LAKE COUNTY
SYSTEM IMPROVEMENT PLAN
UPDATE

May 2012

CHILD WELFARE SERVICES AND
JUVENILE PROBATION

COUNTY OF LAKE SYSTEM IMPROVEMENT PLAN (SIP) UPDATE

MAY 2012

A. CWS/Probation Cover Sheet

California's Child and Family Services Review System Improvement Plan	
County:	**Lake**
Responsible County Child Welfare Agency:	Lake County Department of Social Services
Period of Plan:	**July 1, 2011 – June 30, 2014**
Period of Outcomes Data:	**4th Quarter 2011 Extract**
Date Submitted:	*June 4, 2012*
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Board of Supervisors (BOS) Approval	
BOS Approval Date:	**(Not required for SIP Update)**
Name:	
Signature:	

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B. CWS/Probation Narrative

The following is Lake County's first update of its 2011-2014 System Improvement Plan (SIP), approved by the Lake County Board of Supervisors on June 7, 2011 and submitted to the California Department of Social Services (CDSS) on June 14, 2011. This update outlines data trends from the most recent data available on the Child Welfare Dynamic Report System maintained by CDSS and the University of California at Berkeley. It also provides a discussion of the effect of the County's ongoing efforts to achieve the improvement goals set forth in the SIP.

Child Welfare Services

The Lake County Department of Social Services (LCDSS) Child Welfare Services (CWS) division is the County agency responsible for administering children's services.

In the past year, CWS has experienced unfilled positions and staff cuts. The Emergency Response (ER) unit has been understaffed by one social worker all year. One of four Social Worker Supervisors left in November 2011. The Program Manager covered as supervisor of the ER unit until one of the ER social workers was hired to replace her effective May 21, 2012, leaving ER short an additional social worker. Additionally, due to budget cuts, CWS lost both social services aides. As the aides were instrumental in facilitating and supervising parent visits with children, CWS is somewhat behind schedule in fully implementing a progressive visitation procedure.

Other systemic factors that continue to impact outcome measures include the continued national economic malaise, resulting in high unemployment and increasing poverty. Rising costs of transportation resulted in a steep increase in the price of bus passes for local transit, resulting in fewer bus passes available for CWS to distribute to clients, but a plan has been developed to replace monthly bus passes with lower cost punch-passes. Regional Center funding cuts at the State level have resulted in difficulty with Regional Center participation in programs such as Differential Response and the Children's Council and in obtaining services for clients with developmental disabilities.

Following is a summary of the outcome measures reviewed in the SIP and progress made in the past year.

On outcome factor S1.1, no recurrence of maltreatment, statistics for calendar year 2010 show an improvement over the last period (2009) reported in the SIP. 2009 statistics showed 86.9% of all children who were victims of a substantiated maltreatment allegation were not victims of another substantiated maltreatment allegation within the next 6 months. For calendar year 2010, this figure improved to 92.0% and for January through June 2011, to 98.1%.

Strategies 1.1 and 1.2, CWS's implementation of Safety Organized Practice (SOP), formerly called Signs of Safety (SoS), has likely contributed to improvement of outcome measure S1.1. SOP provides staff with improved tools for gathering information used in Structured Decision Making (SDM) and enhances Family Team Meetings (FTMs) with improved communication between staff and clients.

Staff attended several SOP trainings in the past year. In July 2011, all social workers and supervisors attended SoS sessions held over a two-day period in-house with a nationally recognized trainer, Heather Meitner. She returns in June 2012 to conduct two additional days of SOP training to staff in-house. Other trainings (titled at the time with the old terminology, SoS)

include two-day Partnering for Safety (5 staff); two-day SoS Family Meeting Facilitation (4 staff); SoS Solution Focused Interviewing (4 staff); and a two-day SoS Reunion (3 staff). One Social Worker IV, now providing additional training to staff in-house, attended those trainings plus SoS Champions, SoS California Convening, SoS Training for Trainers, and SoS Family Meeting Facilitation (Part II). The LCDSS Deputy Director, who oversees CWS, attended a Signs of Safety Leadership convening.

Along with SOP's contribution to improving no recurrence of maltreatment, collaboration with CalWORKs is another likely contributor. The CalWORKs social worker assigned to Differential Response (DR) has been attending home visits with DR partners. CalWORKs and DR partner agency staff have been cross-trained, as have CalWORKs and CWS staff. Data collection by partner agencies is constantly being fine tuned, while CWS is still developing data collection to demonstrate a causal relationship between the DR program and measure S1.1.

On outcome factor C1.4, reentry following reunification, CWS showed improvement. In 2009, the percentage of children discharged from foster care to reunification during the year who did not reenter in less than 12 months was 13.3%. In 2010, CWS once again achieved rates within the national standard of 9.9% or less, with only 5.6% reentering.

Strategy 2.1, Safety Organized Practice (SOP), is a likely factor in the improved rates for reentry following reunification. SOP tools are used throughout the provision of reunification services to create case plans and measure a family's progress.

Strategy 2.2, improving access to mental health services, has been facilitated by partner agency Alcohol and Other Drugs Services (AODS), a division of the Lake County Department of Mental Health. They have instituted Trauma Informed Services, with separate groups for men and women. They have mental health therapists on stand-by to meet with clients on an as-needed basis after group meetings.

Strategy 2.3, improving collaboration between CalWORKs and CWS, has progressed; Linkages is in operation. Policy and procedures have been written. Involved line staff and supervisors from both divisions meet weekly to collaborate on case planning, case management, and FTMs. Managers and supervisors meet monthly to address policy and process. Staff has been trained. CalWORKs and CWS staff jointly attended training in Signs of Safety Solution-Focused Interviewing and additional training has been conducted in-house using the written policy and procedures.

Strategy 2.4, formalizing a progressive visitation program for parents in reunification with their children, has evolved slowly due to loss of social services aides who were instrumental in supervising visits. The Family Maintenance/Family Reunification (FM/FR) Supervisor has developed a pilot program for progressive visitation with the parents in classes. Staff are guided by the philosophical underpinnings of progressive visitation. Parents receive visit guidelines in their Parent Engagement Group. CWS has developed a policy to provide grocery vouchers to parents to enable them to provide meals during home visits.

Strategy 2.5, exploring the creation of a parent partner mentoring program, was studied with the conclusion that funding was lacking to create a position within CWS or AODS. However, the CWS continuum of services provides some opportunity for parent mentoring. Parents begin services in a Parent Engagement Group. They graduate to Nurturing Parenting® classes, and when completed, they attend a Parent Empowerment Group, where parents who have

successfully completed services serve in a mentoring role to parents still working on family reunification. Mentoring benefits both the mentors and recipients, strengthening recovery through sharing what they've learned and what's working for them in terms of life skills and parenting techniques. In the Wraparound program that serves CWS and Probation youth, a former CWS parent was recently employed as the Wraparound parent partner. Additionally, the Children's Council has formed a network with parents to develop parent partner members.

Strategy 2.6, exploring creation of an aftercare program with AODS, is still in progress with a due date of September 2012.

On the adoptions outcome factors, C2.1, C2.2, and C2.5, progress has been made. On C2.1, adoption within 24 months, 2010 statistics of 10.0% improved in 2011 to 16.7%. On C2.2, median time to adoption, the 2010 median of 45.3 months improved in 2011 to 28.9 months. On C2.5, adoption within 12 months (legally free), 2009 statistic of 14.3% improved in 2010 to 25.0%.

Adoptions outcome strategy 3.1, collaboration with CDSS Adoptions, not due to be completed until early 2013 is now irrelevant as CWS will administer the adoptions program in-house beginning July 1, 2012. A new Social Worker Supervisor begins employment as the Adoptions unit supervisor on July 2, 2012. One Social Worker IV is being transferred from the Permanency Planning unit to Adoptions unit effective July 2, 2012. The Department plans to hire another social worker and an office assistant for the Adoptions unit in the upcoming fiscal year. When adoptions are conducted in-house, CWS will continue to pursue strategies 3.2, expanding Family Team Meetings to assist adoptive families, and 3.3, enhancing Family Finding.

The fourth and final outcome measure in the SIP is C4.1, placement stability for children in care for eight days to 12 months. 2009 statistics show 60.4% of these children had 2 or fewer placements and this figure improved to 87.0% in 2010. The most recent data collected, calendar year 2011, shows 71.2%; this is lower than 2010, but improved from 2009.

Strategy 4.1, enhancing collaboration with Foster Family Agencies (FFAs), is proceeding well. Monthly meetings between CWS and the local FFAs have enhanced capacity building and working relationships. The process of developing a Memorandum of Understanding with each of the FFAs, which CWS had planned to complete by October 2011, will require more time to complete, and an extension to October 2012 is requested. Likewise, the next steps, conducting pre-placement meetings for every child and monitoring and revising the process as needed, will require additional time and extensions are requested to January 2013.

The groundwork has been laid for strategy 4.2, providing Nurturing Parenting® training to Foster Parents. The FFAs agree with the strategy. Staff is trained. Curriculum is chosen. The classes have yet to be scheduled; thus, additional time is needed, and an extension to February 2013 for classes to begin is requested.

Strategy 4.3, enhancing Family Finding and Engagement, is in process. Policy and procedure are complete. Staff have been trained in the Permanency Planning and the FM/FR units. Expanding the program to the ER unit will require additional staff to be trained.

Strategy 4.4, implementing mental health screening for children entering the foster care system, will require additional time. CWS is collaborating with the Lake County Department of Mental Health and requests an extension to March 2013 to complete a review of assessment tools.

Strategy 4.5, expanding Family Team Meetings (FTMs) to address placement issues, is not due yet.

Strategy 4.6, developing protocols for social worker contacts with children, has been successful through the use of SOP tools. The "Three Houses" tool (where children are encouraged to fill in three separate drawing of houses with their fears, positive experiences, and hopes) has enhanced gathering information from children regarding their safety and quality of experience in their placements. The mapping tool helps social workers to gather information more thoroughly to conduct ongoing assessment of the child's needs and suitability of the placement. Training of staff in SOP has occurred and is continuing. Step 3 of strategy 4.6, the monitoring of social worker contacts, occurs at least monthly using SafeMeasures, but case by case quality assurance review will need reevaluation, as the analyst position assigned to this was cut due to budget constraints.

Strategy 4.7, obtaining input from foster youth and substitute caregivers, is partly completed. Input was obtained from youth attending Independent Living Program workshops. As these workshops are held at least monthly, CWS staff has the opportunity to schedule time for youth input as needed. Helpful information obtained from the youth was disseminated to staff at staff meetings. Substitute caregiver input will be obtained in the Nurturing Parenting® classes (strategy 4.2) for them after classes begin.

To summarize, progress has been made in achieving the goals set forth in the SIP and in completing and continuing strategies according to plan. Some strategies will require more time to complete than was originally planned. Nonetheless, CWS foresees and looks forward to being able to complete the strategies and meet the goals by the time the current SIP expires.

Probation

Probation has completed the first steps in developing Family Finding Procedures for Juvenile Probation Division, but is finding it is a longer process to have probation officers conduct family findings even though the template is in place. CWS offered the use of their family finding resources; however, Probation has yet to take advantage of the program. Supervisors have recently reviewed the family finding efforts and are implementing further training as there have been 3 new officers in Juvenile Division.

The first steps in developing comprehensive Family Team Conference (FTC) procedures to coincide with PACT assessment results have been completed. Probation has found that FTCs are ever-evolving and newer processes are implemented as probation undergoes changes to their practices. More training is needed for the facilitators to remain in line with newer practices.

Monitoring results of FTC and recording in case notes have been more difficult to control than originally outlined. Probation Supervisors are to meet with staff and implement a long-range calendar to provide the coverage needed to make this a viable objective. Likewise, resolving difficulties with scheduling follow-up FTCs for unsuccessful juveniles is ongoing.

FTC facilitator worksheet has been developed and assessment of its effectiveness is ongoing. Changes have been made to streamline the FTC worksheet and provide continuity for the two designated facilitators. As identified, more training is required for the two FTC facilitators.

C. CWS/PROBATION SIP MATRIX

CHILD WELFARE SERVICES

Outcome/Systemic Factor:
S1.1 No recurrence of maltreatment
Of all children who were victims of a substantiated maltreatment allegation during the 6-month period, what percent were not victims of another substantiated maltreatment allegation within the next 6 months?

County's Current Performance:
During 2007 Lake County Child Welfare was at 100%, in 2008 at 97.0%, and in 2009 at 86.9%. 2010 is 92.0%; Jan-Jun 2011 is 98.1%.

Improvement Goal 1.0
The national standard of 94.6% or more

Strategy	Funding	Strategy Rationale
Strategy 1. 1 Integrate Signs of Safety (SoS) into Structured Decision Making (SDM) and case staffings to identify the best intervention for each family	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	**Strategy Rationale** SoS strategies improve social workers' assessments of the best intervention for each family, including DR, voluntary family maintenance, or court involvement

Milestone	Timeframe	Assigned to
1.1.1 Train staff in SoS practice methodology	Current and ongoing √	CWS Program Manager CWS Supervisors CWS FTM Facilitator
1.1.2 Develop policy and procedure	Current and ongoing √	CWS Program Manager CWS Supervisors CWS FTM Facilitator Staff Services Analyst
1.1.3 Implement and monitor	Current and ongoing √	CWS Program Manager CWS Supervisors CWS Social Workers CWS FTM Facilitator Staff Services Analyst
1.1.2 Review outcomes and revise program practices as needed	April 2012 and ongoing √	Deputy Director CWS Program Manager CWS Supervisors Staff Services Analyst

Strategy	Funding	Strategy Rationale
Strategy 1. 2 Enhance Family Team Meetings (FTMs) with the use of Signs of Safety (SoS)	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	**Strategy Rationale** SoS strategies improve family engagement and communication of family strengths and needs

Milestone	Timeframe	Assigned to
1.2.1 Train staff how to use SoS in FTMs	Current and ongoing √	CWS Program Manager CWS Supervisors CWS FTM Facilitator Staff Services Analyst
1.2.2 Develop policy and procedure	Current and ongoing √	CWS Program Manager CWS Supervisors CWS FTM Facilitator Staff Services Analyst
1.2.3 Implement and monitor	Current and ongoing √	CWS Program Manager CWS Supervisors CWS Social Workers FTM Facilitator Staff Services Analyst
1.2.4 Review outcomes and revise policy and procedures as needed	April 2012 and ongoing √	Deputy Director CWS Program Manager CWS Supervisors Staff Services Analyst

Strategy 1.3 Expand and enhance DR services through a partnership with CalWORKs	☐ **CAPIT** ☐ **CBCAP** ☒ **PSSF** ☐ **N/A**	**Strategy Rationale** Coordination of resources will increase the number of families served and will add CalWORKs services to promote self-sufficiency, thereby reducing poverty, a risk factor especially for neglect

Milestone	Timeframe	Assigned to
1.3.1 Develop plan of action with DR partner agencies, CWS, and CalWORKs. Create DR staff position in CalWORKs.	Current and ongoing √	Deputy Director CWS Program Manager CalWORKs Program Manager Staff Services Analyst DR Partner Agencies' staff
1.3.2 Begin DR/CalWORKs pilot program	Current and ongoing √	Deputy Director CWS Program Manager CalWORKs Program Manager CalWORKs Supervisor CalWORKs DR Social Worker DR Partner Agencies' staff

	1.3.3 Cross train participating staff, including training in Family Development Matrix and Nurturing Parenting® facilitation	Current and ongoing √	CWS Program Manager CalWORKs Program Manager CalWORKs DR Social Worker DR Partner Agencies' staff
	1.3.4 Update contracts with DR partner agencies	July 2011 √ Contracts are in place to coincide with the SIP through June 2014.	LCDSS Director Deputy Director Staff Services Analyst Board of Supervisors DR Partner Agencies
	1.3.5 Develop written policy and procedure	January 2012 Draft has been revised several times, finalization is still pending.	Deputy Director CalWORKs Program Manager Staff Services Analyst
	1.3.6 Develop methodology for gathering and analyzing DR data	July 2012 and ongoing √	Deputy Director CalWORKs Program Manager Staff Services Analyst DR Partner Agencies
	1.3.7 Review data, monitor program, and revise as needed	July 2012 and ongoing √	CWS Deputy Director CWS Program Manager CalWORKs Program Manager Staff Services Analyst DR Partner Agencies

Describe any additional systemic factors needing to be addressed that support the improvement plan goals. High rates of poverty, unemployment, and substance abuse issues contribute to family stress, which in turn contributes to child abuse and neglect. The county lacks jobs (especially well-paying ones) and decent, low cost housing. The County's geography presents transportation difficulties. Mental health services, especially to treat co-occurring disorders, are limited. Funding issues forced the closure of one residential treatment facility and the County's only clean and sober living facility. Rising costs of transportation resulted in a steep increase in the price of bus passes for local transit, resulting in fewer bus passes available for CWS clients, but a plan has been developed to replace monthly bus passes with lower cost punch-passes.
Describe educational/training needs (including technical assistance) to achieve the improvement goals. SoS training for CWS staff is being provided by UC Davis. Cross training between CalWORKs and partner agencies for DR collaboration will be conducted in-house. Training will be arranged for using the Family Development Matrix and facilitating Nurturing Parenting® classes. Technical help may be needed to develop methodology for gathering DR data to directly measure DR outcomes and efficacy.
Identify roles of the other partners in achieving the improvement goals. DR partner agencies will collaborate with CalWORKs staff. In addition to the agencies contracted to provide DR case management services (LCOE and LFRC) the following agencies will also provide services and oversight: Regional Center, Public Health, Mental Health, and Alcohol and Other Drugs Services (AODS). State funding cuts have resulted in difficulty for the local Regional Center participating in programs such as Differential Response and the Children's Council, and in obtaining services for clients with developmental disabilities.
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. Improved Medi-Cal funding and access to services, especially mental health services for adults, would positively impact outcomes.

Outcome/Systemic Factor:
C1.4 Reentry following reunification (exit cohort)
Of all children discharged from foster care to reunification during the year, what percent reentered foster care in less than 12 months from the date of the earliest discharge to reunification during the year?

County's Current Performance:
During 2006 Lake County Child Welfare was at 2.9%; in 2007, 10.4%; and in 2008 increased to 23.1%, due to reentry 5 children of one family who reunified by judge's order against the recommendation of CWS. 2009 is 13.3% and 2010 is 5.6%

Improvement Goal 2.0
The national standard of 9.9% or less

Strategy 2. 1 Use of Signs of Safety methodology in risk assessment and safety planning prior to reunification Please note: the terminology has changed to "Safety Organized Practice" (SOP).	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Strategy Rationale** Using SoS provides a more comprehensive assessment and decision making process. It creates improved case plans to enhance safety and to support successful reunification by promoting long lasting change.

Milestone	**Timeframe**	**Assigned to**
2.1.1 Develop policy and procedure in the use of SoS	Current and ongoing √	CWS Program Manager CWS Supervisors Staff Services Analyst
2.1.2 Train staff in SoS methodology and effective use of interview and engagement tools	Current and ongoing √	CWS Program Manager CWS Supervisors Staff Services Analyst
2.1.3 Implement and monitor	Current and ongoing √	CWS Program Manager CWS Supervisors CWS Social Workers
2.1.4 Review practice and revise as needed	July 2012 and ongoing √	CWS Program Manager CWS Supervisors Staff Services Analyst

Strategy 2. 2 Improve access to mental health services to include couples and family counseling, and to address co-occurring disorders (substance abuse plus mental health issues)	☐ **CAPIT** ☐ **CBCAP** ☒ **PSSF** ☐ **N/A**	**Strategy Rationale** Improved parent and family functioning

Milestone	Timeframe	Assigned to
2.2.1 Explore local resources and treatment models	July 2011 – December 2011 √	Deputy Director CWS Program Manager Staff Services Analyst Mental Health and AODS partners
2.2.2 Develop plan and funding sources	July 2011 – December 2011 √	Deputy Director CWS Program Manager Staff Services Analyst Mental Health and AODS partners
2.2.3 Implement the plan	January 2012 √	Deputy Director CWS Program Manager Staff Services Analyst Mental Health and AODS partners
2.2.3 Monitor and revise as needed	October 2012 and ongoing	Deputy Director CWS Program Manager Staff Services Analyst Mental Health and AODS partners

Strategy 2.3 Enhance collaboration between CWS and CalWORKs staff for coordinated case planning and services	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Strategy Rationale** Collaborative case planning and joint case management streamline services and activities for the family and promote family self-sufficiency. Also, families will receive ongoing support through CalWORKs after exiting CWS.

Milestone	Timeframe	Assigned to
2.3.1 Explore Linkages models and best practices	July – September 2011 √	Deputy Director CWS Program Manager CalWORKs Program Manager CalWORKs Supervisor Staff Services Analyst
2.3.2 Develop Linkages model for Lake County	September 2011 √	Deputy Director CWS Program Manager CalWORKs Program Manager CalWORKs Supervisor Staff Services Analyst
2.3.3 Develop policy and procedure, and train staff	October – December 2011 √	Deputy Director CWS Program Manager CWS Supervisors CalWORKs Program Manager CalWORKs Supervisor

					Staff Services Analyst
	2.3.4 Implement and monitor		December 2011 √		Deputy Director CWS Program Manager CWS Supervisors CalWORKs Program Manager CalWORKs Supervisor CWS & CalWORKs staff Staff Services Analyst
	2.3.5 Review practice and case outcomes, and revise as needed		January 2012 and ongoing √		Deputy Director CWS Program Manager CWS Supervisors CalWORKs Program Manager CalWORKs Supervisor CWS & CalWORKs staff Staff Services Analyst Staff Services Analyst

Strategy 2.4 Formalize a progressive visitation program for parents receiving family reunification services	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Strategy Rationale** Research indicates that regular visits lead to shorter placements and higher rates of reunification. Additionally, the gradual transitioning provided by progressive visitation prepares families for reunification.

Milestone		Timeframe	Assigned to
	2.4.1 Develop policy and procedure, and train staff	January – March 2012 √	CWS Program Manager CWS Supervisors Staff Services Analyst
	2.4.2 Implement and monitor	March 2012 √	CWS Program Manager CWS Supervisors CWS Social Workers and Aides Staff Services Analyst
	2.4.3 Review practice and revise as needed	April 2012 and ongoing √	CWS Program Manager CWS Supervisors Staff Services Analyst

Strategy 2.5 Explore the feasibility of creating a Parent Partner mentoring program, possibly in collaboration with AODS and/or the Children's Council	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Strategy Rationale** Parents who have mentors feel supported and the mentors' own recovery is strengthened by sharing and supporting others.

Milestone	Timeframe	Assigned to
2.5.1 Research and analyze programs, models, and costs. Develop white paper.	April 2012 √	Deputy Director CWS Program Manager CWS Supervisors AODS Deputy Director Children's Council Staff Services Analyst
2.5.2 If feasible, create proposal for implementation	October 2012 √	Deputy Director CWS Program Manager AODS Deputy Director Children's Council Staff Services Analyst
2.5.3 If proposal is accepted, implement, monitor and revise as needed	January 2013	Deputy Director CWS Program Manager CWS and AODS staff Staff Services Analyst

Strategy 2.6 Explore the feasibility of creating an aftercare program in collaboration with AODS for reunified families	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Strategy Rationale** Parents have continued support after their family is reunified

Milestone	Timeframe	Assigned to
2.6.1 Research aftercare programs, models and costs	April - September 2012 Still in progress	Deputy Director CWS Program Manager AODS Deputy Director Staff Services Analyst
2.6.2 If feasible, create proposal for implementation	October 2012 – April 2013	Deputy Director CWS Program Manager CWS Supervisors AODS staff Staff Services Analyst
2.6.3 If proposal is acceptable, implement, monitor and revise as needed	April 2013 and ongoing	Deputy Director CWS Program Manager CWS and AODS staff Staff Services Analyst

Describe any additional systemic factors needing to be addressed that support the improvement plan goals. The County lacks mental health services, especially for treatment of co-occurring disorders and family/couples counseling. In-county residential substance abuse treatment is limited, especially with the recent closure of a facility for women due to funding issues. Also, the County's only clean and sober living facility closed recently. Recruiting and sustaining parent partners has been challenging. A residential treatment facility for women and clean and sober living environments have opened locally in the past year.
Describe educational/training needs (including technical assistance) to achieve the improvement goals. SoS training for CWS staff is being provided by UC Davis. Also through UC Davis, CWS expects to arrange training on progressive visitation.* Linkages training will be conducted in-house. Also, managers and supervisors will attend a statewide Linkages conference in July 2011. If a parent partner or parent mentoring program is implemented, the parents will need training. Training in aftercare models and implementation may be needed. *Training in progressive visitation has not occurred. Although staff follow an informal program of progressive visitation, formal implementation is still in progress.
Identify roles of the other partners in achieving the improvement goals. AODS and the Children's Council might partner with CWS to develop and sustain a parent partners/mentoring program. AODS may partner with CWS to create aftercare programs.
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. Improved Medi-Cal funding and access to services, especially mental health services for adults, would positively impact outcomes.

Outcome/Systemic Factor: (3 measures for Adoptions are listed together as the same strategies apply to all three) C2.1 Adoption within 24 months Of all children discharged from foster care to a finalized adoption during the year, what percent were discharged in less than 24 months from the date of the latest removal from home? C2.2 Median Time to Adoption Of all children discharged from foster care to a finalized adoption during the year, what was the median length of stay (in months) from the date of the latest removal form home until the date of discharge to adoption? Federal Standard is ≤27.3% C2.5 Adoption within 12 months (legally free) Of all children in foster care who became legally free for adoption during the year, what percent were then discharged to a finalized adoption in less than 12 months?
County's Current Performance: C2.1 In 2007 Lake County CWS measured 33.3%; in 2008, 21.4%; and 2009, 0.0%. 10/1/09-9/30/10 is 10.0%. 2011 is 16.7%. C2.2 In 2007 median time to adoption was 40.8 months; in 2008, 33.3; and 2009, 37.3. 10/1/09-9/30/10 is 45.3. 2011 is 28.9 months. C2.5 In 2007 Lake County CWS measured 18.2%; in 2008, 13.3%. 10/1/08-9/30/09 is 14.3%. 2010 is 25.0%.
Improvement Goal 3.0 C2.1 To improve current performance of 10% to at least 20%. (Federal standard is ≥ 36.6%) C2.2 To improve the best CWS performance (2009, 37.3 months) by at least 20% to 29.8 months. (Federal standard is ≤ 27.3 months) C2.5 To improve the best CWS performance outcome (2007, 18.3%) by at least 20% to 21.9% (Federal standard is ≥ 53.7%)

Strategy 3.1 Formalize a concurrent planning procedure with CDSS Adoptions The adoptions program will be administered in-house beginning 7/1/2012.	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Strategy Rationale** CDSS Adoptions will work with CWS to identify an appropriate concurrent plan and will locate adoptive placements as early as possible, in order to expedite permanency.

	Timeframe	**Assigned to**
3.1.1 Collaborate with CDSS Adoptions through regular meetings to develop protocols to include joint relative/NREFM assessments	January 2012 – December 2012 √	CWS Program Manager CWS Supervisors Staff Services Analyst CWS Placement Specialist CDSS Adoptions
3.1.2 Develop policy and procedure, and train staff	January 2013	CWS Program Manager CWS Supervisors Staff Services Analyst CWS Placement Specialist
3.1.3 Implement and monitor	February 2013	CWS Program Manager CWS Supervisors Staff Services Analyst

				CWS Placement Specialist CWS Social Workers CDSS Adoptions
3.1.4 Include CDSS Adoptions Specialist participation in Family Team Meetings (FTM) for concurrent planning (PSSF funds)		February 2013 and ongoing		CWS Program Manager CWS Supervisors CDSS Adoptions Specialist CWS FTM Facilitator
3.1.5 Review and revise as needed		February 2013 and ongoing		Deputy Director CWS Program Manager CWS Supervisors CWS FTM Facilitator Staff Services Analyst CDSS Adoptions

Strategy 3.2 CWS Family Team Meetings (FTM) will be expanded and formalized to occur for adoptive placement families to overcome barriers to adoption and to assist them with completing the adoption process		☐ **CAPIT** ☐ **CBCAP** ☒ **PSSF** ☐ **N/A**	**Strategy Rationale** Participation of all parties involved with the child fosters cooperation in making the best placement and case planning decisions.	
3.2.1 Develop policy and procedure, and train staff	**Timeframe**	July 2012	**Assigned to**	CWS Program Manager CWS Supervisors Staff Services Analyst FTM Facilitator
3.2.2 Implement and monitor		September 2012		CWS Program Manager CWS Supervisors Staff Services Analyst FTM Facilitator
3.2.3 Review and revise as needed		October 2012 and ongoing		CWS Program Manager CWS Supervisors Staff Services Analyst

Strategy 3. 3 Enhance Family Finding and Engagement	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF**	**Strategy Rationale** Increase relative placements with potential for adoption	

		☒ N/A		
3.3.1 Formalize policy and procedure, and train staff	Timeframe	October 2011 √	Assigned to	CWS Program Manager CWS Supervisors CWS Placement Specialist Staff Services Analyst
3.3.2 Implement and monitor		November 2011 Implemented in Permanency and FM/FR Units; needs expanding to Emergency Response Unit		CWS Supervisors CWS Placement Specialist CWS ILP Coordinator Staff Services Analyst
3.3.3 Review and revise as needed		January 2012 and ongoing √		CWS Placement Specialist Case Carrying Social Worker CWS Supervisors CWS Program Manager

Describe any additional systemic factors needing to be addressed that support the improvement plan goals. The County lacks concurrent planning fost/adopt homes. Because adoptions are handled by CDSS Adoptions, CWS has no control over finalization of adoptions. CWS will administer the adoptions program beginning July 1, 2012.
Describe educational/training needs (including technical assistance) to achieve the improvement goals. Staff will be trained in-house in Family Finding and Engagement and in concurrent planning with State adoptions. Also, UC Davis offers training in Family Finding and Engagement, which may be utilized.
Identify roles of the other partners in achieving the improvement goals. CDSS Adoptions will participate in Family Team Meetings and will collaborate with CWS on concurrent case planning and on assessments of relative/NREFM placements.
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. Relative/NREFM placement is often precluded by a statutory scheme that is unforgiving of criminal history, regardless of the circumstances.

Outcome/Systemic Factor:
C4.1 Placement stability (8 days to 12 months in care)
Of all children served in foster care during the year who were in foster care for 8 days to 12 months, what percent had two or fewer placement settings?

County's Current Performance:
During 2007 Lake County CWS measured 73.2%; in 2008, 71.4%; and 2009, 60.4%. 10/1/09-9/30/10 is 87.0%. 2011 is 71.2%.

Improvement Goal 3.0
To maintain the Federal Standard of at least 86% of children having 2 or fewer placements in their first year in foster care

Strategy 4. 1 CWS to work with the local Foster Family Agencies to enhance collaboration	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	**Strategy Rationale** Improve and increase placement resources, to better enable matching of children with foster parents

Milestone	Timeframe	Assigned to
4.1.1 Begin meeting monthly with FFA staff to coordinate case management, address concerns, verify available resources, and match children's needs with foster parents' skills	July 2011 √	CWS Program Manager CWS Supervisors CWS Placement Specialist Staff Services Analyst FFA management
4.1.2 Develop a Memorandum of Understanding with each FFA	October 2011 Pending. Request extension to October 2012.	CWS Director Deputy Director CWS Program Manager Staff Services Analyst FFA management
4.1.3 Formalize pre-placement meeting practices as appropriate for each child	January 2012 Pending. Request extension to January 2013.	CWS Placement Specialist Case Carrying Social Worker CDSS Adoptions Specialist FFA management
4.1.4 Monitor, review, and revise as needed	January 2012and ongoing Pending. Request extension to January 2013 and ongoing.	Deputy Director CWS Program Manager CWS Placement Specialist Staff Services Analyst FFA management

Strategy 4. 2 Provide Nurturing Parenting® training to foster parents and relative/NREFM caregivers (This is not the CAPIT funded	☐ CAPIT ☐ CBCAP ☐ PSSF	**Strategy Rationale** Improving parenting skills of substitute care providers will enable them to maintain placement of the children in their

program offered to the public; this series will be arranged specifically for caregivers.)			☒ N/A	care.	
Milestone	**4.2.1** Train additional CWS staff to facilitate Nurturing Parenting® classes	Timeframe	May 2011 √	Assigned to	CWS Program Manager CWS Social Worker
	4.2.2 Determine appropriate Nurturing Parenting® curriculum		July 2011 √		CWS Program Manager CWS Placement Specialist Staff Services Analyst
	4.2.3 Work with FFA and CWS staff to develop selection and referral process		October 2011 Request extension to October 2012.		CWS Program Manager CWS Placement Specialist Staff Services Analyst FFA Staff
	4.2.4 Schedule and publicize the classes		October 2011 Request extension to October 2012.		CWS Placement Specialist FFA Staff
	4.2.5 Conduct the classes		January 2012 and ongoing Request extension to October 2012.		CWS Social Worker FFA Staff
Strategy 4. 3 Enhance Family Finding and Engagement			☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Strategy Rationale** Increase relative placements and create family connections for children in care and for emancipating youth	
Milestone	**4.3.1** Formalize policy and procedure, and train staff	Timeframe	October 2011 √	Assigned to	CWS Program Manager CWS Supervisors CWS Placement Specialist Staff Services Analyst
	4.3.2 Implement and monitor		November 2011 √		CWS Supervisors CWS Placement Specialist CWS ILP Coordinator Staff Services Analyst
	4.3.3 Review and revise as needed		January 2012 and ongoing √		CWS Placement Specialist Case Carrying Social Worker CWS Supervisors CWS Program Manager
Strategy 4. 4 Implement mental health screening/ assessments within 30 days of entry for children entering foster care			☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF**	**Strategy Rationale** Information about children's mental health needs will enable social workers to match children's needs to foster parents'	

			☒ N/A	skills and to arrange appropriate services early in the case.	
Milestone	**4.4.1** Collaborate with Lake County Dept. of Mental Health to determine best tool	Timeframe	January – July 2012 More time is needed to review tools. Request extension to March 2013.	Assigned to	Deputy Director CWS Program Manager Lake County Mental Health Staff Services Analyst
	4.4.2 Develop protocols with Mental Health		July 2012 – December 2012 Request extension to December 2013.		CWS Program Manager CWS Supervisors Lake County Mental Health Staff Services Analyst
	4.4.3 Develop CWS policy and procedure, and train staff		December 2012 Request extension to December 2013.		CWS Program Manager CWS Supervisors Staff Services Analyst
	4.4.4 Implement and monitor		December 2012 Request extension to December 2013.		CWS Program Manager CWS Supervisors Lake County Mental Health Staff Services Analyst
	4.4.5 Review and revise as needed		December 2012 and ongoing Request extension to December 2013.		CWS Program Manager CWS Supervisors Lake County Mental Health Staff Services Analyst
Strategy 4. 5 CWS Family Team Meetings (FTM) will be expanded and formalized to address placement issues and case planning throughout the life of a case			☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Strategy Rationale** Participation of all parties involved with the child fosters cooperation in making the best placement and case planning decisions.	
Milestone	**4.5.1** Develop policy and procedure, and train staff	Timeframe	July 2012	Assigned to	CWS Program Manager CWS Supervisors Staff Services Analyst FTM Facilitator
	4.5.2 Implement and monitor		September 2012		CWS Program Manager CWS Supervisors Staff Services Analyst FTM Facilitator
	4.5.3 Review and revise as needed		October 2012 and ongoing		CWS Program Manager CWS Supervisors Staff Services Analyst

Strategy 4.6 Develop protocols for social worker contacts with children and substitute caregivers		☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	**Strategy Rationale** Improve assessment and information gathering between social workers and children and substitute caregivers. Enhanced relationships with children and their caregivers, and providing opportunity for their input, will improve placement stability.		
Milestone	**4.6.1** Research best practices for social worker contacts	**Timeframe**	July 2011 √	**Assigned to**	CWS Program Manager Staff Services Analyst
	4.6.2 Develop policy and procedure, and train staff		September 2011 √		CWS Program Manager CWS Supervisors Staff Services Analyst
	4.6.3 Monitor social worker contacts through currently existing quality assurance reviews		October 2011 and ongoing QA procedures will be reevaluated, as the QA position was cut.		CWS Program Manager CWS Supervisors Staff Services Analyst
Strategy 4.7 Solicit input from foster youth and substitute caregivers on a regular basis through focus groups and/or questionnaires		☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	**Strategy Rationale** Information obtained from youth and caregivers will be used to help develop strategies for social workers to improve social work practice		
Milestone	**4.7.1** Research best practices for obtaining foster youth and caregiver input	**Timeframe**	January 2012 √	**Assigned to**	CWS Program Manager Staff Services Analyst
	4.7.2 Develop a plan for obtaining foster youth and caregiver input and implement		February 2012 √		CWS Program Manager Staff Services Analyst CWS Placement Specialist CWS ILP Coordinator
	4.7.3 Use the information obtained to train staff to improve casework practice		March 2012 √		CWS Program Manager CWS Supervisors Staff Services Analyst

Describe any additional systemic factors needing to be addressed that support the improvement plan goals. Community care licensing does not assist with recruitment and licensing of foster care homes in Lake County. As reported in the CSA, Lake County has only seven State licensed homes. The County also lacks group homes and concurrent planning fost/adopt homes. (There is one level-10 group home. Children requiring higher levels of care are placed out-of-county.) Because adoptions are handled by CDSS Adoptions, CWS has no control over finalization of adoptions. CWS will begin administering its own adoptions program July 1, 2012. FFA certifications have declined, depleting the already scarce number of placement options. The emergency shelter, contracted through a local FFA, has reduced the number of beds from four to two, resulting in increased placements for children first entering the foster care system.
Describe educational/training needs (including technical assistance) to achieve the improvement goals. Additional CWS social worker(s) will be trained to facilitate Nurturing Parenting® classes. Staff will be trained in-house in Family Finding and Engagement and mental health screening and assessments Also, UC Davis offers training in Family Finding and Engagement, which may be utilized.
Identify roles of the other partners in achieving the improvement goals. Foster Families Agencies will collaborate with CWS to coordinate case management, address concerns, verify available resources, and match children's needs with foster parents' skills. Mental Health will collaborate with CWS to provide mental health screening and assessments of foster children.
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. Relative/NREFM placement is often precluded by a statutory scheme that is unforgiving of criminal history, regardless of the circumstances.

PROBATION

Outcome/Systemic Factor: Strategy 1

Improve Family Finding Procedures to Provide Optimal Placement Options for Probation Juveniles

County's Current Performance:

During the time-period 07/01/2010 – 02/28/2011, the Probation Department conducted over 80 intake, 30 detention, and 99 dispositional reports where less than 25% of the reports produced family findings other than the parents.

Improvement Goal 1.0

To increase family findings during intake, detention, and dispositional interviews in order to identify, investigate, and locate all adult relatives of juveniles who are detained by the Probation Department.

Strategy 1.1

Develop Family Finding Procedures for Juvenile Probation Division

Strategy Rationale

Existing law directs whenever a juvenile is taken into custody, efforts to identify investigate, and locate all adult relatives of juveniles who are detained an report (excluding those with domestic violence issues) to the court the efforts i order to provide optimal placement options for those juveniles.

Milestone	Timeframe	Assigned to
1.1.1 Meet to develop a family finding template for probation officers to use during intake, detention, and dispositional interviews. Develop training on family mapping and its use.	May 2011 – completed on time	Supervisors and Line Staff of Juvenile Division
1.1.2 Finalize Family Finding Template	May 2011 – completed on time	Chief Probation Officer and Supervisors of Juvenile Division
1.1.3 Format the inclusion of family finding efforts into court reports and review the results with the Chief Probation Officer	May 2011 – completed on time	Chief Probation Officer and Supervisors of Juvenile Division
1.1.4 Implement family finding template and assess for improvements	May - June 2011 – ongoing,	Supervisors and Line Staff of Juvenile Division, and Juvenile Correction Officers (as directed)
1.1.5 Review results of the family findings and implement additional changes as necessary	July 2011 – Ongoing - Probation is finding it is a longer process to	Supervisors of Juvenile Division

		have probation officers conduct family findings even though the template is in place. CWS offered the use of their family finding resources; however, Probation has yet to take advantage of the program. Supervisors have recently reviewed the family finding efforts and are implementing further training as there has been 3 new officers in Juvenile Division.

Outcome/Systemic Factor: Strategy 2-
To improve the Facilitation of Family Team Conferences to Increase Protective Factors in Juvenile Probationers Positive Achievement Change Tool (PACT) Assessments.

County's Current Performance:
The Probation Department currently uses Family Team Conferences (FTC) when a juvenile probationer's status level and/or the PACT risk level changes. The FTC facilitator assists family, friends of the family, and support agencies to indentify anti-social and pro-social (or protective factors) behaviors of the juvenile and his/her family. This information is then used to devise a case plan to assist the juvenile in achieving and maintaining a higher level of success while on probation.

Improvement Goal 2.0
To increase protective factors identified in PACT assessments by developing appropriate strategies during the family team conference.

Strategy 2. 1	**Strategy Rationale**
Develop Comprehensive Family Team Conference Procedures to coincide with PACT assessment results	During the time-period 07/01/2010 – 02/28/2011, the Probation Department conducted 15 family team conferences where PACT risk levels were noted but not specifically addressed as a means to increase protective factors for those juveniles. Evidence based practices indicate increasing protective factors can have a positive, lasting effec on juvenile probationers. There have not been any follow up reporting procedures to document the success or failure rate of the FTC's.

Milestone	Timeframe	Assigned to
2.1.1 Meet to develop Family Team Conference (FTC) procedures to optimize the efforts of FTC.	June 2011 – completed on time	Supervisors and FTC Facilitators
2.1.2 Implement FTC procedures	July 2011 – completed on time	Supervisors and FTC Facilitators
2.1.3 Assess FTC procedures and recommend changes as necessary	July – September 2011 – on going. Probation has found that FTC's are ever-evolving and newer processes are implemented as probation undergoes changes to their practices. More training is needed for the facilitators to remain in line with newer practices.	FTC Facilitators
2.1.4 Monitor results of FTC and record in case notes	FTC results will be reviewed every six months in accordance with the associated PACT requirements – This has been a little more difficult to control than originally outlined. Probation Supervisors are to meet with staff and implement a long-range calendar to provide the coverage needed to make this a viable objective.	Supervisors and Line Staff of Juvenile Division, FTC Facilitators
2.1.5 If FTC review indicates the juvenile has been unsuccessful, a follow-up FTC will be scheduled	6 month intervals – The same issue as milestone 2.1.4.	Supervisors and Line Staff of Juvenile Division, FTC Facilitators

Strategy 2. 2
Develop FTC facilitator worksheet

Strategy Rationale
During the time-period 07/01/2010 – 02/28/2011, the Probation Department conducted 15 FTC's. At each conference there was not a consistent format in which the FTC was

		conducted, thereby incurring more preparation time and less consistent information given and gathered. If Probation utilized a facilitator worksheet, the entire event would be better organized and produce greater results.			
Milestone	**2.2.1** Meet to develop and implement a FTC facilitator worksheet to use during FTC's that will incorporate PACT protective factors and criminogenic needs, input from family members, friends, and support agencies, and court orders.	Timeframe	June 2011 – completed on time	Assigned to	Supervisors and FTC Facilitators
	2.2.2 Finalize FTC facilitator worksheet		July 2011 – completed on time		Supervisors and FTC Facilitators
	2.2.3 Implement FTC facilitator worksheet and assess for improvements		July – September 2011 – completed on time		Supervisors and FTC Facilitators
	2.2.4 Assess FTC facilitator worksheet and recommend changes as necessary		October 2011 – ongoing, changes have been made to streamline the FTC worksheet and provide continuity for the two designated facilitators. As identified, more training is required for the two FTC facilitators.		Supervisors and FTC Facilitators

D. CWSOIP Narrative

CWS used CWSOIP funds to continue its Differential Response (DR) program. It is believed that DR has a positive impact on measure S1.1, recurrence of maltreatment.

DR provides services to families where removal of the children is not warranted, but where the family is nonetheless beset by issues that may be resolved or alleviated with targeted services. Although voluntary services may be provided through the CWS voluntary family maintenance caseload, for many families, DR is a preferable alternative.

Literature review on recurrence of maltreatment supports the strategies employed and services provided by the DR program. As well, families who accept DR services have shown progress as measured on the Family Development Matrix, administered by DR services providers at regular intervals during the life of the case.

Probation used its CWSOIP allocation to conduct a small scale program based on Child Welfare Services Differential Response Program, which was called "Probation Family Pro." Probation served the 654 W&I population, which, in the past, has been a seriously under-serviced section of Probation. In the past, all that happened with this population was referrals to outside agencies (primarily Alcohol and Other Drug Services) and limited contact Probation supervision.

With Probation Family Pro's contract with Lake County Office of Education (Healthy Families), 654 W&I probationers were reached at their schools and homes. Because of this new type of intervention, family issues were identified and assistance was given to help the families develop self-sufficiency. This service was responsible for an almost 50% reduction in new law violations for the test group in the following six months. This program helped to re-direct Probation's focus on evidence-based programs to include the improvement of family dynamics.