. The bureau is as well prepared as they need to be, but it will take time for this change to become routine and the stressors to be reduced.

V. OTHER SUCCESSES & PROMISING PRACTICES

Father Engagement – One of the components of the federal grant, Comprehensive Family Assessments, was a focus on father engagement. There has been a commitment to more inclusion of fathers in case plans, increased awareness of role of fathers in the family, knowledge and training of the impact of legal biases impacting fathers, and the hiring of a father Parent Partner. The result has been a culture shift towards more attention to fathers and extended families of fathers in case planning and permanency issues.

Use of Non-Traditional Service Providers – The challenge of the budget deficit of 2008/2009 provided opportunities to examine the standard way of doing business and consider approaches that were not previously considered. For example, with the reduction of funds to pay for services for parents, Social Workers were encouraged to explore more diverse, more cost efficient services that were more closely aligned with family's cultures and communities. This is included as a SIP strategy under the Disparity Systemic Factor measure.

Work with Incarcerated Parents – Initiated by the Parent Partner program and their strong focus on Father Inclusion, Contra Costa has developed a definitive collaborative approach to informing incarcerated fathers/mothers of their rights even while incarcerated. The program includes monthly training sessions, Navigating the Child Welfare System and Incarcerated Fathers' training sessions on legal status of father and understanding the legal system. The program also supports inclusion of the voice of these parents in planning for their children by connecting incarcerated parents with their Social Workers, training Social Workers how to navigate the prison system for more inclusion in planning, designating point people in both CFS and the jail to facilitate communication between the two systems, and even paving the way for Team Decision Making meetings in jails as well as facilitating family visits. These advances are exciting innovations that are motivating those staff involved to recognize the needs of this incarcerated population. At a recent California Parent Leadership Conference, Contra Costa presented information on this program. The conference session drew approximately 100 participants. This has definitely peaked the interest of other California state and county agencies particularly in light of new California legislation (AB109) that may lead to early release of many prisoners.

Family Case Consultation Meetings and Shared Decisions – Contra Costa continues to move towards a new approach for assessing the family and focusing on permanency that will involve Family Case Meetings, Case Reviews for Permanency, and some form of shared decision making where more than one Social Worker and one Supervisor make important decisions for a family. It is anticipated that the model will incorporate the work currently moving forward on case reviews to explore permanency options and the data evaluation work with Casey Foundation to examine the characteristics of children in

placement. The intent is that these meetings will include a variety of staff who have influence and responsibility for the family and the children's permanency. The goal is to analyze barriers to permanency and develop a practice model that builds on existing best practices and strategies to reduce time in care and to decrease the number of children entering care.

The Learning Community -. The Learning Community is a new environment to support staff in applying "best practice" principles of child welfare in practice; the focus will be on permanency issues. These forums give staff time to reflect on cases and engagement and permanency successes and to discuss challenges with specific families. These groups also support staff in learning from the experience of their peers.

VI. OTHER OUTCOME MEASURES NOT MEETING STATE OR NATIONAL STANDARDS

The following chart displays the national and state measures that are tracked and summarizes Contra Costa's performance improvement from two perspectives: Comparison to baseline, Jan 4 2002 quarter, and comparison to the first month of the current Systems Improvement Plan period, Jan 4, 2010. Both these perspectives are important in evaluating performance improvement.

CFSR Measure Summary	<i>Improvement from Baseline?</i>		<i>Improvement from Jan 2010</i>	
PR--Participation Rates: Referral Rates	Yes	-7.5%	Yes	-7.6%
PR--Participation Rates: Substantiation Rates	Yes	-38.4%	Yes	-20.6%
PR--Participation Rates: Entry Rates	Yes	-38.4%	Yes	-14.1%
PR--Participation Rates: In Care Rates	Yes	-53.8%	Yes	-21.3%
S1.1--No Recurrence Of Maltreatment	Yes	0.2%	No	-2.4%
S2.1--No Maltreatment In Foster Care	Yes	0.00%	Yes	0.60%
C1: Reunification Composite	Yes	26.4%	Yes	24.3%
C1.1--Reunification Within 12 Months (Exit Cohort)	Yes	14.5%	Yes	15.3%
C1.2--Median Time To Reunification (Exit Cohort)	No	2.5%	Yes	-12.8%
C1.3--Reunification Within 12 Months (Entry Cohort)	No	-2.4%	No	-12.3%
C1.4--Reentry Following Reunification (Exit Cohort)	Yes	-38.1%	Yes	-29.9%
C2: Adoption Composite	Yes	82.0%	Yes	30.6%
C2.1--Adoption Within 24 Months (Exit Cohort)	Yes	59.0%	Yes	20.4%
C2.2--Median Time To Adoption (Exit Cohort)	Yes	-23.1%	Yes	-13.6%
C2.3--Adoption Within 12 Months (17 Months In Care)	Yes	20.0%	No	-0.7%
C2.4--Legally Free Within 6 Months (17 Months In Care)	Yes	0.1%	No	-0.8%
C2.5--Adoption Within 12 Months (Legally Free)	Yes	39.4%	Yes	21.6%
C3: Long Term Care Composite	Yes	29.8%	Yes	4.5%
C3.1--Exits To Permanency (24 Months In Care)	No	-13.7%	No	-7.7%
C3.2--Exits To Permanency (Legally Free At Exit)	No	-0.2%	Yes	1.1%
C3.3--In Care 3 Years Or Longer (Emancipated/Age 18)	Yes	-17.4%	Yes	-3.8%
C4: Placement Stability Composite	Yes	7.1%	Yes	9.2%
C4.1--Placement Stability (8 Days To 12 Months In Care)	Yes	7.6%	Yes	3.1%
C4.2--Placement Stability (12 To 24 Months In Care)	Yes	20.6%	Yes	7.1%
C4.3--Placement Stability (At Least 24 Months In Care)	No	-35.0%	Yes	3.0%
2B--Timely Response (Imm. Response Compliance)	Yes	4.6%	No	-2.6%
2B--Timely Response (10-Day Response Compliance)	Yes	70.0%	No	-0.6%
2C--Timely Social Worker Visits with Child (Month 1)	N.A.	N.A.	N.A.	N.A.
2C--Timely Social Worker Visits with Child (Month 2)	N.A.	N.A.	N.A.	N.A.
2C--Timely Social Worker Visits with Child (Month 3)	Yes	40.8%	Yes	15.3%
4A--Siblings (All)	Yes	31.4%	Yes	25.7%
4A--Siblings (Some or All)	Yes	14.4%	Yes	13.6%
4B--Least Restrictive (Entries First Plc.: Relative)	Yes	106.2%	Yes	5.5%
4B--Least Restrictive (Entries First Plc.: Foster Home)	N.A.	-46.2%	N.A.	-11.9%

4B--Least Restrictive (Entries First Plc.: FFA)	N.A.	110.3%	N.A.	23.9%
4B--Least Restrictive (Entries First Plc.: Group/Shelter)	Yes	-28.5%	Yes	-11.9%
4B--Least Restrictive (Entries First Plc.: Other)	N.A.	124.4%	N.A.	-0.3%
4B--Least Restrictive (PIT Placement: Relative)	No	-6.7%	No	-0.7%
4B--Least Restrictive (PIT Placement: Foster Home)	N.A.	-22.5%	N.A.	-13.7%
4B--Least Restrictive (PIT Placement: FFA)	N.A.	6.0%	N.A.	-6.2%
4B--Least Restrictive (PIT Placement: Group/Shelter)	No	15.4%	No	24.4%
4B--Least Restrictive (PIT Placement: Other)	N.A.	21.5%	N.A.	5.5%

Thirty-four Performance Measures are tracked for comparison. The chart counts measures showing improvement or decline in performance compared to the 2 baselines.

	Current Quarter compared to Jan 4, 2002	Current Quarter Compared to Jan 4, 2010
Improvement	27	25
Decline in Performance	7	9

Of the 18 National Performance Measures, Contra Costa's performance exceeds the National Standard in 11 of these in the current quarter (Oct 2012) or a strong trend line exceeds the National Standard even though the current quarter has dropped below. These measures are:

- S2.1 No Maltreatment in Foster Care
- C1 Reunification Composite
- C1.4 Reentry Following Reunification (Exit Cohort)
- C2 Adoption Composite
- C2.1 Adoption within 27 Months (Exit Cohort)
- C2.2 Median Time to Adoption (Exit Cohort)
- C2.5 Adoption within 12 Months (Legally Free)
- C3.2 Exits to Permanency (Legally Free at Exit)
- C3 Placement Stability Composite
- C4.1 Placement Stability (8 Days to 12 Months in Care)
- C4.2 Placement Stability (12 Months to 24 Months in Care)

Overall, Contra Costa's performance indicates continued focus on outcomes for children and families. Even where performance is low most measures continue to show improvement. Some of the measures not showing improvement have little impact on children or families because performance has consistently been high. For some measures where improvement is shown, these areas remain a focus as the improved performance remains at a level which continues to need improvement. Finally, there are a few measures where performance has not been strong and there

still continues to be a decline in performance which is also concerning. These are the measures where Contra Costa County will continue to focus our resources.

The following measures show a decline in performance since the beginning of the SIP period even though there is still an improvement from Baseline:

- S1.2 No Recurrence of Maltreatment
- C2.3 Adoption within 12 Months (17 Months in Care)
 - Timely Response (Immediate)
 - Timely Response (10 Day)

The following measures indicate no performance improvement from baseline to current and no improvement in performance from the beginning of the SIP period:

- C1.3 Reunification within 12 Months
- C3.1 Exits to Permanency (24 Months in Care)
 - 4B Least Restrictive Placement (Point in Time, Relative)
 - 4B Least Restrictive Placement (Group Home or Shelter)

Of the above measures, the following performance is not of primary concern though improvement to exceed the National Standard is always desired:

S1.2 No Recurrence of Maltreatment – Contra Costa’s performance in this measure has been relatively steady though there is a lot of variance from one quarter to the next. In some quarters, performance exceeds the National Standard, in some quarters the performance is below the National Standard. For most quarters, performance is higher than the average performance in California.

C1.3 Reunification within 12 Months - California average is below the National Standard. Contra Costa performance is better than state average but still lower than the National Standard with occasional quarters exceeding the National Standard. The overall trend line is slightly up, however, and Contra Costa could exceed National Standards if the trend line continues.

C2.3 Adoption within 12 Months (17 Months in Care) - Both Contra Costa and California Average are below the National Standard in this measure. Contra Costa’s performance is also below the state performance. While Contra Costa shows a slight increase in performance, state average performance is improving at a greater rate. Performance dipped to an all time low in April 2012 quarter.

C4.3 Placement Stability (At Least 24 Months in Care) – Contra Costa's performance in this measure exceeded the National Standard at baseline but performance has declined pretty steadily and continues to decline. Efforts to reduce the level of care for youth in Group Homes may be a factor in the lower performance; further analysis would need to confirm this.

The following measures showing decline in performance for current quarter are of concern to Contra Costa. In addition, measures that may be showing improvement in current quarter still are not an acceptable level of performance and are also of concern

C3.1 Exits to Permanency (24 Months in Care) – Both California and Contra Costa perform below the National Standard. Contra Costa performance is also below the state average. The state's performance shows an improvement, trend line for Contra Costa is stable; however, recent performance for first three quarters in Calendar year 2012 shows a significant drop. Performance percentage difference for the final quarter of 2012 shows Contra Costa at 15.8% below than the National Standard and 10.9% below the state average.

C3.3 In Care 3 Years or Longer (Emancipated or Turned 18) – Contra Costa performs below both the state well below the National Standard. Trend line of Contra Costa's performance shows only a slight improvement.

4B Least Restrictive Placement (Point in Time, Relative and Point in Time Group Home) – The percent of children in care with relative has declined slightly from baseline to current quarter and percent of children in Group Home care has slightly increased. Contra Costa continues to focus on least restrictive placements and progress towards permanency. Therefore, these measures continue to be a focus.

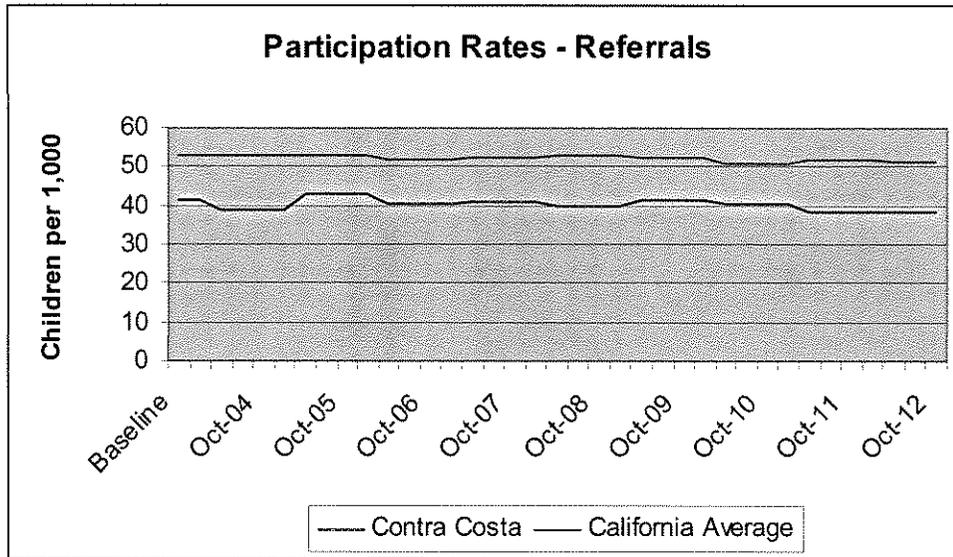
_____ended here 12-28-12

Contra Costa is currently working on innovative approaches at several levels to address permanency. It is anticipated that these case reviews and practice shifts will not only impact performance in Measure C3.1 Exits to Permanency 24 Months in Care but also positively impact performance in two of the other measures listed above, C3.3 In Care 3 Years or Longer (Emancipating or Turned 18).

Performance improvement in permanency may have initial negative impact on measures C4.3 (Placement Stability (At Least 24 Months in Care and 4B Least Restrictive Placement) while corrections are made to step down level of care while moving towards a permanent placement.

The charts on the following pages track performance in all of the measures from January 2004 through the current quarter, October 2012. These charts display the National Standard. The state average performance is displayed because this supports Contra Costa's analysis of performance relative to the laws, regulations, and procedures of California. The charts for Contra Costa's performance show broader fluctuations than the state averages which are balancing the work of all of the California counties. Trend lines for Contra Costa performance are overlaid on charts when the fluctuations impair a clear view of the performance trend.

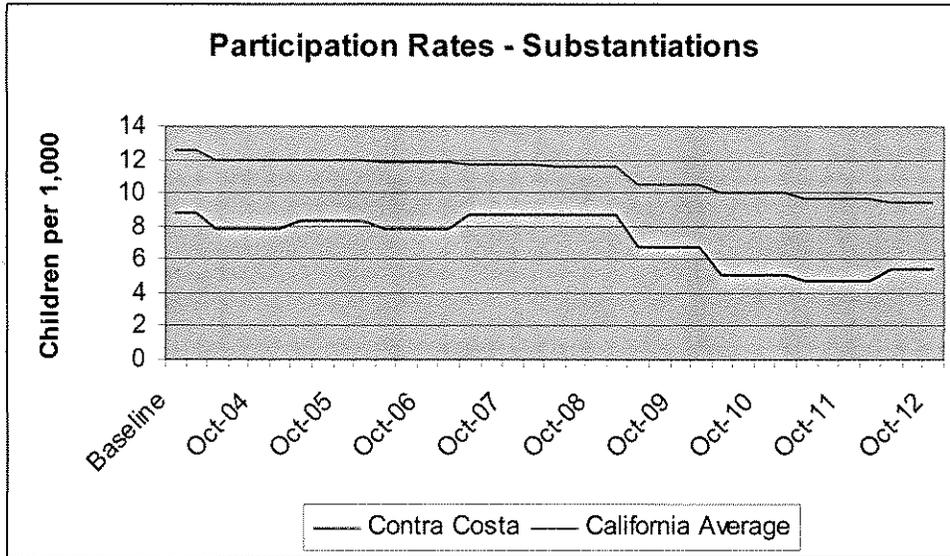
Contra Costa Performance Compared to National Standard and State Average
 Most Recent Summary Report Publication: Q2, 2012 (Oct 2012)



Description & Methodology: Unduplicated count of children in referrals divided by US Census of Child Population multiplied by 1,000 (for a rate of children in care per 1,000 children). This is an annual calculation based on data from Quarter 4 data extract. Note that US Census for 2000 and 2010 used but interpolated.

Most Recent Report Period: Start Date: 1/1/2011
 End Date: 12/31/11

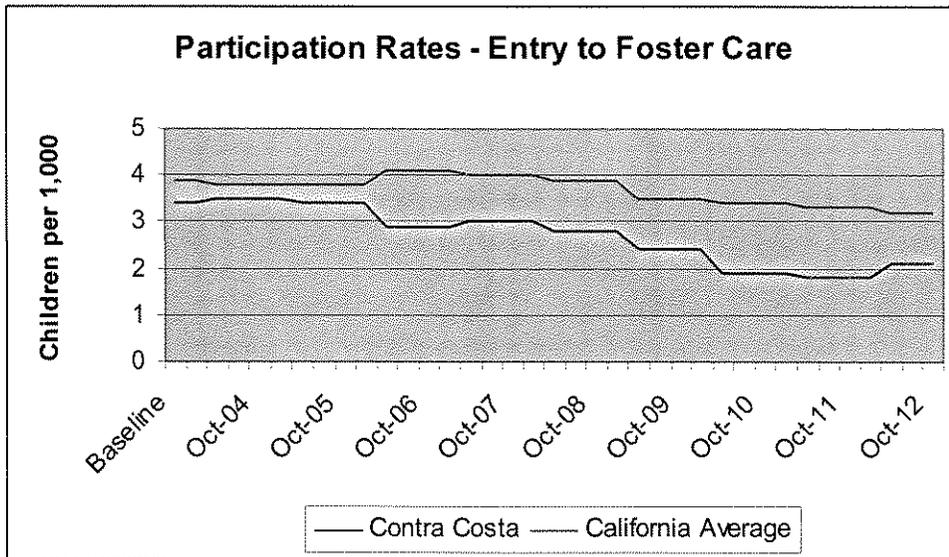
Performance: Performance better than state average which is a positive trend



Description & Methodology: Unduplicated count of children with substantiated allegation divided by US Census of Child Population multiplied by 1,000 (for rate of children with substantiated allegation per 1,000 children). This is an annual calculation based on data from Quarter 4 data extract. Note that US Census for 2000 and 2010 used but interpolated.

Most Recent Report Period: Start Date: 1/1/2011
End Date: 12/31/11

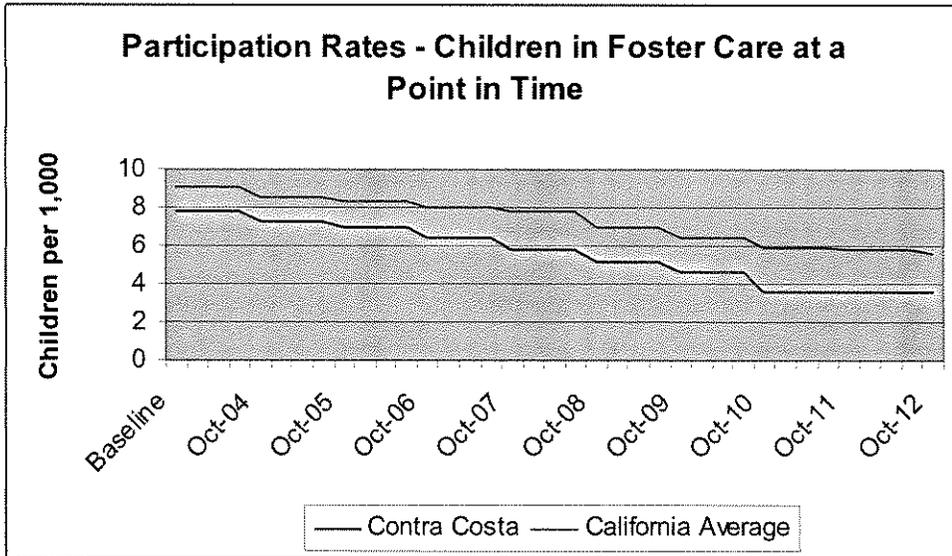
Performance: Performance better than state average which is a positive trend



Description & Methodology: Unduplicated count of children entering foster care (both first entry and re-entry) divided by US Census of Child Population multiplied by 1,000 (for a rate of children in care per 1,000 children). This is an annual calculation based on data from Quarter 4 data extract. Note that US Census for 2000 and 2010 used but interpolated.

Most Recent Report Period: Start Date: 1/1/2011
End Date: 12/31/11

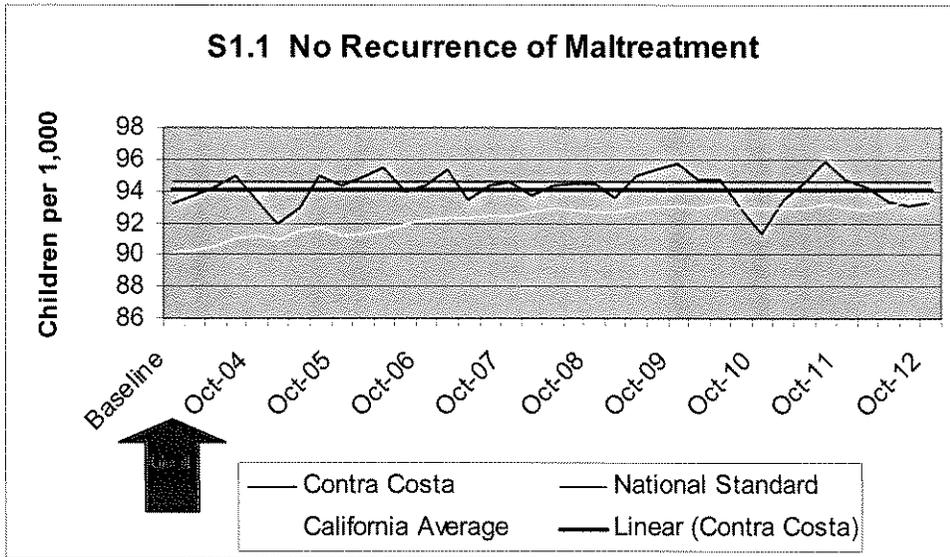
Performance: Performance better than state average which is a positive trend



Description & Methodology: Count of children in child welfare supervised foster care at a Point in Time divided by US Census of Child Population multiplied by 1,000 (for a rate of children in care per 1,000 children). Only children with an open referral or case are counted under Child Welfare supervision are counted. Rates are calculated as of July 1 of each year from the Quarter 2 extract. Note that US Census for 2000 and 2010 used but interpolated.

Most Recent Report Period Start Date: [REDACTED]
End Date: 7/1/12

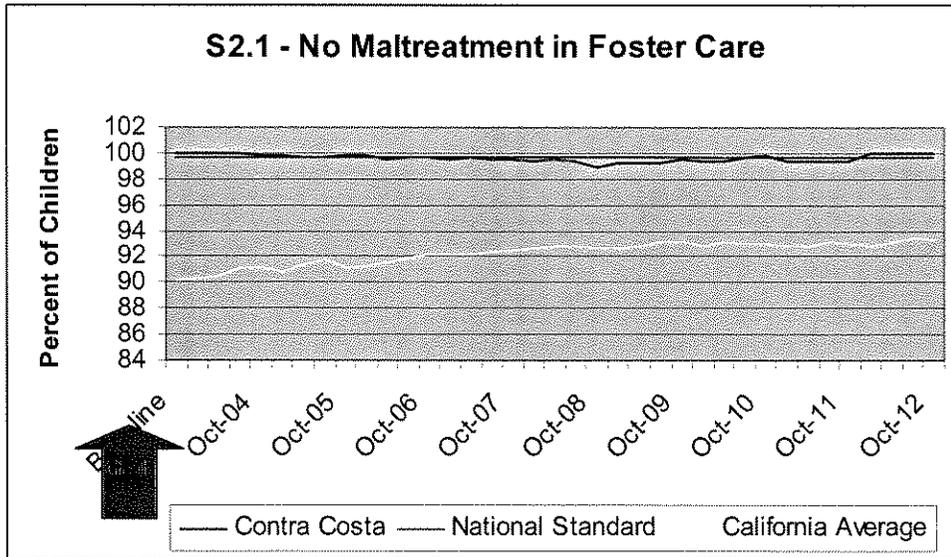
Performance: Performance better than state average which is a positive trend



Description & Methodology: Percentage of children who were victims of a substantiated or indicated child maltreatment allegation within a specified 6 months for whom there was no additional substantiated maltreatment during the subsequent 6 months.

Most Recent Report Period: Start Date: 7/1/11
End Date: 7/1/12

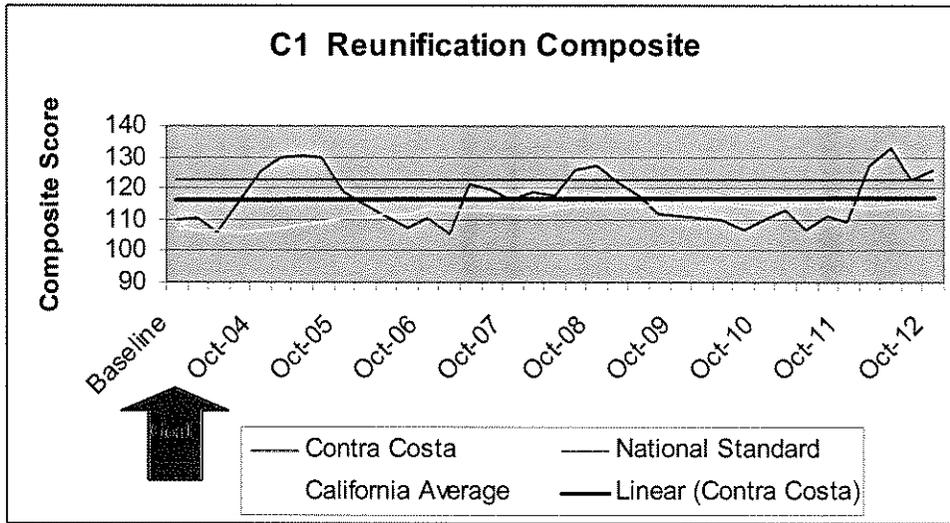
Performance: Performance better than state average, average performance for Contra Costa slightly below National Standard. Trend line stable.



Description & Methodology: Percent of children who were not victims of a substantiated maltreatment report by a foster parent or facility staff while in out of home care.

Most Recent Report Period: Start Date: 7/1/11
End Date: 6/30/12

Performance: Performance better than state average. Performance stable and in line with National Standard.

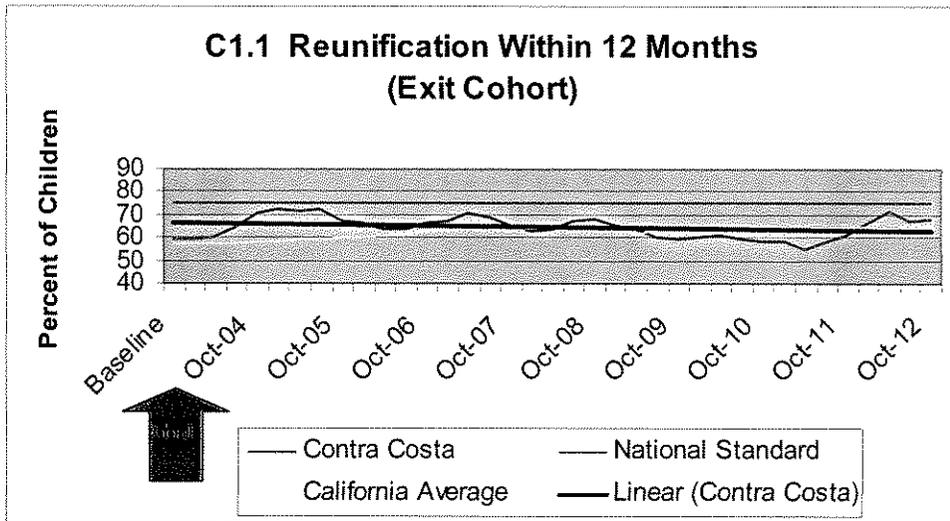


Description & Methodology:

This measure is a composite score of the Reunification measures. Federally specified weights, means, standard deviations, and formulas are used. The statewide composite estimate is weighted by the number of children served in each county. Estimated scores less than 50 are set to 50 and those greater than 150 are set to 150 for consistency with the federal range and to control outlying values produced by small county populations.

Most Recent Report Period Performance:

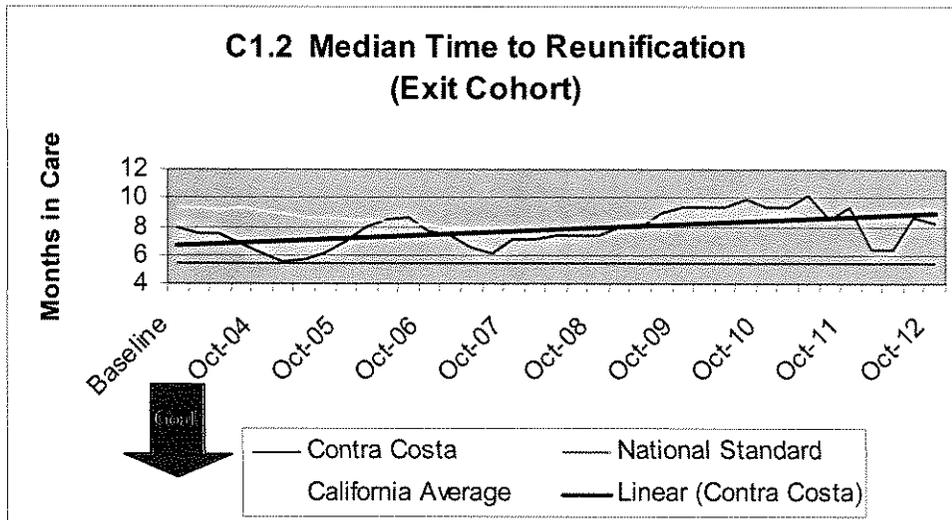
End Date: 7/31/12 (last day of month of preceding quarter)
 Trend line for Contra Costa’s performance exceeds state performance and is below federal performance. Performance trend line is stable.



Description & Methodology: Percent of children discharged to reunification within 12 months of removal. This is an exit cohort so the denominator is the total number of children who exited to reunification, the numerator is the count of children exiting within 12 months. Children in care less than 8 days excluded. Children returned home for a "trial home visit" and subsequently reunified are counted if the trial visit started within 11 months of removal date and was the final placement before reunification. Reunification defined as exit from care to parents or primary caretaker with placement episode termination reasons Reunified with Parent/Guardian (Court & Non-Court) or Child Released Home. If reunified more than once during a year, the latest incidence is counted.

Most Recent Report Period: Start Date: 7/1/11
End Date: 6/30/12

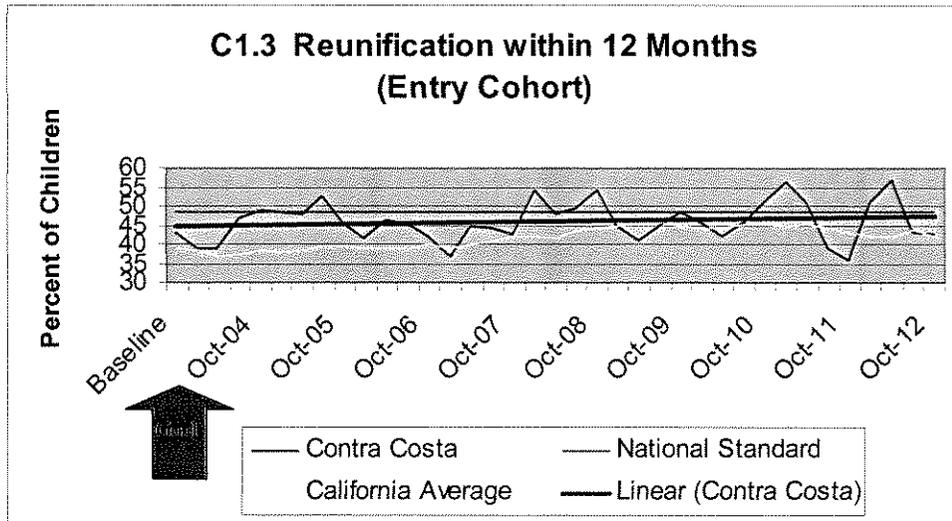
Performance: Performance improved beginning in October 2011 and has exceeded state performance during first three quarters of Calendar Year 2012. Overall trend line indicates a slight decline but this will change if current performance is sustained.



Description & Methodology: Median length of stay in months for children discharged to reunification (date of discharge from foster care minus latest date of removal from the home. Children in care less than 8 days are excluded; children on "trial home visit" lasting longer than 30 days are included. Reunification defined as exit from care to parents or primary caretaker with placement episode termination reasons Reunified with Parent/Guardian (Court & Non-Court) or Child Released Home. If reunified more than once during a year, the latest discharge is selected.

Most Recent Report Period Start Date: 7/1/11
End Date: 6/30/12

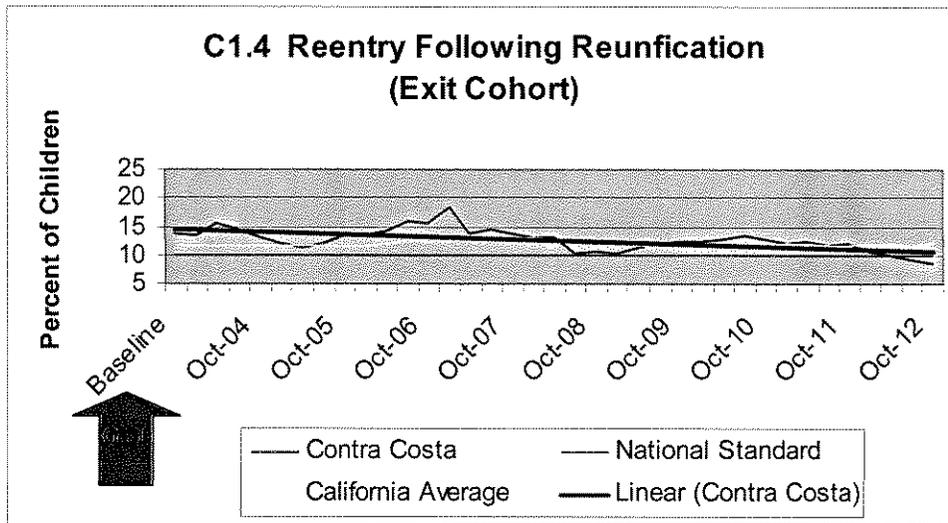
Performance: Contra Costa performance better than state average until Jul 2009 through 2009 through October 2011. Performance improves to better than state average for first 3 quarters in 2012. Overall trend line is down for the last two years.



Description & Methodology: Percent of children reunified within 12 months of removal for a cohort of children first entering foster care during a 6 month period. Children in care less than 8 days are excluded; children on "trial home visit" lasting longer than 30 days are included. Latest date of removal is counted. Reunification defined as exit from care to parents or primary caretaker with placement episode termination reasons Reunified with Parent/Guardian (Court & Non-Court) or Child Released Home.

Most Recent Report Period: Start Date: 7/1/11
End Date: 6/30/12

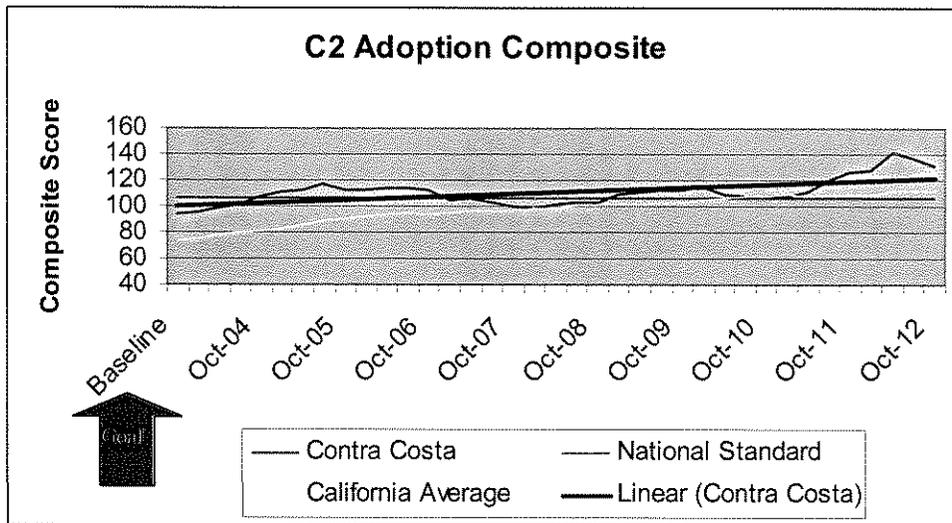
Performance: The overall trend line is slightly up and could exceed National Standards if the trend line continues. Note that in Entry Cohorts both California and Contra Costa demonstrate a better performance (closer to National Standard) in recent years than Exit Cohorts indicating performance for children entering care is better than performance when children in care for longer than 12 months are included in the evaluation.



Description & Methodology: Percent of children reunified within 12 months of removal for a cohort of children first entering foster care during a 6 month period. Children in care less than 8 days are excluded; children on "trial home visit" lasting longer than 30 days are included. Latest date of removal is counted. Reunification defined as exit from care to parents or primary caretaker with placement episode termination reasons Reunified with Parent/Guardian (Court & Non-Court) or Child Released Home.

Most Recent Report Period Start Date: 7/1/11
End Date: 6/30/12

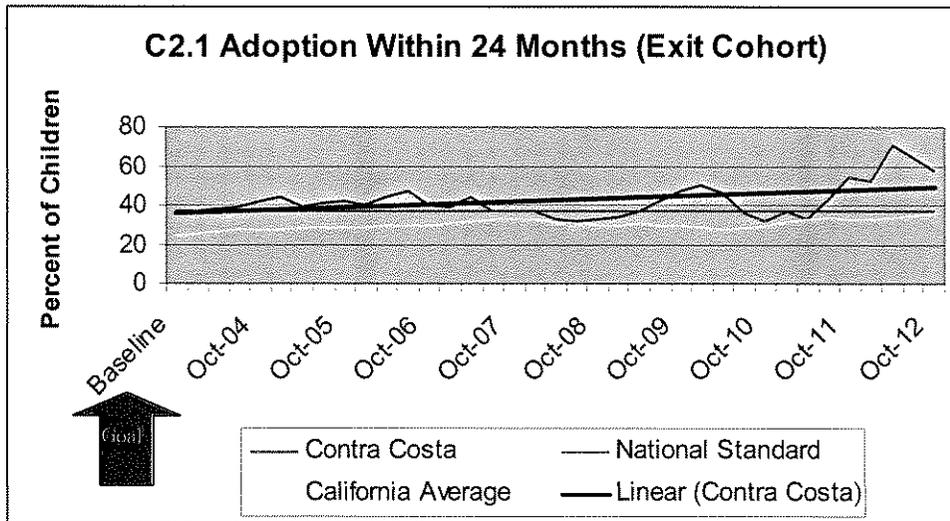
Performance: Contra Costa performance is better than the State and National Standard. This is an area where the county has continued to improve over the years.



Description & Methodology: This measure is a composite score of the Adoption measures. Federally specified weights, means, standard deviations, and formulas are used. The statewide composite estimate is weighted by the number of children served in each county. Estimated scores less than 50 are set to 50 and those greater than 150 are set to 150 for consistency with the federal range and to control outlying values produced by small county populations.

Most Recent Report Period: Start Date: 7/1/11
End Date: 6/30/12

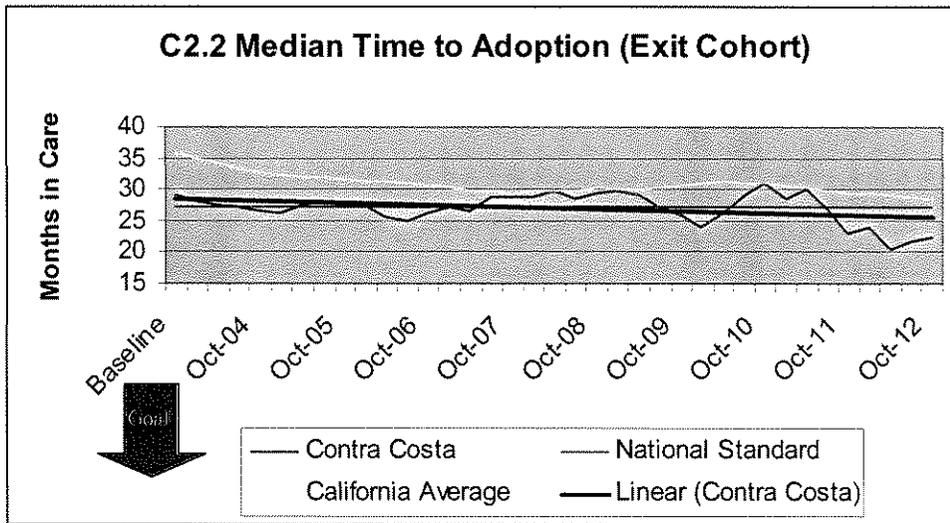
Performance: The trend line for Contra Costa’s composite score for the Adoption measures has exceeded the National Standard since Jan 2007. Contra Costa’s best performance was in April 2012 with a composite score of 141.1 compared to the National Standard of 106.4. Current quarter score is 131 still significantly higher than the National Standard of 106.4.



Description & Methodology: Percent of children adopted within 24 months of removal. This is an exit cohort so the denominator is the total number of children who exited foster care to adoption during the specified year, the numerator is the count of children adopted within 24 months. Only placement episodes ending in Adoption are included.

Most Recent Report Period Start Date: 7/1/11
End Date: 6/30/12

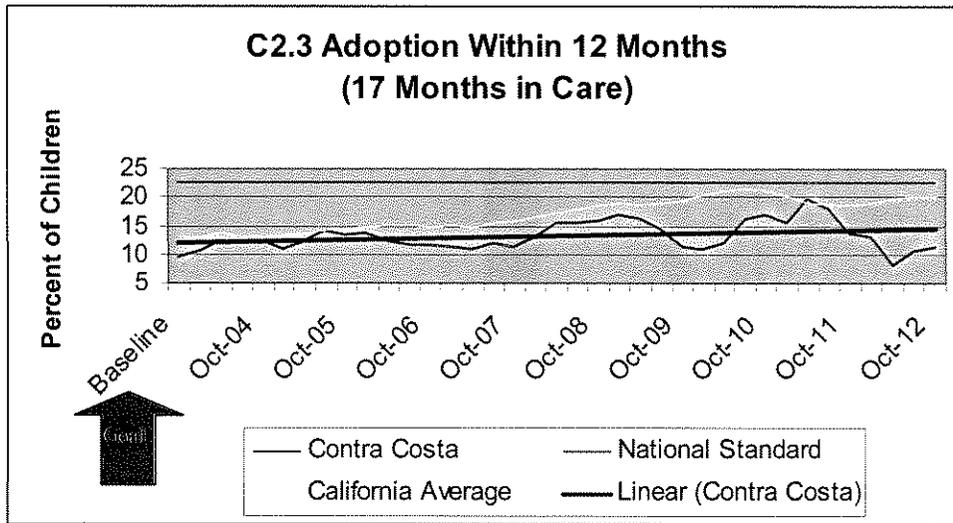
Performance: Trend line for Contra Costa performance is above both California average and National Standard. Overall, the trend for Contra Costa County as well as the California average indicates improving performance in this measure.



Description & Methodology: Median length of stay in months for children discharged to adoption (date of discharge from foster care minus latest date of removal from the home). Only placement episodes ending in adoption are included.

Most Recent Report Period Start Date: 7/1/11
End Date: 6/30/12

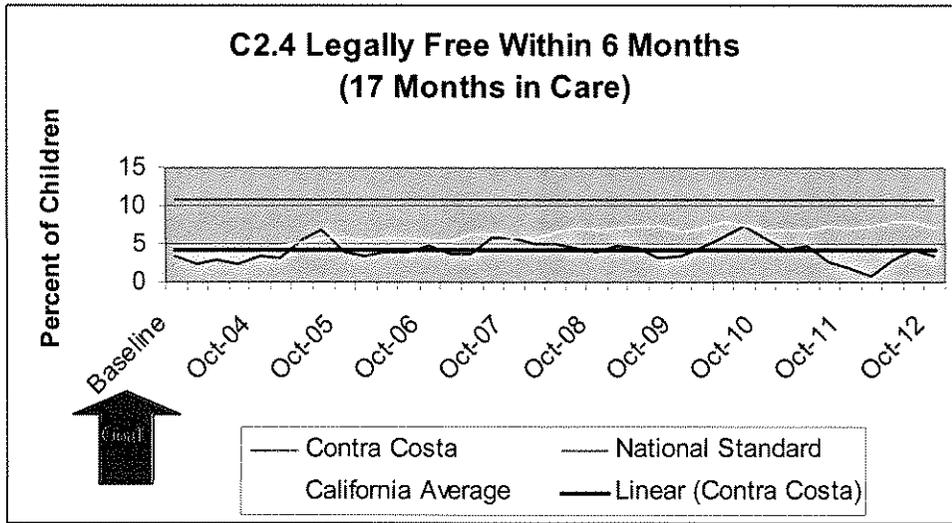
Performance: The trend line for Contra Costa performance indicates higher performance than both California Average and the National Standard (less months in care prior to Adoption) since October 2008. There continues to be a slight improvement in performance based on trend line, a more dramatic improvement in recent quarters. The state performance is also improving and is nearing the National Standard.



Description & Methodology: Percent of children who were adopted in a 12 month period who were in foster care for 17 continuous months or longer on the first day of the 12 month period. The denominator consists of all children in foster care for 17 continuous months or longer as of the first day of the report year. The numerator includes those children in the denominator who were then adopted by the last day of the report year (placement episode termination reason of adoption).

Most Recent Report Period: Start Date: 7/1/11
End Date: 6/30/12

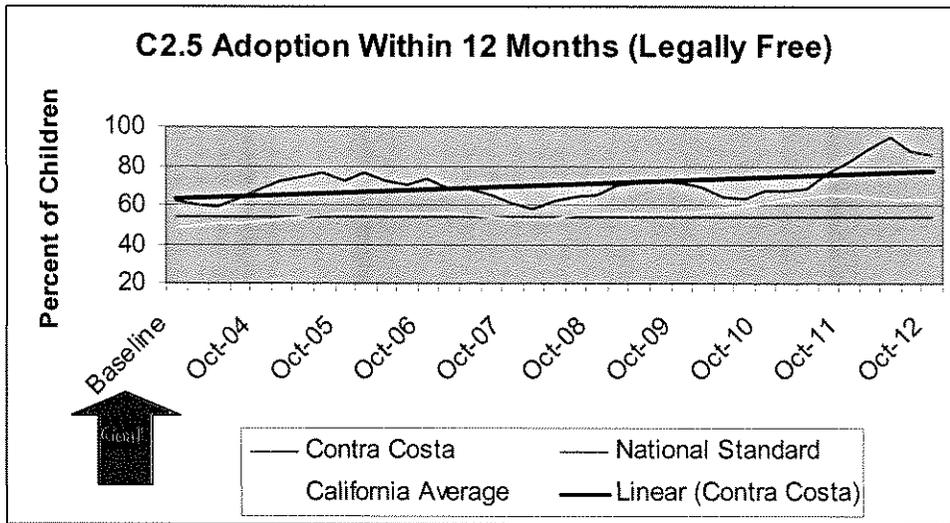
Performance: Both Contra Costa and California Average are below the National Standard in this measure. Contra Costa's performance is also below the state performance. While Contra Costa shows a slight increase in performance, state average performance is improving at a greater rate.



Description & Methodology: Percent of children who were in foster care for 17 continuous months or longer and not legally free for adoption as of the first day of the reporting period who then became legally free for adoption within the next 6 months.

Most Recent Report Period Start Date: 7/1/11
End Date: 12/31/11

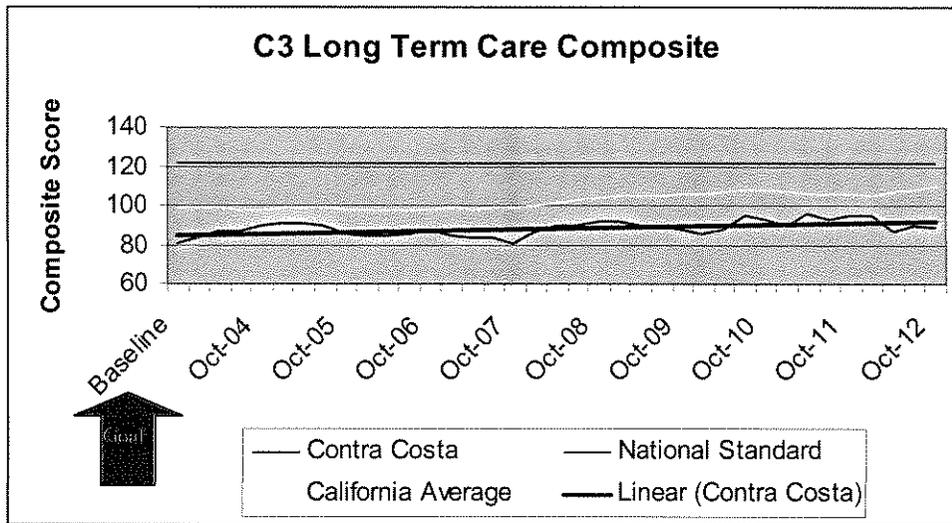
Performance: Both California average and Contra Costa performance are below the National Standard. While the state is showing a slow and slight improvement in performance, Contra Costa’s trend line shows no improvement.



Description & Methodology: Percent of children who were discharged from foster care to adoption within 12 months of becoming legally free. The denominator consists of all children declared legally free for adoption during the report year; the numerator includes those children who were then discharged to a finalized adoption within the next 12 months of the reporting period.

Most Recent Report Period Start Date: 7/1/11
End Date: 6/30/12

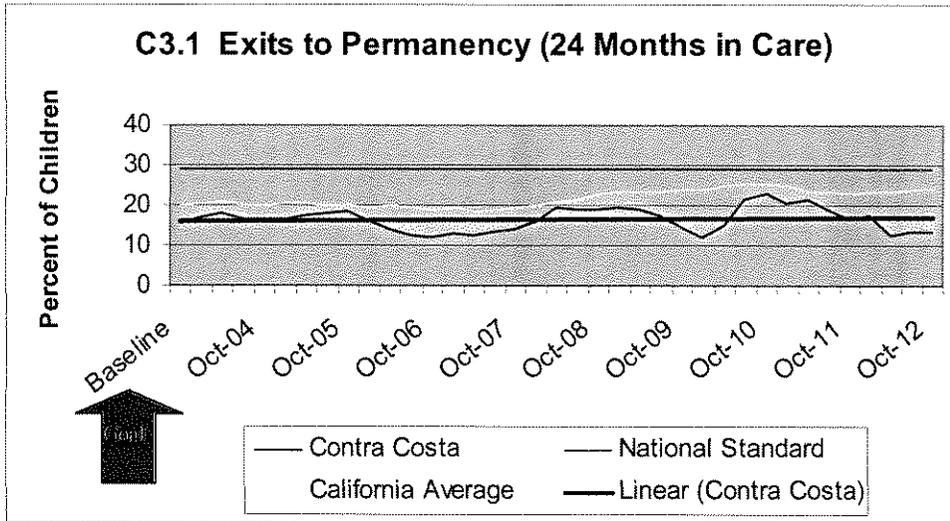
Performance: Contra Costa’s performance in this measure has always been higher than the National Standard; California average is below Contra Costa and move to exceed the National Standard during 2009.



Description & Methodology: Composite score of the Long Term Care measures. Federally specified weights, means, standard deviations, and formulas are used. The statewide composite estimate is weighted by the number of children served in each county. Estimated scores less than 50 are set to 50 and those greater than 150 are set to 150 for consistency with the federal range and to control outlying values produced by small county populations.

Most Recent Report Period: Start Date: NA
End Date: 6/30/12

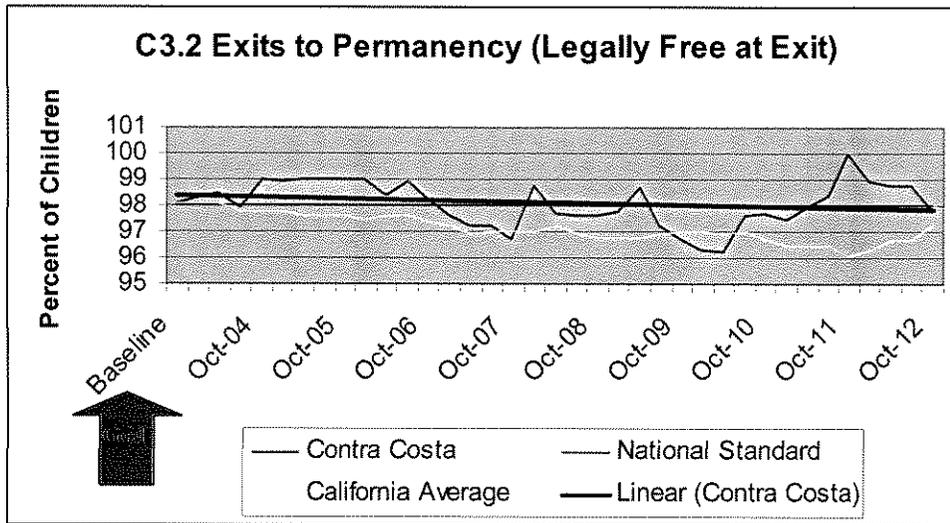
Performance: Contra Costa's composite score for the Long Term Care measures is below both the National Standard and the California. Though performance in measure 3.2 (children legally free at exit to permanence), the significantly lower scores for Measures C3.1 (in care for 24 months or longer when placed in a permanent home) and Measure 3.3 (children still in care at emancipation or when turning 18) greatly impact the composite score.



Description & Methodology: Percent of children discharged to a permanent home by the last day of the reporting period year prior to turning 18 who had been in foster care for 24 months or longer. Denominator is all children in foster care for 24 continuous months as of the first day of the reporting period year. Numerator includes children with a placement episode termination date that occurred by the last day of the reporting year and before the child's 18th birthday and a termination reason of reunification with parents or primary caretakers, discharge to guardianship, or discharge to adoption.

Most Recent Report Period: Start Date: 7/1/11
End Date: 6/30/12

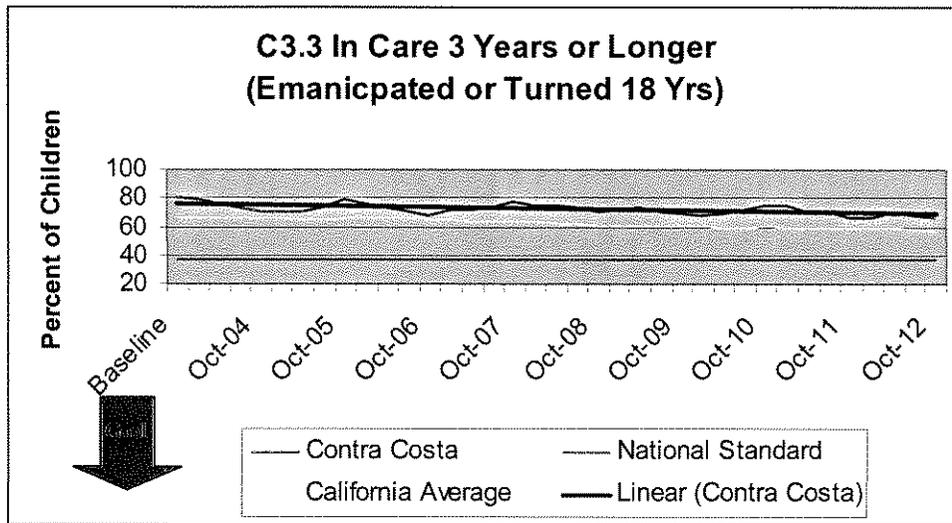
Performance: Both California and Contra Costa perform below the National Standard. This measure shows that children in Contra Costa County trend up and down in two year cycles, this cycle will need further review to determine what is occurring.



Description & Methodology: Percent of legally free children who were discharged to a permanent home prior to turning 18. Denominator is all children who were legally free for adoption at the time of discharge. The numerator includes those children who have a discharge date that is prior to their 18th birthday and a termination reason of reunification with parents or primary caretakers, discharge to guardianship, or discharge to adoption.

Most Recent Report Period: Start Date: 7/1/11
End Date: 6/30/12

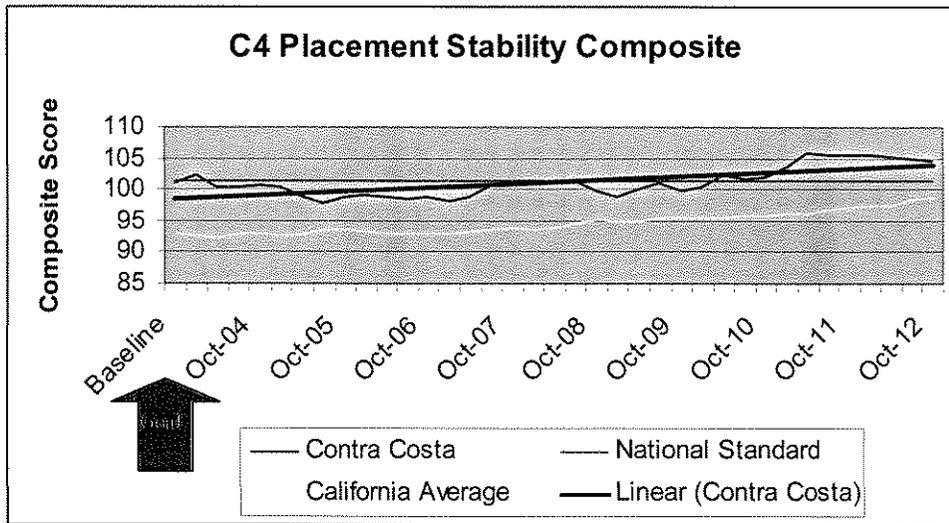
Performance: Contra Costa's performance in this measure has been both higher than and lower than the National Standard.



Description & Methodology: Percent of children in foster care 3 years or longer who were then discharged to emancipation or turned 18 while still in foster care. The denominator consists of all children discharged to emancipation or who turned 18 while still in foster care; the numerator consists of all children for whom the date from latest removal to the date of discharge to emancipation or the date the child turned 18 was equal to or greater than 3 years.

Most Recent Report Period: Start Date: 7/1/11
End Date: 6/30/12

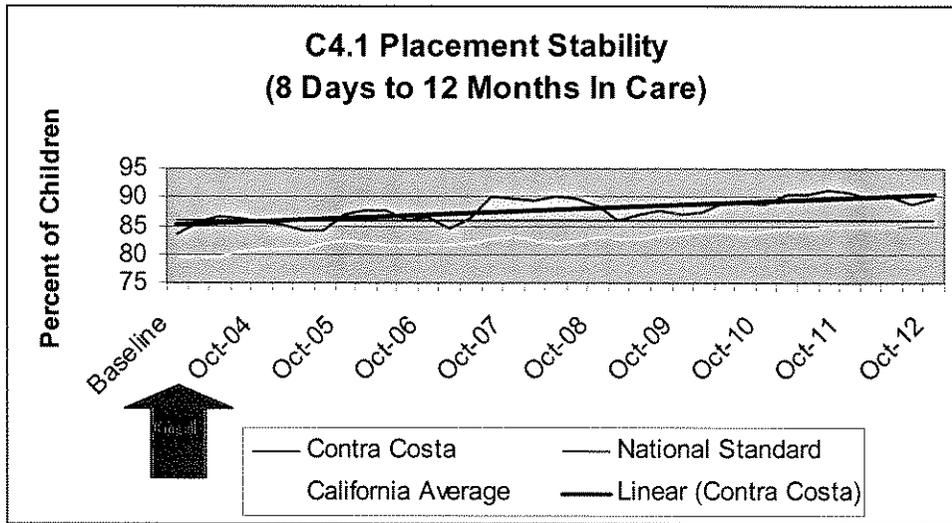
Performance: Contra Costa's performance in this measure is below both the National Standard and the average California performance (more children in care at emancipation or at age 18). The trend line for Contra Costa shows a continued slight improvement in performance as does the state average.



Description & Methodology: Composite score of the Placement Stability measures. Federally specified weights, means, standard deviations, and formulas are used. The statewide composite estimate is weighted by the number of children served in each county. Estimated scores less than 50 are set to 50 and those greater than 150 are set to 150 for consistency with the federal range and to control outlying values produced by small county populations.

Most Recent Report Period Start Date: NA
End Date: 6/30/12

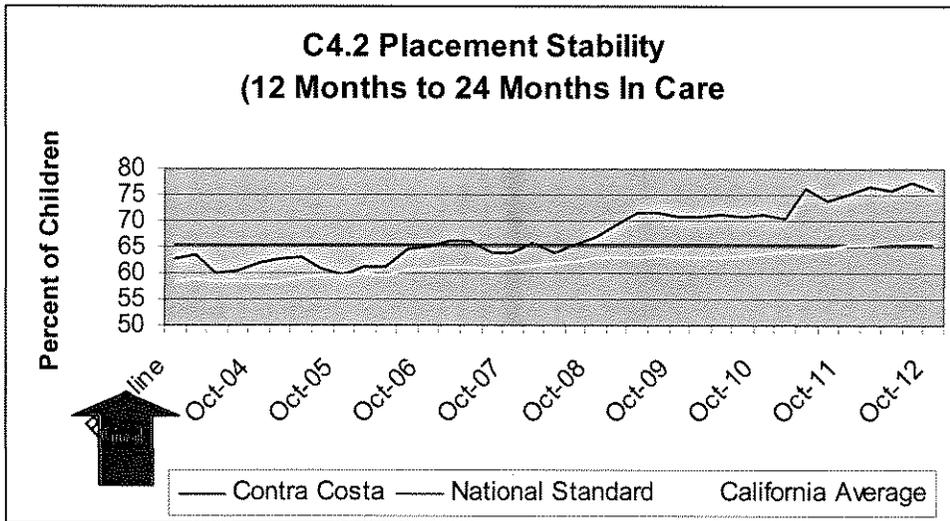
Performance: Contra Costa’s performance in the composite score has run near the National Standard and has performance has been better than the National Standard since April 2010.



Description & Methodology: Percent of children with two or fewer placement who have been in care for 8 days or more, but less than 12 months. Time in Care is based on the latest date of removal from the home. The denominator is the total number of children who have been in care for at least 8 days but less than 12 months; the numerator is the count of these total children with two or fewer placements.

Most Recent Report Period: Start Date: 7/1/11
End Date: 6/30/12

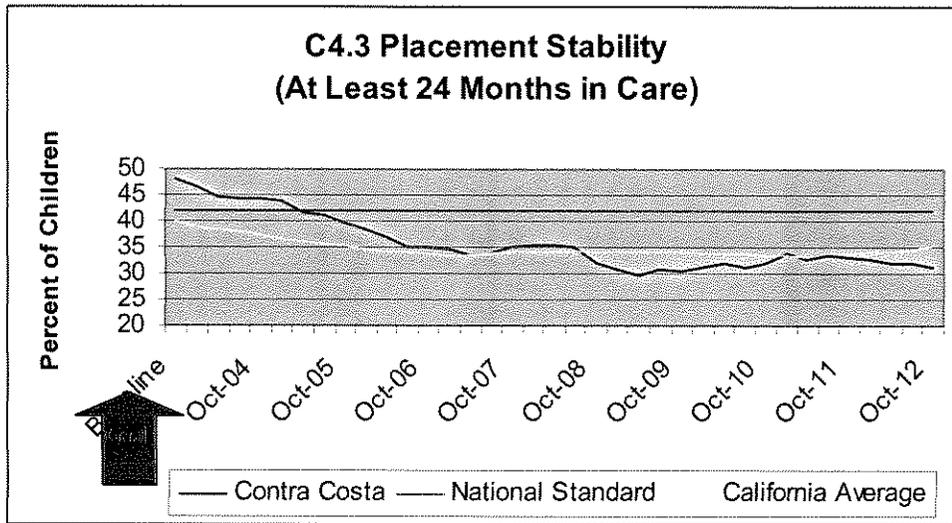
Performance: The trend line for Contra Costa’s performance in this measure exceeds the National Standard.



Description & Methodology: Percent of children with two or fewer placement who have been in care for at least 12 months but less than 24 months. Time in Care is based on the latest date of removal from the home. The denominator is the total number of children who have been in care for at least 12 months but less than 24 months; the numerator is the count of these total children with two or fewer placements.

Most Recent Report Period: Start Date: 7/1/11
End Date: 6/30/12

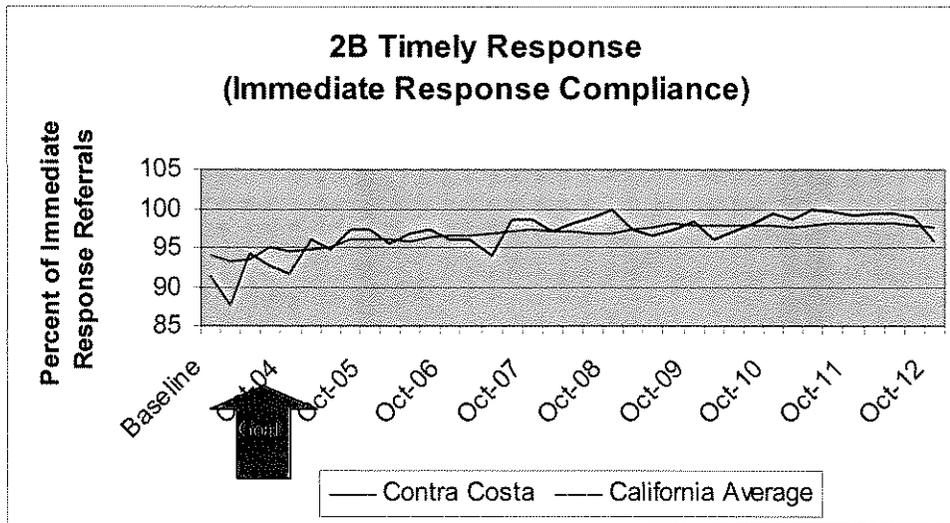
Performance: Contra Costa's performance in this measure is above the National Standard. The overall trend shows great improvement with the current performance 9.4% higher than the National Standard and 10.3% higher than the state average.



Description & Methodology: Percent of children with two or fewer placement who have been in care for 24 months or longer. Time in Care is based on the latest date of removal from the home. The denominator is the total number of children who have been in care for 24 months or longer; the numerator is the count of these total children with two or fewer placements.

Most Recent Report Period Start Date: 7/1/11
End Date: 6/30/12

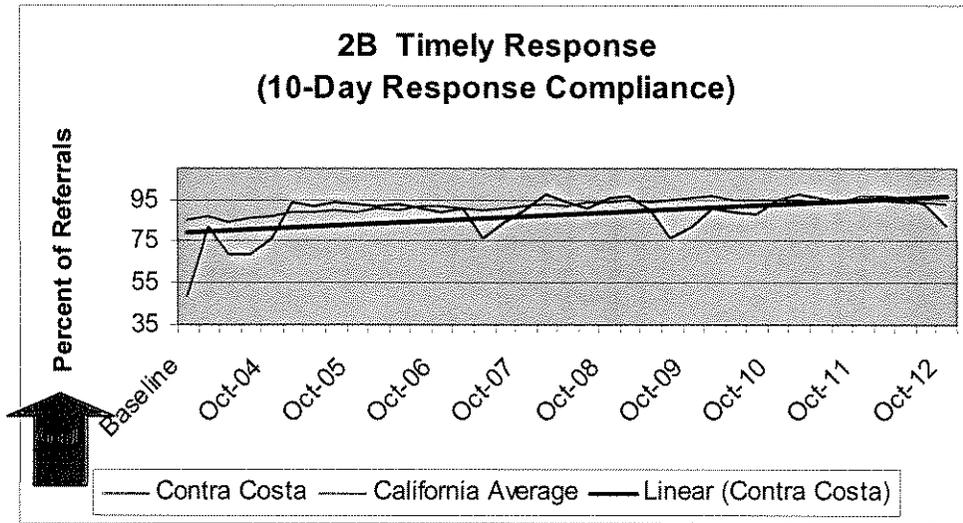
Performance: Contra Costa's performance is below the National Standard and state average performance. More research will need to be completed to determine if this reduction is a good one in that children/youth are moving to more permanent placements, i.e. guardian's or are reducing their level of care from congregate care to foster care or relative placements.



Description & Methodology: Percent of referrals with an immediate response designation in which a face to face contact with a child occurs or is attempted within the regulatory time frames for referrals determined to indicate significant danger of abuse or neglect to the child.

Most Recent Report Period: Start Date: 4/1/11
End Date: 6/30/12

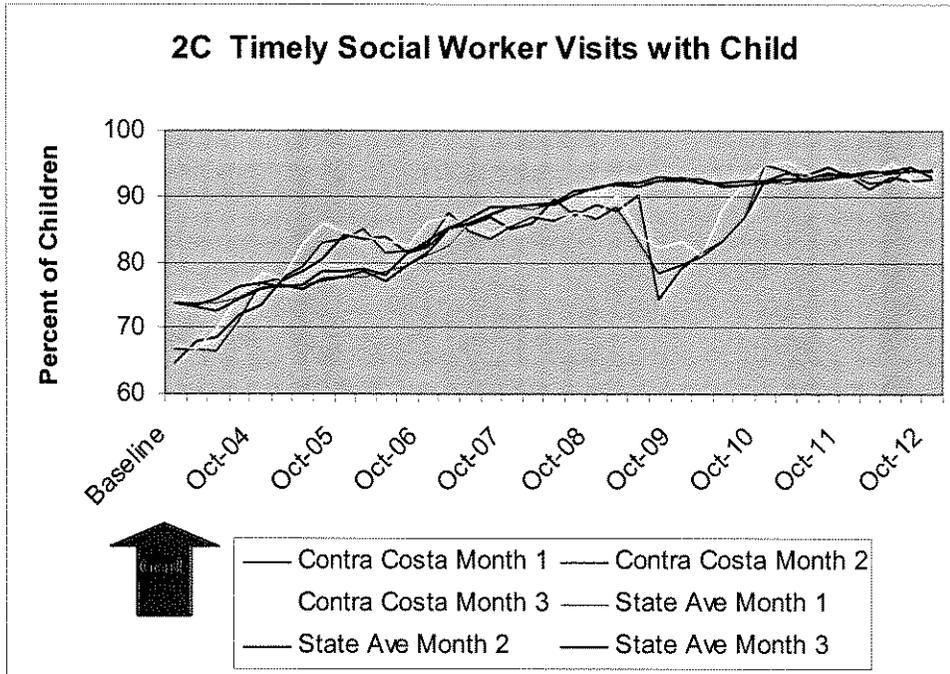
Performance: This is a state measure. Contra Costa's performance has been above state average our current performance is equal to state averages.



Description & Methodology: Percent of referrals with an immediate response designation in which a face to face contact with a child occurs or is attempted within the regulatory time frames for referrals determined to indicate significant danger of abuse or neglect to the child.

Most Recent Report Period: Start Date: 4/1/11
End Date: 6/30/12

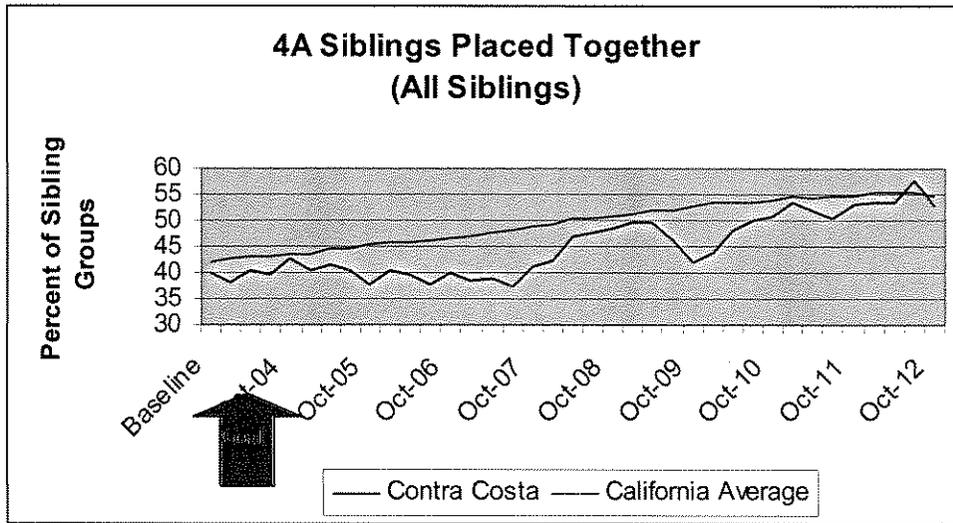
Performance: This is a state measure. Contra Costa’s performance has been below state performance until October 2010 when performance has been slightly above state averages. The trend line for the county shows a continued increase of timeliness.



Description & Methodology: Of all children for whom a visit is required, percent of children who received a monthly visit. Children for whom a determination is made that monthly visits are not necessary (valid visit exception) are not included.

Most Recent Report Period: Start Date: First day of months April, May, and June 2012
End Date: Last day of month's April, May and June 2012

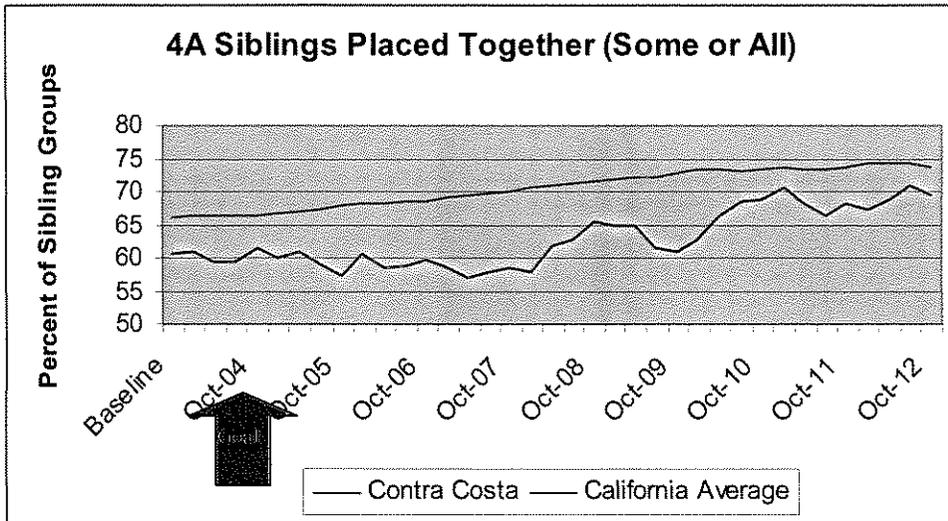
Performance: This is a state measure. Contra Costa's performance has been above state average except for a 10 – 20% drop for quarters July 2009 through January 2010. Current performance is equal to state averages.



Description & Methodology: Percent of a siblings groups placed where all siblings are placed together from a Point in Time count of sibling groups placed in Child Welfare supervised foster care (a child with no sibling is designated as a sibling group of "one"). All children who have an open placement episode in the CWS/CMS system at the designated point in time are included. Siblings are identified from the Client Relationship table (whole, half and step siblings as well as maternal siblings are counted). Placement address identifies those children placed together.

Most Recent Report Period: Start Date: 7/1/12
End Date: 7/1/12

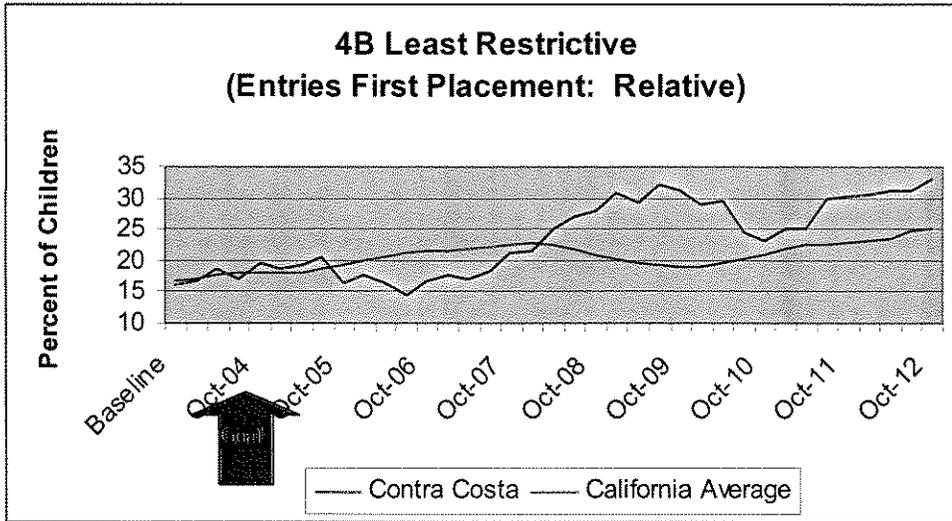
Performance: This is a state measure. Contra Costa's performance in the measure has been improving. Highest quarter performance was July 2012 with 57.8% of sibling groups (including groups of one for children with no recorded children in open placements) where all siblings were placed together. Contra Costa's performance continues to be slightly below the state average. Both the county and the state are showing an increase of siblings living together.



Description & Methodology: Percent of a siblings groups placed where all or some siblings are placed together from a Point in Time count of sibling groups placed in Child Welfare supervised foster care (a child with no sibling is designated as a sibling group of "one"). All children who have an open placement episode in the CWS/CMS system at the designated point in time are included. Siblings are identified from the Client Relationship table (whole, half and step siblings as well as maternal siblings are counted). Placement address identifies those children placed together.

Most Recent Report Period: Start Date: 7/1/11
End Date: 7/1/12

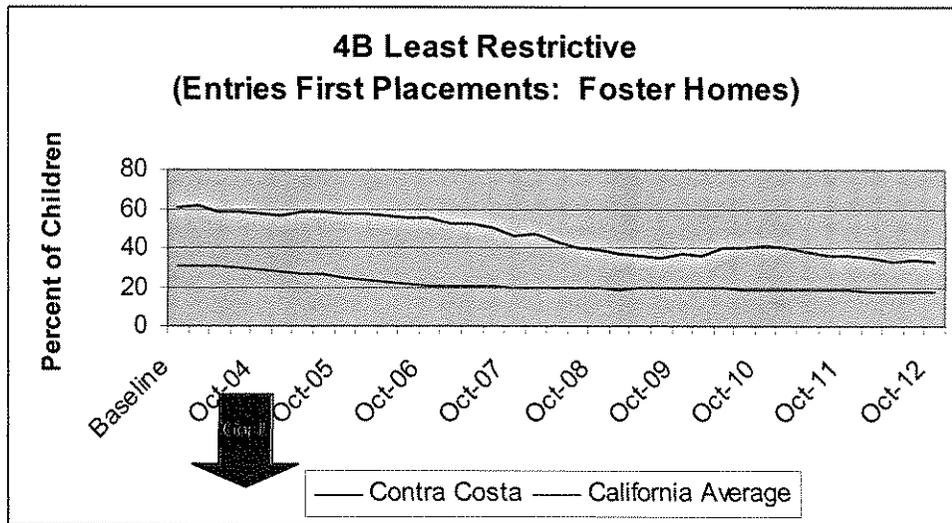
Performance: This is a state measure. Contra Costa's performance in the measure continues to improve with more children living with at least one sibling.



Description & Methodology: Percent of all children entering out of home care (first placement, in care 8 days or longer) during the specified time period who are placed with Relative/Kin or in a Tribe Specified Home.

Most Recent Report Period Start Date: 4/1/11
End Date: 6/30/12

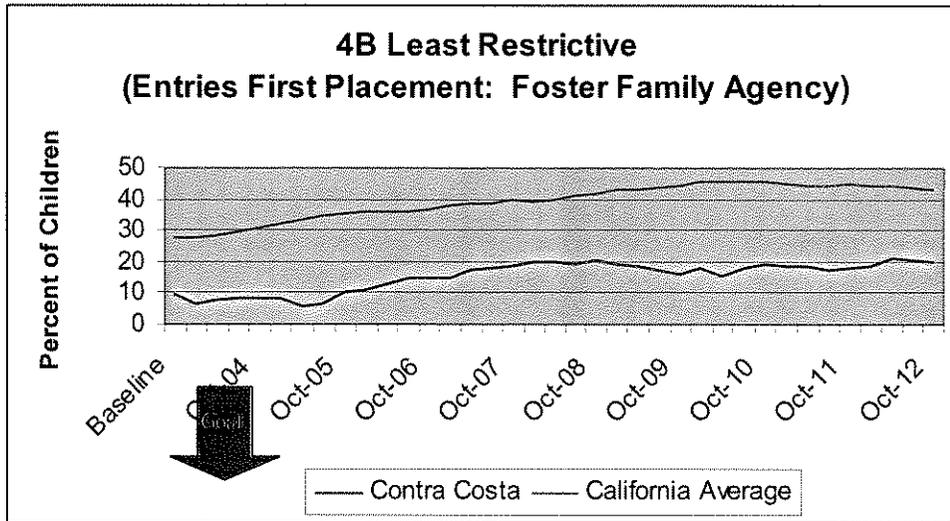
Performance: Contra Costa performance in this measure has improved and now exceeds the state average. The trend line continues to be up.



Description & Methodology: Percent of all children entering out of home care (first placement, in care 8 days or longer) during the specified time period who are placed in a Foster Home.

Most Recent Report Period: Start Date: 4/1/11
End Date: 6/30/12

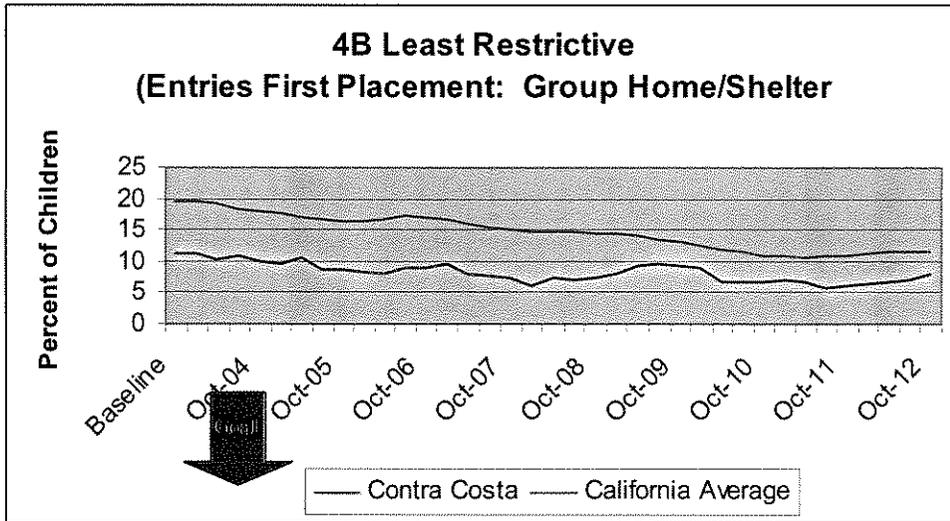
Performance: Contra Costa's performance is lower than the California State Average performance in this measure but fewer children are being placed initially in Foster Homes than previously.



Description & Methodology: Percent of all children entering out of home care (first placement, in care 8 days or longer) during the specified time period who are placed in a Foster Family Agency home.

Most Recent Report Period Start Date: 4/1/11
End Date: 6/30/12

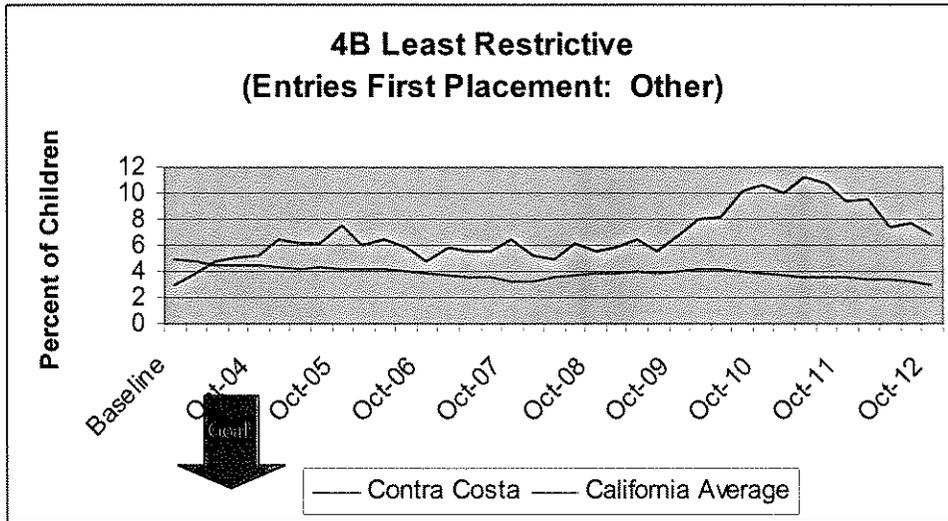
Performance: Contra Costa shows that we have had an increase of youth placed Foster Family Agencies. It appears this increase is proportional to the decrease in children placed in foster family homes and in relative placement.



Description & Methodology: Percent of all children entering out of home care (first placement, in care 8 days or longer) during the specified time period who are placed in a Group Home or Shelter.

Most Recent Report Period Start Date: 4/1/11
End Date: 6/30/12

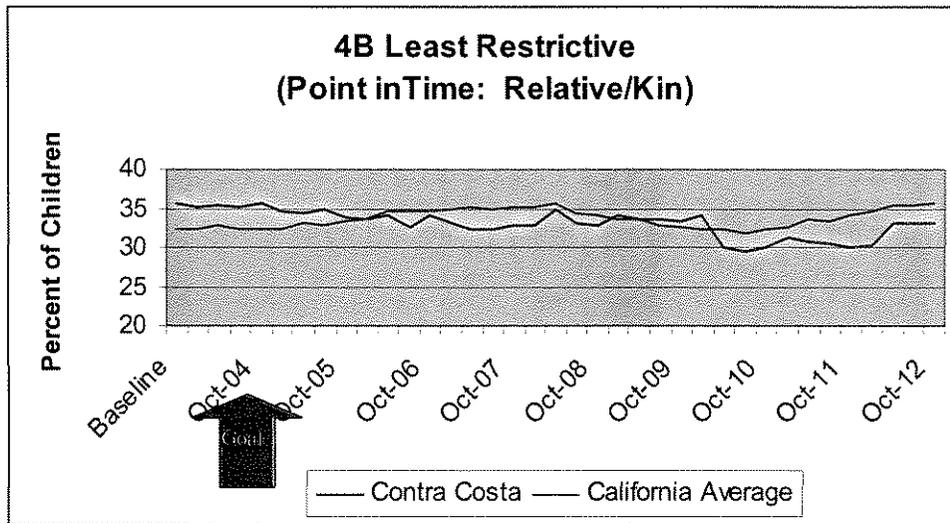
Performance: Contra Costa places fewer children directly into Group Homes or Shelters than the average in California. The overall trend for the county is fewer children being placed in group care as their first placement.



Description & Methodology: Percent of all children entering out of home care (first placement, in care 8 days or longer) during the specified time period who are placed in a coded as "Other" (consisting of Court Specified, Guardian, Other homes).

Most Recent Report Period: Start Date: 4/1/11
End Date: 6/30/12

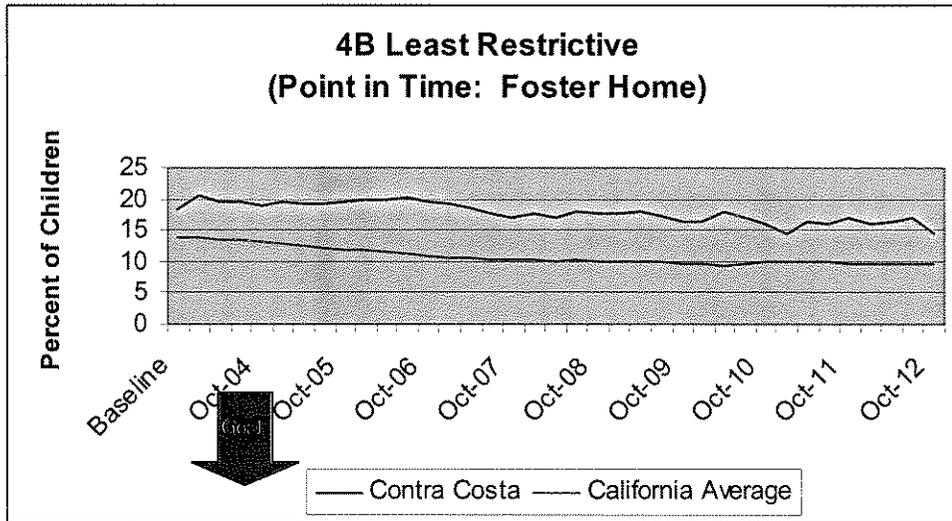
Performance: This measure reflects very few placements so is not a significant factor in determining Contra Costa performance.



Description & Methodology: Percent of children in a Relative/Kin home from a Point in Time count of all children who have an open placement episode. On the count day, children are assigned to the county in which they have an open case or referral).

Most Recent Report Period: Start Date: 6/30/12
End Date: 6/30/12

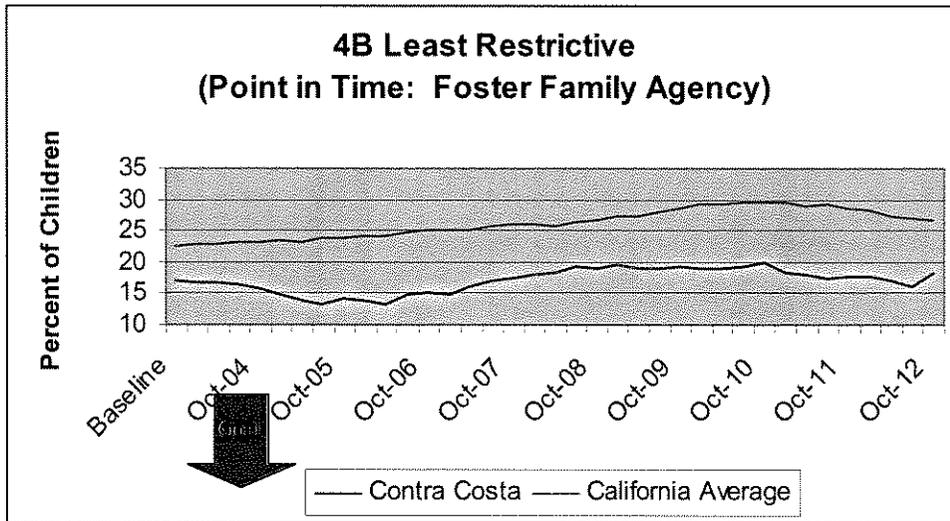
Performance: Placement of children with relatives has crossed lines with state averages a couple of times since baseline in January 2004. Currently, there are fewer children in relative placements than the state average. The number of children placed with relatives is on a downward trend which requires more assessment as to the reason for this trend. One measure that seems to correlate in the increase of youth in FFA placements.



Description & Methodology: Percent of children in a foster home from a Point in Time count of all children who have an open placement episode. On the count day, children are assigned to the county in which they have an open case or referral).

Most Recent Report Period: Start Date: 6/30/12
End Date: 6/30/12

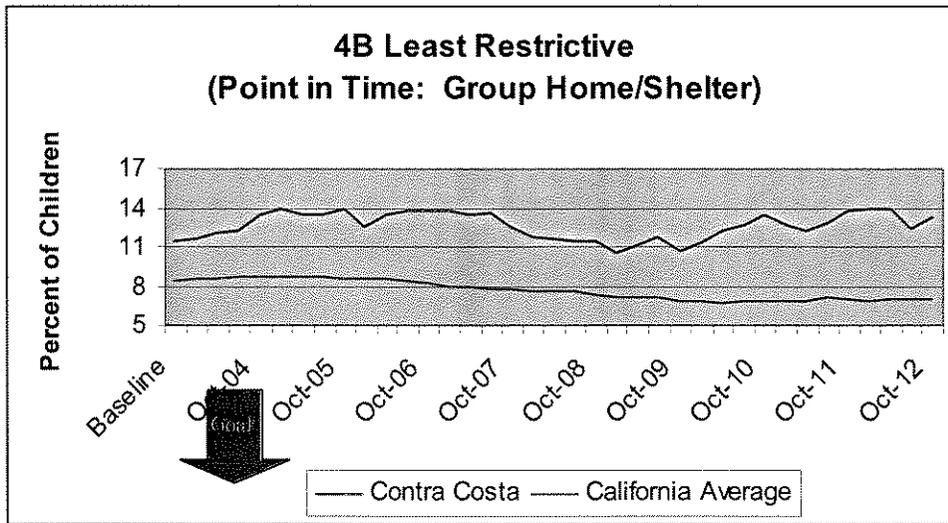
Performance: On the above date, Contra Costa had 15% of their children placed in foster care. This percentage is lower than the same time frame in prior years.



Description & Methodology: Percent of children in a Foster Family Agency home from a Point in Time count of all children who have an open placement episode. On the count day, children are assigned to the county in which they have an open case or referral).

Most Recent Report Period: Start Date: 6/30/12
End Date: 6/30/12

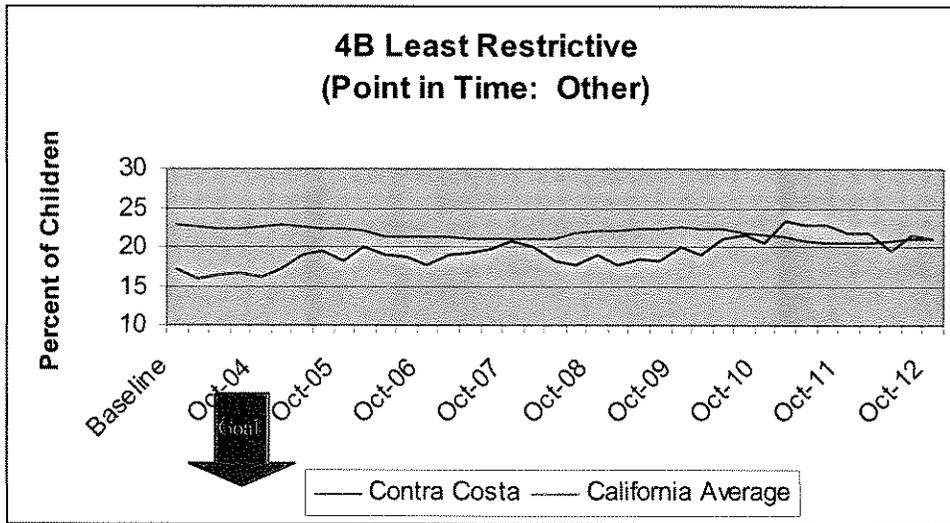
Performance: Contra Costa's usage of FFA placements mirrors that of the state.



Description & Methodology: Percent of children in a Group Home or Shelter from a Point in Time count of all children who have an open placement episode. On the count day, children are assigned to the county in which they have an open case or referral).

Most Recent Report Period: Start Date: 6/30/12
End Date: 6/30/12

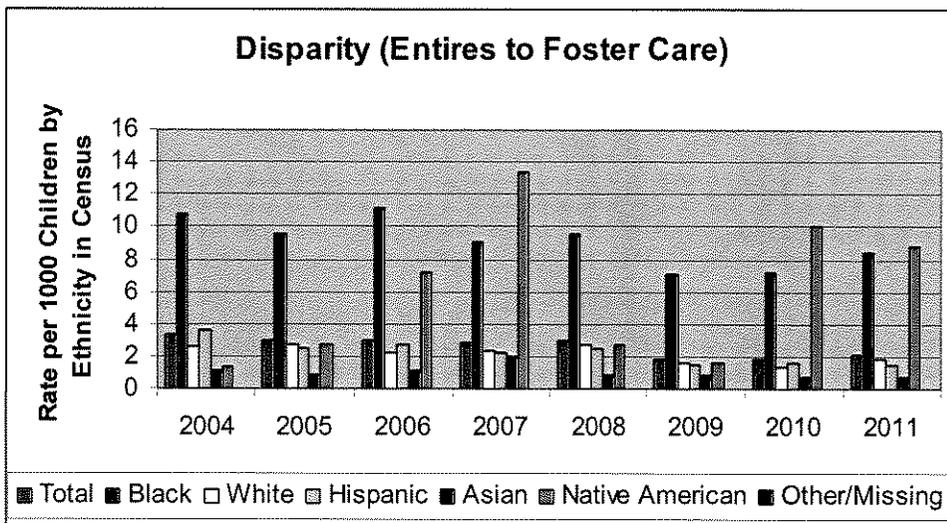
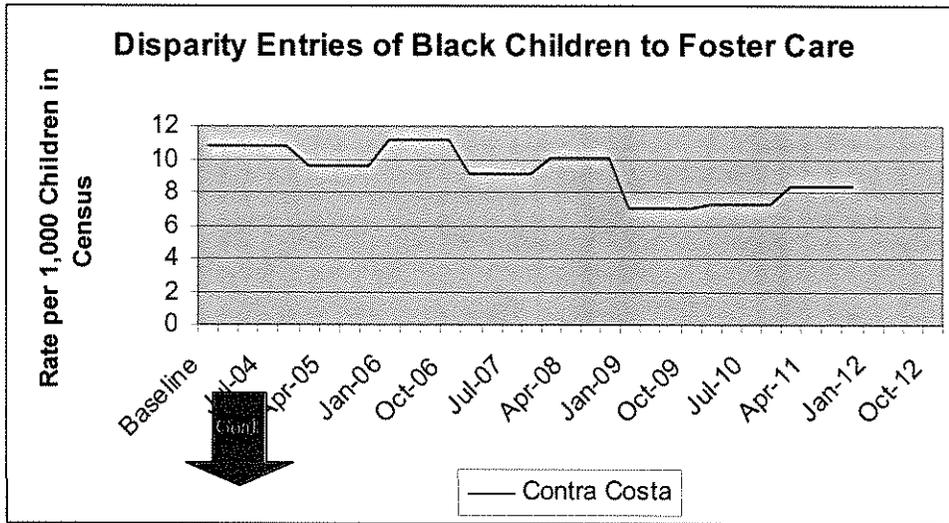
Performance: The trend for Contra Costa is higher than state average for point in time placement in Group Homes. It appears that the state average for youth in group care is reducing but in Contra Costa is increasing.



Description & Methodology: Percent of children in a home coded as "Other" (consisting of Court Specified, Guardian, Other homes) from a Point in Time count of all children who have an open placement episode. On the count day, children are assigned to the county in which they have an open case or referral).

Most Recent Report Period Start Date: 6/30/12
End Date: 6/30/12

Performance: Contra Costa County continues to have a small number of youth who reside in alternative placements.



Description & Methodology: The rate per 1,000 children identified with an ethnicity of Black in the respective census with a primary or secondary ethnicity of Black who enters Foster Care for the first time during the reporting calendar year.

Most Recent Report Period: Start Date: 2011
End Date: 2011

Performance: Reports for disparity/disproportionality are only adjusted annually. For 2011, entries for black children entering care are at a rate of 8.42 per 1,000 children. This appears to be down from the performance at the beginning of the SIP but the 2011 Census shifted population counts. Current reports indicate a rate of 7.2 for 2010 so, disparity may, in fact be increasing. Further analysis is needed

to see if this shift upwards is similar to all ethnicities or if this is, in fact, an increase in disparity.

VII. CONTRA COSTA'S IMPACT TO CALIFORNIA'S PERFORMANCE IMPROVEMENT PLAN

Primary strategies for the California Performance Improvement Plan are listed below followed by a statement of Contra Costa's performance and practice relevant to the PIP and the impact Contra Costa practice has on statewide performance improvement.

While not all of the areas addressed in the state's Performance Improvement Plan are a focus for Contra Costa either as a strategy or activity in the Systems Improvement Plan, part of another project or focus, or as an existing strength in performance, there are many areas of alignment. This section highlights a few of Contra Costa efforts that support the county's improvement thus attributing to the state's overall improvement.

Expand use of participatory case planning strategies

Contra Costa: Strategies under Performance Measure 2C, Timely Social Worker Visits with Child support this PIP focus by ensuring Social Workers have a vigilant eye on children's ongoing safety. The following strategies under Measure C3.1 Exits to Permanency (24 Months in Care also support this PIP focus: Strategy 2A supports ongoing reunification and discussions about reunification with parents; Strategy 2E engages fathers in case planning; Strategy 2F supports transition planning for youth including assessment of educational needs; Strategy 2H documents Contra Costa inclusion of incarcerated parents in case planning. Strategy 3D under the Systemic Factor of Disparity promotes Team Decision Making Meetings for African American children thus providing more intensive evaluation of risk issues for these children.

Sustain and enhance permanency efforts across the life of the case

Contra Costa: The focus of this PIP initiative is broad and many of the strategies in Contra Costa's as well as performance in measures not included in the SIP promote the statewide effort. All of the strategies under Measure C3.1 directly support the effort toward timely permanence; Strategy 2C directly addresses family finding and relative notification; Contra Costa's performance in Siblings Placed Together measures shows a steady improvement in performance (though still below the state averages); performance in 3 of the Adoption Measures in Contra Costa exceed the National Standard; Placement Stability Measure C4.1 and C4.2 exceeds the National Standard

Enhance and expand caregiver recruitment, retention, training, and support efforts

Contra Costa: The following strategies under measure C3.1 Exits to Permanency in Contra Costa's SIP supports the PIP strategy: Strategy 2A, Caregiver discussion regarding permanency; Strategy 2F, transition planning meetings for youth; Strategy 2G, recruitment of homes that can offer permanency

Expand opportunities and create flexibility for services and supports to meet needs of children and families

Contra Costa: The following strategies under measure C3.1 Exits to Permanency in Contra Costa's SIP support this PIP effort: Strategy 2B has activities to increase wrap services and raise cultural awareness through use of Parent Partners; Strategy 2F provides transition meetings for youth. Strategy 3A under the Systemic Factor of Disparity/Disproportionality discusses supports for staff in culturally and ethnically competent Family Engagement; Strategy 3B ensures a forum for discussions that support cultural awareness; Strategy 3D utilizes feedback from consumers to improve culturally informed services.

Sustain and expand staff/supervisor training

Contra Costa: No strategies directly relate to this PIP effort. The department offers ongoing training to all staff on a monthly basis.

Strengthen implementation of the statewide safety needs assessment system

Contra Costa: Recurrence of maltreatment is not a measure for Contra Costa's SIP but performance in this measure is better than state average and just slightly below the National Standard.

VIII.SIP CHARTS

Priority Outcome Measure or Systemic Factor:
2C Timely Social Worker Visits with Child

National Standard:
N/A

Current Performance:

Of all children for whom a visit is required (excluding children for whom visits are not required), 92.8% of children in Contra Costa received a monthly visit during the month of April 2012 according to the data extract for Q2, 2012 (October 2012).

Target Improvement Goal:

"Though Contra Costa ultimately seeks to have 100% compliance in Social Worker contacts, the goal set for this Improvement Plan period is a sustained 90% or greater compliance for the final year of the SIP. We expect to see gradual improvement during the first 2 years of the SIP." (2010 SIP)

Priority Outcome Measure or Systemic Factor:
C3.1 Exits to Permanency (24 Months in Care)

National Standard:
29.1%

Current Performance:
13.30 % of children in Contra Costa were discharged to a permanent home by the last day of the reporting period year prior to turning 18 who had been in foster care for 24 months or longer.

Target Improvement Goal:
"Increase the percentage of youth reaching permanency by 5% the first year and 10% the following years. At the end of year 3, performance would be 18.1%." (2010 SIP)

Priority Outcome Measure or Systemic Factor:
Systemic Factor: Disparity, Entries to Foster Care by Black Children

National Standard:
N/A

Current Performance:
A rate of **8.42 per 1,000 children** (according to the current Census) residing in Contra Costa with a primary or secondary ethnicity of Black entered Foster Care for the first time during the calendar year of 2011.

Target Improvement Goal:
"Reduce the incidence rate of removals for African American children by 5% per year. Performance when SIP created was 11.4/1000 children removed; goal at end of 3-year SIP is 10/1000."

Strategy 1A: Enhance use of Safe Measures by staff to manage visits; provide ongoing training to staff and supervisors	CAPIT		Applicable Outcome Measure(s) and/or Systemic Factor(s): 2C Timeliness of Social Work Contacts
	<input type="checkbox"/>	<input type="checkbox"/>	
Action Steps:		Timeframe:	
A.	Assess ongoing use of Safe Measures by SW's and Supervisors.	Yrs 1-5	Person Responsible: Research & Evaluation Mgr
B.	Retrain all staff in the use of Safe Measures to ensure they have a full understanding of the way the tool can assist in managing their caseload.	Yrs 1-5	Staff Dev Manager
Strategy 1B: Continue Geographical assignment of cases and/or explore ways of reducing travel while increasing contact compliance.	CAPIT		Applicable Outcome Measure(s) and/or Systemic Factor(s): 2C Timeliness of Social Work Contacts
	<input type="checkbox"/>	<input type="checkbox"/>	
A.	Provide caseload data with location of families/children to staff.	Yrs 1-3	Research & Evaluation Mgr SW Supervisors
B.	Assess ability to manage visits for out of county placements which ensures primary assigned worker completes 75% visits.	Yr 1	Operational District Div Mgr
C.	Monitor/refine geographic assignment considering workflow and different needs based on geographic area and strategy (i.e. TDM, DR, etc).	Yrs 1-5	Operational District Div Mgr
Strategy 1C:	CAPIT		Applicable Outcome Measure(s) and/or Systemic Factor(s)
	<input type="checkbox"/>	<input type="checkbox"/>	

Train Staff to policy changes regarding face to face contacts and waivers/exceptions and implement changes	Systemic Factor(s): 2C Timeliness of Social Work Contacts	
	<input type="checkbox"/> PSSF <input type="checkbox"/> N/A	Person Responsible: Staff Development Mgr
Action Steps:		
A.	Timeframe: Yr 1	Person Responsible: Staff Development Mgr
Assess training needs for social worker contacts.		
B.	Yr 1	Staff Development Mgr Program Analyst
Develop and train staff on regulations & policies related to timely SW contacts.		
C.	Yrs 1-3	Research & Evaluation Mgr
Provide visit exception report for mgrs and sups.		
Strategy 1D:	Applicable Outcome Measure(s) and/or Systemic Factor(s): 2C Timeliness of Social Work Contacts	
Develop Quality Assurance program for timeliness and quality of contacts and develop a recognition program for staff and supervisors demonstrating excellence in performance.	<input type="checkbox"/> CAPIT	
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input type="checkbox"/> N/A	
Action Steps:		
A.	Timeframe: Yr 1	Person Responsible: Director
Recognize staff for compliance in timeliness of contacts		
B.	Yrs 3-5	Administrative Team Project Management Team
Evaluate quality of contacts.		
C.	Yr 3	Administrative Team Project Management Team
Develop strategies for supervisors to monitor and increase quality of SW visits		
D.	Yr 3	Administrative Team
Determine criteria for ongoing staff recognition that incorporates		

timeliness, quality of visits, and acknowledges appropriate staff for performance		
Strategy 2A: Enhance family and caregiver engagement activities to support reunification and facilitate discussions about permanency options should reunification not be effective	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): C3.1 Exits to Permanency after 24 Months in Care
Action Steps:	Timeframe:	Person Responsible:
A. Develop staff training/education focusing on permanency options and conversations about permanency with parents and caregivers.	Yrs 1-5	Administrative Team Staff Development Mgr
B. Explore potential barriers to Permanency and provide support and guidance in addressing issues	Yrs 3-5	Administrative Team
C. Increase use of team meetings to enhance permanency	Yrs 2-5	Administrative Team Project Management Team
D. Implement visitation policy including transition from supervised to unsupervised for family	Yr 2	Director Administrative Asst
E. Engage incarcerated parents to support case planning and permanency.	Yrs 1-3	Community Engagement Supervisor
Strategy 2B: Improve individualized, culturally competent reunification services with multi-agency case coordination	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): C3.1 Exits to Permanency after 24 Months in Care

Action Steps:	Timeframe:	Person Responsible:
A. Continue Linkages; develop partnerships for streamlining services for families preparing to reunify.	-	On Hold
B. Increase use of wrap around services.	Yrs 3-5	Transition & Permanency Mgr
C. Continue work on cultural awareness through use of Parent Partners.	Yrs 1-3	Community Engagement Supervisor
Strategy 2C: Identify at least one relative and send Notification of Relative information.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): C3.1 Exits to Permanency after 24 Months in Care
Action Steps:	Timeframe:	Person Responsible:
A. Develop and train staff team responsible for family finding activities.	Yr 2	Intake Services Mgr
B. Maintain contract with internet database search engine to search for relatives and absent parents.	Yrs 1-3	Intake Services Mgr
C. Train staff on how to have permanency discussions with located families.	Yrs 2-3	Intake Services Mgr
Strategy 2D: Develop strategies and practice expertise in early and continuous Concurrent Planning.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): C3.1 Exits to Permanency after 24 Months in Care

Action Steps:	Timeframe:	Person Responsible:
A. Maintain continuous focus on permanency & concurrent planning process.	Yrs 3-5	Administrative Team
B. Identify challenges and delays in concurrent planning and address issues.	Yrs 1-5	Administrative Team
C. Measure performance in concurrent planning and Permanency Outcomes.	Yrs 3-5	Administrative Team
Strategy 2E: Engage fathers and extended families of fathers.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): C3.1 Exits to Permanency after 24 Months in Care
Action Steps:	Timeframe:	Person Responsible:
A. Develop and implement fatherhood initiative survey.	Yr 1	Research & Evaluation Mgr
B. Plan strategies and train staff to engagement of fathers and families of fathers.	Yrs 1-2	Community Engagement Supervisor
C. Measure contacts and listings of father relationships in CWS/CMS to evaluate effectiveness of strategy.	Yrs 3-5	Research & Evaluation Mgr
D. Provide education/training to Bench and Bar on Father involvement	Yrs 2-5	Community Engagement Supervisor

Strategy 2F: Provide transition planning meetings for youth including assessment of educational needs.	Applicable Outcome Measure(s) and/or Systemic Factor(s): C3.1 Exits to Permanency after 24 Months in Care			
	<input type="checkbox"/> CAPIT	<input type="checkbox"/> CBCAP	<input type="checkbox"/> PSSF	<input type="checkbox"/> N/A
	Timeframe: Yr 1			
	Action Steps: Person Responsible: Intake Services Supervisor			
A. Develop coordinated data exchange to sups and staff regarding youth age 17 or older.	District Operational Mgrs			
B. Hold transition planning meeting with youth within 6 months of emancipation.	Intake Services Mgr			
C. Utilize CWS/CMS to track accurate educational outcomes for youth.				
Strategy 2G: Increase recruitment of families that can offer permanence	Applicable Outcome Measure(s) and/or Systemic Factor(s): C3.1 Exits to Permanency after 24 Months in Care			
	<input type="checkbox"/> CAPIT	<input type="checkbox"/> CBCAP	<input type="checkbox"/> PSSF	<input type="checkbox"/> N/A
	Timeframe: Yrs 3-5			
	Action Steps: Person Responsible: Research & Evaluation Mgr Resources Mgr			
A. Complete a demographic profile and data analysis for children currently in care for 24 months or longer to support recruitment planning.	Resources Mgr			
B. Plan to increase use of community partners and regional offices in recruiting families to offer permanence.				
Strategy 2H:	Applicable Outcome Measure(s) and/or Systemic Factor(s)			
	<input type="checkbox"/> CAPIT			

permanency	Systemic Factor(s): C3.1 Exits to Permanency after 24 Months in Care		
	<input type="checkbox"/> CBCAP	<input type="checkbox"/> PSSF	<input type="checkbox"/> N/A
	Timeframe: Yrs 1-2		
Action Steps:			
A.	Establish working relationship with detention facilities to facilitate engagement of incarcerated parents	Yrs 1-2	Community Engagement Supervisor
B.	Provide training and support for incarcerated parents.	Yrs 2-3	Community Engagement Supervisor
C.	Support staff communication with incarcerated parents.	Yrs 3-5	Community Engagement Supervisor
Strategy 3A:			
	Continue to support staff in culturally and ethnically competent Family Engagement.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): SF Disparity, Entries of Black Children to Foster Care
		<input type="checkbox"/> CBCAP	
		<input type="checkbox"/> PSSF	
		<input type="checkbox"/> N/A	
Action Steps:			
A.	Provide ongoing training for cultural knowledge and competence in communication and engagement of families, peers, and community partners including family culture not just ethnicity/race.	Yrs 1-5	Staff Development Mgr
B.	Explore non-traditional resources and services relevant to case plan goals and support families in attaining goals in a manner that best matches the cultural values of the family.	Yrs 1-5	Administrative Team Operational District Mgrs

<p>C. Develop conversation guides for supervisors to lead staff in discussions of disproportionality at all unit and review meetings every other month.</p>	<p>Yrs 2-3</p>	<p>Administrative Team</p>
<p>Strategy 3B: Provide a forum for discussion of cultural and ethnic issues. Raise disproportionality and disparity awareness of staff, community and agency partners, legal entities, and community members</p>	<p><input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A</p>	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): SF Disparity, Entries of Black Children to Foster Care</p>
<p>Action Steps:</p>		
<p>A. Reconvene the Cultural Competency Oversight Committee</p>	<p>Timeframe: Yrs 2-5</p>	<p>Person Responsible: CFS Director</p>
<p>B. Address issues of personal bias and support staff in strength based language in written case documentation.</p>	<p>Yr 2</p>	<p>Administrative Team Staff Development Mgr</p>
<p>C. Present information to mandated reporters to enhance awareness of how bias may impact families reported within their own organizations.</p>	<p>Yrs 1-5</p>	<p>Research & Evaluation Mgr</p>
<p>D. Present regular data reports to staff on topics of disproportionality.</p>	<p>Yrs 1-5</p>	<p>Staff Development Mgr</p>
<p>E. Re-establish regular training which addresses staff personal biases related to poverty vs. neglect and standards for adequate care of children.</p>	<p>Yrs 1-5</p>	<p>Staff Development Mgr</p>
<p>Strategy 3C:</p>		
<p><input type="checkbox"/> CAPIT</p>	<p>Applicable Outcome Measure(s) and/or</p>	<p>Applicable Outcome Measure(s) and/or</p>

