San Benito County
Health & Human Services Agency

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California Child and Family Services Review
County System Improvement Plan Update
For Period 2011-2014

2. Part I - CWS/Probation

a. Cover Sheet

California's Child and Family Services Review
System Improvement Plan

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County:	**San Benito County**
Responsible County Child Welfare Agency:	San Benito County Health & Human Services Agency
Period of Plan:	2011 - 2014
Period of Outcomes Data:	**Quarter ending: 4th quarter 2009**
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Signature:	
Board of Supervisors (BOS) Approval	
BOS Approval Date:	
Name:	Brent Cardall
Signature:	

B. CWS/Probation Narrative

San Benito County is committed to continuous quality improvement and the process of completing the PQCR, CSA, SIP and quarterly data reviews highlighted which outcomes we needed to focus on over the next three years. As previously stated we will continue to monitor all of our outcomes, but will pay special attention to the outcomes that we are currently performing below the Federal Standards, as well as "no recurrence of maltreatment", and improving our effective use of the Health and Education Passport.

The CSSR website composite planner was used to help us determine our outcome goals. The strategies, rationales and milestones were determined by the planning group to ensure that we are able to meet the federal standards. The planning group took in to consideration literature reviews, and also what CDSS has listed in the state Program Improvement Plan (PIP) to improve outcomes. To that end Family Finding and Engagement, Team Meetings, Supporting Kin Providers and Concurrent Planning are included in our SIP as well as the PIP.

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****Note Updated information will be in bold type and underlined.**

A. SIP Narrative

Introduction

Historically, the effectiveness of child welfare services across the country was heavily reliant upon anecdotal evidence. It was very difficult to point to empirical data to measure whether the services being provided by child welfare staff were actually making any difference for the children and families they were designed to serve on anything other than an individual case by case basis.

Pursuant to AB636, effective January 2004, a new Child Welfare Services Outcome and Accountability System began operating in California. It focuses primarily on data analysis and measuring outcomes in the areas of Safety, Permanence and Child and Family Well-Being. The system is based upon a philosophy of continuous quality improvement, interagency partnerships, community involvement, and public reporting of program outcomes.

This new California Outcomes and Accountability System (CAOS), previously known as the California Child and Family Services Review (C-CFSR) , includes three process components which together provide a comprehensive picture of county child welfare practices. The Peer Quality Case Review (PQCR) is the first component of the process, followed by the County Self Assessment (CSA) and finally the development of the county child welfare System Improvement Plan (SIP). Counties are expected to partner with their community and prevention partners to develop a SIP that focuses on service to families from prevention through the continuum of care.

Until 2008, there was a similar but separate planning process in place required for counties receiving funding through the Office of Child Abuse Prevention (OCAP). In recognition of the fact that these two parallel processes were duplicative and required the involvement of many of the same community partners, the state and counties agreed to merge the two planning processes. Thus, in June 2008, the California Department of Social Services (CDSS) issued an All County Information Notice (01-41-08) introducing new guidelines to integrate the COAS with the OCAP plan for counties like San Benito County who receive Child Abuse Prevention, Intervention and Treatment (CAPIT), Community Based Child Abuse Prevention (CBCAP), and/or Promoting Safe and Stable Families (PSSF) funding.

The SIP serves as the operational agreement between the county and state, outlining how the county will improve its system to provide better outcomes for children, youth and families. Quarterly county data reports are the mechanism for tracking a county's progress.

In the San Benito County, Health and Human Services Agency, Child Welfare Services Division (CWS) is the primary entity for providing child welfare services to families experiencing child abuse and neglect. The Probation Department is the responsible for providing services to children/youth involved in the juvenile delinquency system and placed in out-of-home care. Prevention services funded through OCAP are provided by the Family Resource Center a Division of Health and Human Services Agency, which is the entity designated by the Board of Supervisors to administer these funds.

The County of San Benito 2011 - 2014 System Improvement Plan (SIP) report includes two parts as prescribed, in addition to this narrative:

- Part 1 – This section of the SIP includes the CWS/Probation narrative, the SIP matrix and the Child Welfare Services Outcome Improvement Project (CWSOIP) narrative. This section of the SIP explains the basis how outcomes targeted for improvement and program development were selected by Child Welfare Services and Probation for the 2011-2014 SIP. The matrix specifically outlines the outcome improvement goals, strategies, milestones, timelines and assigned leads.

- Part II – This section focuses on community child abuse prevention, intervention and treatment efforts and includes the CAPIT/CBCAP/PSSF narrative and three year plan to meet the requirements for counties seeking CAPIT/CBCAP/PSSF funds administered through OCAP.

This year's SIP process would not have been possible without the assistance and contributions of all CWS that include, but are not limited to San Benito County Child Protective Services Staff, Behavioral Health, Substance Abuse, Probation, State Adoptions, CASA, Youth Alliance and Foster Youth Services that participated in any or all of the three activities that informed this year's SIP development process. A complete list of all SIP participants is included in this report. As required, the 2011-2014 County SIP and CAPIT/CBCAP/PSSF 3-Year Plan is being submitted to the Board of Supervisors (BOS) for approval prior to the final submission to the CDSS. Board approval verifies that public, private and community partners were involved in the development of these reports.

1. Process used to conduct the SIP:

In January 2010, we undertook the Peer Quality Case Review (PQCR). We examined how we are meeting the placement needs of our children in both the child welfare system and probation system. The PQCR gathered information utilizing interviews, focus groups, literature review and data analysis.

In April 2010, San Benito County initiated the County Self Assessment (CSA) process to evaluate the effectiveness of child welfare services as well as of the OCAP funded prevention services provided to families in our community. A group of over forty stakeholders came together including agency staff from Child Welfare Services and Probation, community partners, foster parents, birth parents and partners from the California Department of Social Services. The charge to the group was to review and analyze performance data, identify strengths and challenges and offer recommendations.

The CSA process consisted of discussion regarding: county demographics; participation rates in child welfare and probation; safety, permanency and well being outcomes; public agency collaborations; service array and responsiveness to the community. It was viewed through the lens of prevention, intervention and treatment across the continuum of care.

In October 2010, the System Improvement Planning process was initiated. Another meeting was conducted and well attended by staff, probation, the family resource center, mental health and education, to determine what outcomes and related strategies should be chosen to include in the SIP. All of this information, coupled with recommendations made by the PQCR was prioritized and is included in this plan. To assure that the process was unfolding correctly, our partners at CDSS were involved.

Data was used in the PQCR, CSA and SIP to inform the processes. Readers should be aware that the total number of children in San Benito County's Child Welfare System is relatively small. Therefore, few occurrences in a given indicator can affect what appears to be a significant change in the percentage.

All data was extracted from the Center for Social Services Research: Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M.,Glasser, T.,Williams, D.,Zimmerman, K., Simon, V., Putnam-Hornstein, E., Frerer, K., Cuccaro- Alamin, S., Winn, A., Lou,C., &Peng, C (2009). *Child Welfare Services Report for California.* Retrieved June 2010, from University of California at Berkeley Center for Social Services Research website. URL: http://cssr.berkeley.edu/ucb_childwelfare
It should also be noted as identified by the Center for Social Services Research "that a change on one outcome may affect other outcomes. For example diverting children from out of home care would increase reunification rates but the families of children remaining in placement have more complex unresolved issues, likely to have worse well-being outcomes and longer lengths of stay rates." As we move to improve all of our outcomes we must be constantly looking at how they impact one another and continue to have a systems view.

2. Selection of outcomes needing improvement:

CDSS recommends that counties choose three to four outcome or systemic factors for specific improvement strategies in the SIP. Our county decided to choose four outcomes where we are operating below the Federal Standard and one outcome that holds most of our prevention and intervention strategies, which we want to continuously be improving and monitoring. All of the other outcomes that are not listed in this plan, will continue to be monitored by both our agency and the California Department of Social Services at least quarterly. If a concerning situation arises, a plan will be put in place quickly to address that outcome.

The five outcomes that were identified for focus in our 2011-2014 SIP are:

S.1.1 Safety Outcome: No Recurrence of Maltreatment

2C: Safety Outcome Measures- Timely Social Worker Visits with Child

C2.1: Permanency Measure Adoption Within 24 months (Exit Cohort)
C2.5: Permanency Measure Adoption within 12 Months (Legally Free)

C4.1Permanency Measure Placement Stability Outcome: Placement Stability (8 Days to 12 Months In Care)

Well Being: Health and Education Passports

3. Identify improvement targets and goals:

The goal for each of the Outcomes identified for inclusion in this plan is to meet the Federal Standard Areas before or by January 2014.

4. Summary of current research available via literature review:

Literature reviews synthesize recent research and summarize themes, trends, best practices and gaps in the information available on a specific topic. For managers and administrators in child welfare, literature reviews can provide valuable information about key factors related to system improvement:

- social work models associated with improvement in specific child welfare outcomes;
- social work practices associated with barriers to improved outcomes;
- organizational elements associated with improved outcomes.

Two literature reviews pertinent to our outcomes were found at the Northern Training Academy website http://humanservices.ucdavis.edu/academy/. "The Importance of Family Engagement in Child Welfare", and "Placement Stability in Child Welfare".

One of the advantages of being a small county is our ability to make significant changes in a relatively short time frame. Although the SIP is not due to be finalized until January 2011, many strategies have begun to be addressed.

5 and 6. Current activities in place or partially implemented; and new activities that will impact outcomes

S 1.1: Safety Outcome Measure - No Recurrence of Maltreatment

Current activities in place or partially implemented

- Continue to offer services through the Family Resource, including parenting, home visitation services, and supportive services.
- Utilizing existing resources, distribute information to the community regarding the prevention of child abuse and neglect.
- Continue to utilize the Structured Decision Making (SDM) Tool appropriately.

New activities that will impact outcomes.

- Explore the capacity of the FRC, CAPC or Probation liaison officer, to gather community resources to be able to be compiled, and act as a clearing house for the county.
- Develop a collaboration to explore gaps in services and recommended ways to bridge these gaps, including, community education regarding mandated reporting, exchange of information between agencies, more specialized parenting and teen classes, and substance abuse treatment.
- Develop and implement a family strength based program for at risk youth attending elementary school.

UPDATE:
San Benito County will continue its efforts to explore gaps in services and recommend ways to bridge such gaps. During this past year, CWS staff has participated in meetings that include, but are not limited to System of Care, SARB, Substance Abuse, Foster Youth Services and Family Resource Center collaborative meetings in an effort to strengthen communication and share program related services while keeping in mind the needs of the families and children of the community. In addition, CWS has worked closely with Family Resource Center and other community Agencies in an effort to provide supportive services to families that come to the attention of CPS; such services include parenting classes, home visitation services and the distribution of child abuse prevention information through several venues in the community that include the county library book mobile, and elementary school liaisons. Community services pocket booklets are also distributed to families, courtesy of the Public Health Department. These booklets list all of the local community resources in addition to non-profit organizations that provide supportive services to families that include, but are not limited to housing assistance, food and clothing. In addition, participation of our staff in collaborative meetings have provided the opportunity for the distribution of child abuse prevention information, reporting requirements of child abuse and the promotion of services provided through the Family Resource Center.

In addition, child welfare staff who investigate child abuse referrals consistently utilizes Structured Decision Making safety and risk assessments to help minimize safety risks and increase protective capacities for parents in an effort to help them keep their children at home. Training on SDM safety and risk assessments is mandatory and has been provided to staff, with the exception of two new staff, who will be participating in training within the next six months.

UPDATE:
The San Benito County Probation Department staff has worked effortlessly to develop and implement a family strength based program for at risk youth of all ages. Most recently, our department has provided courses, workshops, and resource materials to San Benito County parents referred by Mental Health, Social Services and Probation. During the 2011 year the officers offered 3 courses of which 22 families received completion certifications. We also offer topic specific courses every month. Six (6) courses were offered this year of which 23 families took part. Lastly, probation has added individualized hands on family counseling.

2C: Safety Outcome Measures- Timely Social Worker Visits with Child

Current activities in place or partially implemented

- Ensure that the policy that was developed in the last SIP cycle is fully implemented and monitored.

New activities that will impact outcomes.

- Explore the use of technology to assist social workers to be able to record their contacts when they are not in the office.

UPDATE:
San Benito County has made great improvements in Measure 2C: Safety Outcome- timely social worker visits with child. According to Safe Measures, San Benito County has been performing at or above the 90% compliance percentile. This is attributed to the implementation of a policy and procedure with regards to timely face to face contacts and documentation as

well as social worker commitment to work diligently with supervisor to ensure contacts and documentation is entered into CWS/CMS system. Staff further utilize Safe Measures as a case management tool to assist them visualize what contacts are missing. In addition, for the first time in San Benito County, an intern has been part of the social services team and has provided support to the social workers. At this time, San Benito County continues to gather information with regards to the use of IPAD and/or NetBooks to help social workers enter type their while conducting visits. The San Benito County Probation Department currently has 1 juvenile in foster care and 1 in a group home. We meet with these minors on a monthly basis to ensure all their needs are met as required per Division 31 regulations.

C2:1 Adoption Within 24 months (Exit Cohort)

Current activities in place or partially implemented

- Continue to hold parties accountable for completion of adoption process. Including completion of necessary documentation, home studies and support needed to complete the process.
- Improve "concurrent planning" across the continuum of engagement with the family, from the beginning of the case and through possible adoption.

New activities that will impact outcomes.

- Develop a mechanism, policy and procedure, for family finding and engagement.
- Improve "concurrent planning" across the continuum of engagement with the family, from the beginning of the case and through possible adoption. Steps to achieving this will include looking at what other smaller counties do to improve concurrent planning and successful engagement with the family. In addition, the inclusion of trainings, family meetings and case staffings are other steps we used to improve concurrent planning.
- Child Welfare Services Family Meetings/Decision Making will be evaluated and formalized, including the referral process, when the meetings are to occur, and the development of outcome measures.
- Explore the possibility of community colleges providing Kinship care training and support.
- Continue to hold parties accountable for completion of adoption process. Including completion of necessary documentation, home studies and support needed to complete the process.

UPDATE:
San Benito County continues to struggle in this area due to the long process of home studies, submission of necessary paperwork and court continuances. San Benito County does not have its own adoptions unit but works with the California State Department Adoptions-Fresno district office to obtain adoptions related services. Meetings occur on a monthly basis in which

the assigned case-carrying Social Worker, Social Work Supervisor, and a State Adoptions Specialist meet and review all pending adoptions and potential referrals. The Court calendar is reviewed for concurrent planning purposes. Under supervision, the matters are staffed jointly, deadlines are set, and timelines are reviewed in an effort to ensure timely Adoption finalizations.

San Benito County has developed a policy and procedure to ensure social workers conduct accurate family finding efforts and notify family members of the placement of a child into foster care. San Benito County participated in two concurrent trainings which were offered by Bay Area Academy on 5/5/2011 and 6/29/2011. Social Work Supervisors have worked collaboratively with the staff to ensure concurrent planning starts from the time a child enters the foster care system.

San Benito County has initiated some family team meetings during initial stages of an investigation, to bring family members to the table and explore possible placement and family finding options, however, we are still working on formalizing the process. Due to staffing issues and the court related pressing time constraints, it is sometimes challenging to initiate these meetings at the beginning stages of a case. Due to funding constraints, the provision of kinship care training and support are limited, however, social workers do make an effort to work with families to ensure concurrent planning efforts are successful while keeping in mind that permanency for a child is the ultimate objective for everyone involved.

C4.1: Permanency Outcome Measure-Placement Stability (8 Days to 12 Months In Care)

Current activities in place or partially implemented

- Continue to develop and implement the Emergency Placement Protocol.
- Continue to focus on recruitment and retention of county foster homes.

New activities that will impact outcomes.

- Develop a mechanism, policy and procedure, for family finding and engagement by looking at what other counties similar in size to San Benito County are doing to increase family finding and engagement efforts..
- Improve "concurrent planning" across the continuum of engagement with the family, from the beginning of the case and through possible adoption.
- Child Welfare Services Family Meetings/Decision Making will be evaluated and formalized, including the referral process, when the meetings are to occur, and the development of outcome measures.

UPDATE:

San Benito County has been increasing efforts place children with family upon removal from their home. Efforts to locate family have been increased by the social workers as they work with parents to immediately identify family members that would be interested in placement of the child. However, notification is not always possible right away due to staffing issues and the time constraints that are associated with filing a petition within 48 hours of the removal of a child. However, San Benito County works closely with parents to explore placement options with family. In addition, an Emergency Placement protocol has been implemented, which allows for the placement of children with non relative/relative extended family members if they are able to meet the emergency placement criteria set by the state. When appropriate, family team meetings occur to explore other options for the placement of a child and/or prevention of removal with established family and community support systems that are focused on providing the child with a safe and healthy environment. If placement is inevitable, San Benito County works diligently with parents and family members to establish a concurrent plan that focuses on permanency for the child. This is achieved by the social worker discussing the concurrent plan with parents, foster parents and child if he/she is age appropriate.

San Benito County continues to struggle with the recruitment and retention of County licensed foster homes. This is primarily attributed to the community being perceived as a bedroom community as many of the residents work in the Silicon Valley and/or other neighboring counties. This coupled with the low foster care paying rates discourages families from becoming county licensed homes. However, social worker do work with Foster Family Agencies that include AspiraNet, New Dimensions, Kinship Center and Family Linkages to ensure foster homes are readily available for children in our community; however, these homes are limited and often times children must be placed out of county.

Well Being Measure - Health and Education Passports

New activities that will impact outcomes.

- Collaborate with the education department to explore information sharing via relationship building and automation.
- With the help of CWS/CMS technical assistance, develop a policy and procedure of the correct computer fields to enter the information and provide training to staff, and monitor the correct data entry.
- Provide training to staff on special education.

UPDATE:
San Benito County has collaborated with Foster Youth Services to explore the possibility of implementing the Foster Focus data program which will allow for the sharing of important information related to foster youth. Foster Focus will simplify educational process if a child changes schools and will help optimize educational services for foster children with special educational needs. First Foster Focus training was held on 8/26/2011. San Benito County continues to work on implementation of this program in our county.

San Benito County completed a Health and Education Passport training in 11/2011. We are currently working on implementing a data entry protocol that will ensure all health and education related data is entered into CWS/CMS. However, this implementation will not commence until all new staff are properly training on CWS/CMS. Currently all CHDP exams are entered into CWS/CMS by a public health nurse every quarter; this data entry is not accurate on a monthly basis and the County plans to have this data entered on a monthly basis instead of on a quarterly basis. In addition, all school related information has been entered into the CWS/CMS system. Social Work supervisor have started compiling information from the social workers that identify the child and school of attendance so that this information could be entered into the CWS/CMS system. It is anticipated that all of the school related information will be entered into CWS/CMS by 6/30/2012.

San Benito County has been working with Foster Youth Services to ensure all eduacational needs of children in foster care are met. We have not been able to coordinate a special education training for staff as of yet; however, Foster Youth Services coordinator is aware of the need of a special education training for staff and will be working with Social Work Supervisor to coordinate a training by 6/30/2012.

7. Use of logic models

Developing a logic model helps to delineate the specific methods by which proposed changes from the SIP will improve performance. As part of our upcoming Request For Proposal process for CAPIT/CBCAP/PSSF funds we will develop logic models for those programs. These internal planning documents will be revised along the process to help inform the strategic planning process.

8. Integration in to the CAPIT/CBCAP/PSSF Plan

Stakeholders representing the entire continuum of prevention through services, treatment and follow up prevention participated in the PQCR/CSA/SIP planning process and assisted in identifying strategies to be included in to the plan. As a community our focus is to build on the promising collaborations that we have in place to enhance our continuum of services. The use of CAPIT/CBCAP/PSSF and Children's Trust Fund money helps us to do that. As permitted by funding, we will continue to provide parenting, home visitation, and community education.

Executive Summary County Self Assessment

Background

In June 2010, San Benito County initiated the County Self Assessment (CSA) process to evaluate the effectiveness of child welfare services as well as of the Office of Child Abuse Prevention (OCAP) funded prevention services provided to families in our community. A group of over forty stakeholders came together including agency staff from Child Welfare Services and Probation, community partners, stakeholders, and partners from the California Department of Social Services, as well as a focus group with biological parents receiving services from the Family Resource Center, Child Welfare Agency and Juvenile Probation. The charge to the groups was to review and analyze performance data, identify strengths and challenges and offer recommendations.

The CSA process consisted of discussion regarding; county demographics, participation rates in child welfare and probation, safety, permanency and well being outcomes, public agency collaborations, service array and responsiveness to the community. It was viewed through the lens of prevention, intervention and treatment across the continuum of care. The CSA was the second component of our strategic planning effort. In February 2010, we undertook the Peer Quality Case Review (PQCR). We examined placement stability for our children.

No later than January 2011, San Benito County will complete this required three year planning effort with the submission of a three-year System Improvement Plan (SIP) to the Board of Supervisors for approval. Both the CSA and SIP are public documents and will be shared with stakeholders and the community following Board approval.

Readers should be aware that the total number of children in San Benito County's Child Welfare System is relatively small. Our small size causes significant swings in outcome rates. One or two cases can result in exaggerated drops or gains in percentage points.

Summary of Outcomes:

Participation Rates: Data indicates that there was a decrease in the actual number of referrals received in the last three years, but the number of entries in care increased. Much of this trend may be attributable to the general down turn in the economy and increased stress on families. As of July 2, 2010 San Benito County is listed by the AP Economic Stress Indicators (http://hosted.ap.org/specials/interactives/_national/stress_index/) as the tenth most stressful county in the nation, when looking at unemployment, bankruptcy and foreclosure. The unemployment rate has risen from 8.9% to 15.7% in the last two years and Cal WORKS cases have risen by 13%.

Safety Outcomes:

Considered together, results from all the Safety Indicators show that children receiving child welfare services in San Benito County are increasingly protected from abuse and neglect. Investigations are conducted in a timely manner. Risk, safety and protective capacity is determined using a standardized approach. Social workers and probation officers have a high level of face to face contact with the

children/youth they serve. The low levels of recurrence of maltreatment (although slightly higher than the statewide performance and Federal Standard), and the continued lack of abuse in out of home care is also notable.

Recurrence of maltreatment is an area that our county wants to continue to focus on, as any recurrence of maltreatment is unacceptable to our community. Thus we will continue to include strategies related to recurrence in the next SIP. The outcome of no recurrence of maltreatment has improved by 10.7% in the last three years, in part due to social workers following up with referrals when they are made and supportive services provided to families that include Behavioral Health, Victim's Witness, Community Solutions, Hollister Youth Alliance and School Counselors.

The Family Resource Center offers services that would otherwise be unmet needs for families including parenting classes, in home visitation and information and referrals that prevent future maltreatment. There is a need for more frequent parenting classes and support for kinship placements.

There was also some concern with "Timely Social Worker Visits" with children in out of home placement. The agency has done considerable work around policy and practice changes to ensure that this occurs, but despite this our numbers still fluctuate. This will also be addressed in our next SIP. **UPDATE: According to Safe Measures, San Benito County has significantly improved with the timely social worker visits for children in the foster care system. The Agency continues to work towards ensuring the safety and well-being of the children in our community by enforcing timely visits, investigations and contacts with children and parents. Despite changes in staffing, San Benito County always makes it a priority to assess the safety of children for whom a child abuse referral has been received. Recurrence of maltreatment continues to be an area that our county focuses on. Although our performance has improved in comparison to the last SIP, there are times in which recurrence of maltreatment still occurs despite safety plans and protective capacity assessments. Social Worker and Supervisor evaluate these recurring referrals to determine gaps in services and/or what could be addressed differently. It is noted that on some of the recurrence of maltreatments, out of home placement was inevitable despite initial effort to keep child at home with a safety plan and linkage to community resources.**

Permanency Outcomes:

Over the last three years, since the last CSA, San Benito County has made progress in all Family Reunification outcomes and measures. This has been achieved in part, through collaboration with service providers, interim hearings for children, increased contact with parents, visitation between parents and children, and the increased involvement of relatives. These outcomes fluctuate due in part to the placement of children in out of home care to out of county, which decreases services, visitation and impedes timely reunification. We would like to standardize our process of team meetings, and look at services for parents with substance abuse problems, to further improve our outcomes.

Our Adoption process is an area that could benefit from further examination to see if we can streamline practices and policies while maintaining safety, for more timely adoptions. We will be developing strategies in our next SIP to help us address this issue.

Our PQCR was conducted on placement stability for our children and youth placed in out of home care (CWS) and on the services they receive in these placements to aid in reunification (Probation). Many recommendations were made in the PQCR and CSA process which will be synthesized and incorporated in to our SIP. **UPDATE: San Benito County continues to work on permanency outcomes.**

Improvements have been noted with measures C4.1 and C4.2 and this is attributed to social worker and supervisor efforts to work with families from the initial stages of a case to ensure that all parties understand the importance of permanency. Efforts to work through issues of conflict are achieved via family meetings and intense case management. In addition, more focus has been given to concurrent planning and placement with family. However, having children placed in out of county homes can at times hinder the aforementioned process due to the distance. Nonetheless, social workers work closely with foster parents, FFA's and other collaborative partners to support the child and her/his placement with the ultimate goal of securing permanency for the child. However, it is noted that due to our small numbers, 2-3 disrupted placements will make San Benito County's performance fall below that state/federal standard. Most recently, San Benito County has had low performance in measure C4.3. After some review of the small amount of cases that experienced placement changes, it was determined that the placement homes were unable to deal with the challenging behaviors of the child. However, San Benito County evaluates what factors contribute to placement disruptions and works to minimize such disruptions/placement changes for the foster youth in placement by evaluating what services can be accessed such as counseling and in-home behavioral services.

Well Being Outcomes:

There are no Federal outcomes developed for Well Being Outcomes at this time. San Benito County is providing all youth with medical and dental services, but at this time due to data entry difficulties, because of a lack of training on this section of CWS/CMS we have no qualitative information. This is an area we will address in the SIP.

Information from the CSA Team identified a need to strengthen our educational and employment services for children and youth. There are many challenges in this area that will be discussed and strategies developed. **UPDATE: San Benito County recently completed a Health and Education Passport training which was offered by Bay Area Academy. Although the children in foster care do receive appropriate educational and medical services, San Benito County has struggled with data entry. It is anticipated that with recent training, this issue will be alleviated. Social Work Supervisors have started gathering medical/educational information to ensure proper data entry is conducted by our staff and/or Office Assistant.**

Strategies for the Future

The CSA process, including information from a focus group, stakeholder meeting and agency staff meeting identified the following strategies for the future, to be analyzed for possible inclusion in our SIP.

Outcomes

- Safety S1.1 - No Recurrence of Maltreatment
- Safety 2.C. Timely Social Worker Visits with Child
- C2.1 Adoption within 24 Months
- C2.5 Adoption within 12 Months
- Placement Stability
- Data entry issues for health and education and timely dental and medical exams.

Management Information Systems:

- There needs to be a better mechanism for sharing data from one agency to another to support comprehensive services being provided.
- There needs to be problem solving and subsequent policy development and training regarding the Health and Education Passport.

Case Review System

- Improve the involvement of parent-child-youth involvement in the case planning process.
- Implement family team meetings to discuss home removal prevention, placement changes, return of children home etc.
- Foster Parent Licensing, Recruitment and Retention
- Explore with CDSS any possibilities to streamline process or find allowable exceptions to the NREFM process.
- Explore any possibility to streamline private agency adoptive home studies to speed up the process

Unmet needs in the community which included which will be prioritized in the SIP process.

- Increased frequency of parenting classes, classes offered in Spanish, and support for kin providers.
- Continue to provide and possibly increase the home visitation program offered by the FRC.
- Developing a consistent practice of team decision meetings.
- The lack of bi-lingual bi-cultural therapists.
- The lack of bi-lingual services for the Oaxaca population in the county.
- There are no residential treatment programs for Alcohol and Other Drug Treatment in the County.
- The lack of enough advocacy for children in the education system.
- There are difficulties with accessing the Human Services agency due to the geographical location of the building and the reduction in busses due to transportation issues.
- It was recommended by the CSA Team that child abuse prevention material could be added to the resources the book mobile hands out.
- It was recommended that the feasibility to expand CASA to Probation be explored.

Staff and Provider Training

- The connection with the Educational System still needs increased communication and cross - training
- There is a need for specialized interventions (domestic violence groups, bilingual services, teen anger management/substance abuse treatment for non-probation youth).
- There is a need for local San Benito County Services and placements for children who are dependents and wards.

Conclusion

The CSA process provided agency staff, community members and collaborating partner agencies the opportunity to further explore our performance, identify areas for improvement, and underscore what is already working and deserves expansion or preservation. Through analysis of demographic information, participation rates, outcome data, systemic issues, service area, and agency collaboration much information was gleaned. This was a rewarding process which provided both child welfare and probation with rich information and recommendations. The next step in this process is the development of the SIP, which will outline strategies, milestones, timeframes and outcome improvement goals

PQCR Executive Summary

In an effort to ensure continuous quality improvement for outcomes for children, youth and families in the child welfare and probation systems, San Benito County conducted their Peer Quality Case Review (PQCR) January 25-29, 2010. San Benito County Child Welfare Services and Juvenile Probation participated in a tri-county PQCR process along with the Child Welfare and Juvenile Probation departments from Santa Cruz and Monterey counties.

Child Welfare Focus Area

Measure C4.1: Placement Stability 8 days to 12 months. Of all children in foster care during the selected 12 month period who were in care for at least 8 days but less than 12 months what percentage had two or fewer placements?

This measure was chosen by San Benito in collaboration with CDSS based on a review of the Child Welfare Dynamic Report System-UC Berkeley and supplemented by Safe Measures reports which indicated that San Benito County had below average data in this area. As compared to other counties, San Benito County showed a high rate of placements per child in foster care, especially for children aged 11-15. The department was not meeting the federal standard for Placement Stability.

Probation Focus Area

The San Benito County Probation Department, decided to focus on youth who had a failed placement prior to their 12 month review hearing, specifically focusing on identifying which probation practices may contribute to the lack of success.

During the fiscal year 2008-2009, San Benito County Juvenile Probation Department had seven (7) youth exit their placement program. Four of these seven youth (57%) were identified as placement failures which are defined as minors having exited placements due to running away from home or having been terminated by the program within a 12 month placement period.

PQCR process and results

During the PQCR week, the peer interview teams from Monterey and Santa Cruz conducted six child welfare services and four probation case interviews. Detailed strengths and challenges with recommendations from the peer counties can be found in the PQCR report.

Four focus groups were conducted for child welfare with participants from Foster Family Agencies, Non Related Extended Family Members and Foster Parents, Social Workers and Youth. Two focus groups were conducted for probation with parent and youth participants. Detailed strengths and challenges with recommendations from the focus groups can be found in the PQCR report.

Child Welfare

Summary of strengths noted in the PQCR process:

- Social workers are very child and family focused and attempt to find relative and NREFM placements from the very beginning. They make good assessments of family needs and emphasize keeping siblings together in culturally appropriate placements.
- Placement changes were often made in the best interests of the child and to least restrictive placements.
- Social workers have a lot of contact with children.

Summary of challenges noted in the PQCR process:

- Lack of County foster homes
- Difficulty with conducting relative and NREFM assessments
- Need for more understanding and practice regarding concurrent planning
- Need for formalized policies and procedures regarding many areas including case transfers, emergency placements, placement with relatives, family finding and team meetings.
- High case load turn over makes it difficult for FFA homes to establish frequent communication and relationships with social workers.
- Frequency of parenting classes and assistance for relatives.

Probation

Summary of strengths noted in the PQCR process:

- Probation officers conduct intensive placement assessments, include parents and the youth in the decision making process and utilize numerous family engagement strategies.
- Probation officers value the connection between the youth in placement and the family and are very active in fostering that.

Summary of challenges noted in the PQCR process:

- Lack of placements that are geographically close to place youth in.

- Lack of activities to keep youth engaged in the county, both prior to placement and after returning home.

- Need more formalized policies and procedures especially for family finding and to standardized practice between Probation Officers.

Conclusion:

San Benito County Child Welfare and Probation systems continue our strong commitment to build upon our many strengths to improve service delivery to better serve our children and families. The results of this PQCR process are vital to these efforts.

With the thoughtful participation of local stakeholders and staff, as well as agency partners from throughout the state, San Benito County has conducted a comprehensive PQCR process and will use this information to inform out CSA and SIP.

C. CWS/Probation SIP Matrix

Outcome/Systemic Factor:

S 1.1: Safety Outcome Measure - No Recurrence of Maltreatment

This measure answers the question: Of all children who were victims of a substantiated maltreatment allegation during the 6-month period, what percent were not victims of another substantiated maltreatment allegation within the next 6 months?

County's Current Performance:

From January 1, 2009 to June 30, 2009, 92.7% of children with substantiated maltreatment within the 6-month period did not have another substantiated maltreatment allegation within the next 6 months.

Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Direction?	Percent change
01/01/09	06/30/09	38	41	92.7%	Yes	10.7%

Current performance is below the Federal Standard (94.6%) as well as the statewide performance (93.2%).

Improvement Goal 1.0

Maintain the rate of No Recurrence of Maltreatment above he Federal Standard of 94.6% by providing prevention services.

Strategy 1. 1			Strategy Rationale
Continue to offer services through the Family Resource Center, including parenting, home visitation services, and supportive services.	☐	CAPIT	The CSA process determined that the "unmet" need of the community included parenting, home visitation and other supportive services.
	☒	CBCAP	
	☒	PSSF	
	☐	N/A	

Milestone		Timeframe	Assigned to
	1.1.1 Continue to offer parenting classes, home visitation services, and supportive services. **UPDATE: Parenting classes are offered through the family resource center and have been increased to meet the demand of families going through the child welfare system.**	Ongoing	Ana Cabrera, SW Supervisor I
	1.1.2 Evaluate programs ongoing on a quarterly basis. **UPDATE: Pre-and Post evaluations are conducted at each parenting class to obtain feedback on how the participate liked the class and what he/she learned from the class.**	Quarterly	Ana Cabrera, SW Supervisor I

Strategy 1. 2		Strategy Rationale
Explore the capacity of the FRC, CAPC or Probation liaison officer, to gather community resources to be able to be compiled, and act as a clearing house for the county.	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☐ **N/A**	There is no centralized area that compiles resources that can be shared with agencies and the community. As resources dwindle even more, it is essential that all resources in the community are tapped in to.

Milestone		Timeframe	Assigned to
	1.2.1 Develop a list of all of the non-profit organizations in the county and what services they provide. **UPDATE: The county resource guide lists all of the local service providers and other community resources that include non-profit agencies. These resource booklets are accessible to all San Benito County residents.**	Jan - June 2012	Ana Cabrera, SW Supervisor I Yolanda Leon, Probation Supervisor
	1.2.2 This compiled list is to be housed in the Family Resource Center and used as a community resource. **UPDATE: Maintain the resource guides at the Family Resource Center. The resource guides are also distributed by other local community agencies that include, but are not limited to clinics, probation, schools, public health, cal-works, and behavioral health.**	June 2012 and ongoing	Ana Cabrera, SW Supervisor I

	1.2.3 Update the list on an ongoing basis, at least yearly. **UPDATE: The resource guides are updated on an annual basis, if funding is available for the update and print of the resource guides. It was updated in the summer of 2011. If funding becomes unavailable, the guide will need to be updated by individual Agencies.**		June 2012 and yearly there after		Ana Cabrera, SW Supervisor I

Strategy 1. 3 Utilizing existing resources, distribute information to the community regarding the prevention of child abuse and neglect.	☒ **CAPIT** ☒ **CBCAP** ☐ **PSSF** ☐ **N/A**	**Strategy Rationale** Materials have been developed for child abuse prevention and education. It has been difficult to distribute the materials to remote areas of the county. It was determined that the book mobile and library are a great way to connect with people who may be isolated in the community.

Milestone		**Timeframe**	**Assigned to**
	1.3.1 Explore the procedure needed to put informational resources in to the community, review the material for accuracy, and any needed updates. **UPDATE: Current process for the distribution of informational resources in the community include distribution of such information through community venues/events, home visiting by both, CPS and FRC home visitors. This process is revisited as needed due to changes in the availability of resources in the community.**	**On-Going**	Maria C. Corona, Deputy Director Ana Cabrera, SW Supervisor I
	1.3.2 Put informational resources on the "county book mobile", library and any other identified locations. **UPDATE: Resource information was placed in the local county book mobile on 01/11, 4/11, 8/11 and 11/11.**	**On-going**	Ana Cabrera, SW Supervisor I
	1.3.3 Distribute information to the county library and any other identified locations. **UPDATE: FRC staff distribute information at places that include, but are not limited to the county library, local schools, local health clinics, Cal-Works office, One-Stop Office, Behavioral Health, Public Health and Youth Alliance.**	**On-going**	Ana Cabrera, SW Supervisor I

Strategy 1. 4 Develop a collaboration to explore gaps in services and recommended ways to bridge these gaps, including, community education regarding mandated reporting, exchange of information between agencies, more specialized parenting and teen classes, and substance abuse treatment.	☒ CAPIT ☒ CBCAP ☐ PSSF ☐ N/A	**Strategy Rationale** Throughout this process, some service gaps were identified in the community. Strategy 1.2 will assist us in learning what resources do exist in the county. Strategy rationales collaborations with community partners and stakeholders enhances the county's effort to identify and bridge gaps in services provided to children and families. Bridging gaps in services helps the county's efforts to reduce recurrence of maltreatment.

Milestone	Timeframe	Assigned to
1.4.1 Build on an existing collaboration, or develop a new collaboration to develop a plan to address the areas identified above. **UPDATE: The in-house plan is for Social Work Supervisors and Deputy Director attend collaborative meetings that include but are not limited to SARB, System of Care, which occur twice a month, Foster Youth Services CAPC, Health, School Partnership law, Substance Abuse/Behavioral, Children's Inter-Agency Council, Behavioral Health Quality Leadership and Adoptions meetings which occur on a quarterly basis; These meetings help address and bridge gaps in services; through these meetings education with regards to mandated reporting and resource information/sharing is also addressed.**	**On-going**	Maria C. Corona, Deputy Director Tracey Belton, SW Supervisor Shyloh Sterns, SW Supervisor Ana Cabrera, SW Supervisor
1.4.2 Develop a plan that includes community presentations that provide child abuse prevention, education and reporting information; increase and/or build upon service provider collaborative meetings that could help explore gaps in services and address the above needs and any other identified areas of concern; increase specialized parenting classes and substance abuse services to meet the needs of the parents/families. **UPDATE: Presentations about child abuse prevention, education and reporting is provided through the venues as**	June 2012 and On-going	Maria C. Corona, Deputy Director

	listed in strategy 1.4.1 and as necessary; gaps in services and/or other areas of concerns are also addressed at these venues/meetings. Plan consisted of the meetings be attended by Social Work Supervisor and/or Deputy Director. Each of us attend different meetings; in the event that the delegated attendee cannot attend, then another staff person attends to ensure appropriate child welfare services representation.				
	1.4. 3 Implement the plan: **UPDATE: The in house plan was implemented; participation in collaborative meetings is continuous and part of our job responsibilities. See 1.4.2 milestone.**		June 2011 - June 2012		Maria C. Corona, Deputy Director
	1.4.4 Monitor the effectiveness of the plan**UPDATE: Effectiveness of plan is monitored through Social Work Supervisor meetings that include the Deputy Director.**		December 2012 and ongoing		Maria C. Corona, Deputy Director

Improvement Goal 2.0

Maintain the rate of No Recurrence of Maltreatment above the Federal Standard of 94.6% strengthening safety, risk and protective capacity assessments.

Strategy 2. 1 Continue to utilize the Structured Decision Making (SDM) Tool appropriately.	☐	**CAPIT**	**Strategy Rationale** In the last SIP cycle emphasis was placed on ensuring that all staff were trained and were correctly using SDM. We would like to continue our focus on making standardized safety, risk and protective capacity assessments. Continuous training on the SDM tool ensures staff's knowledge of the tool and proper usage of the tool. The correct and consistent usage of the SDM tool will help the county's effort to reduce recurrence of maltreatment.
	☐	**CBCAP**	
	☐	**PSSF**	
	☐	**N/A**	

Milestone		Timeframe		Assigned to	
	2.1.1 Provide training on an as needed and ongoing basis on the use of SDM. **UPDATE: All staff with the exception of new staff have participated in SDM training.**		Ongoing		Tracey Belton, SW Supervisor Shyloh Sterns, SW Supervisor
	2.1.2 Conduct case reviews to ensure the timely and accurate completion of the SDM tool. **UPDATE: Social Work Supervisors work closely with staff to ensure appropriate completion of SDM assessments by conducting reviews; ER Staff utilize the safety assessment for every referral and risk assessments as appropriate. SDM hotline tool is used on all referrals. Currently, Continuing Supervisor is working on streamlining SDM assessments for continuing caseload that include the family strengths and needs assessments, and reunification, risk and safety assessments.**		At least semi-annually, commencing January 2011 **On-GOING**		Tracey Belton, SW Supervisor Shyloh Sterns, SW Supervisor

Improvement Goal 3.0 Maintain the rate of No Recurrence of Maltreatment above the Federal Standard of 94.6%, by providing a family empowerment program.			
Strategy 3. 1 Develop and implement a family strength based program for at risk youth attending elementary school.	☐	**CAPIT**	**Strategy Rationale** A collaborative effort between CBO's, faith based organization and community members will be developed to identify gaps and keep youth and families engaged to reduce the factors contributing to academic failure and broken family indicators.
	☐	**CBCAP**	
	☐	**PSSF**	
	☐	**N/A**	

Milestone		Timeframe		Assigned to	
	3.1.1 Meet with CBO's, community and faith based organizations and school officials to identify a process to reach "at risk" families to **UPDATE: Probation officers certified in Redirecting Children's Behavior teach parent education classes to parent of children, in out-of-home placement or at risk of being removed from home. Classes run one hour, once a week for a period of six (6) weeks. Topics include applying age appropriate consequences; responsibilities, and building a healthy family. Parents are given weekly homework assignments and readings. During the 2011 year the officers offered 3 courses of which 22 families received completion certifications. We also offer topic specific courses every month. Six (6) courses were offered this year of which 23 families took part.** **UPDATE: The San Benito County Probation department created a Faith Based collaborative forum. This form is lead by a probation representative. The representive meets once a month with multiple faith based organizations located in San Benito County. A church member has been assigned to gather services offered by all members of this forum and is to create a non-profit community resource guide that will supplement the current Community services pocket booklet currently provided by the Public Health Department.**		**On-Going**		Yolanda Leon Probation Supervisor

	3.1.2 Develop a family strength based extra curricula activities, including sports. **UPDATE: Youth Fit Program: The San Benito County Probation Department teamed up with Gold's Gym and implemented a health and fitness program for at risk youth. Youth Fit promotes healthy nutrition, physical well-being, leadership skills and an overall healthy way of living. Officers train the minors in proper use of cardio, free weight and gym equipment. Each fitness program is tailored to the needs of the minor and each minor will be required to track their progress via daily journaling.**		**On - Going**		Probation
	3.1.3 Develop and or expand after school tutoring programs. **UPDATE: The San Benito County Probation Department has partnered with Community Based Organization, Hollister Youth Alliance, by assigning a probation representative to provide a literacy program to at-risk youth residing at or near The Neighborhood Center. .** **UPDATE: The Paula Norton Reading Program provides one-on-one tutoring services using the Linda Mood-Bell teaching instruction tools to at risk youth ages 9-18. This program has been proven through pre-and post-test results to have a significant improvement in spelling and reading scores.**		**On-Going** **On-Going**		Probation

	UPDATE: The Family Literacy Court Program receives referrals from Probation and is facilitated by the San Benito County Library. This six-week program is designed to strengthen parenting skills through adopting reading readiness practices at the library and in your home. The referred parents are assigned to read regularly to their children to enhance literacy.		**Completed :5/26/11 -11/17/11**		

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

San Benito County would benefit from additional funding to help increment services to assist families and children in the community.

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

Additional training for staff and community partners that focus the teaming and collaboration process that will help streamline services for families and children of the community.

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

Identified stakeholders from other Agencies and Community Based Organizations can assist with the development of programs and services that can help provide preventative and intervention services to families and children at risk of abuse or neglect.

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

Additional funding to increase staffing time would help increase preventative services.

Outcome/Systemic Factor:
2C: Safety Outcome Measures- Timely Social Worker Visits with Child

This measure examines of all children who required a monthly social worker visit, how many received a face to face visit?

County's Current Performance:

In December, 2009, we had a 84.8% compliance on timeliness of monthly social worker visits.

Most recent date change	Most recent numerator	Most recent denominator	Most recent performance	Direction?	Percent
December 2009	112	132	84.8%	Yes	23.4%

Current performance is below the Federal Standard (95%) as well as the statewide performance (92.3%)

Improvement Goal 1.0 Increase the timeliness of social worker visits to above the Federal Standard of 95%.

Strategy 1. 1 Ensure that the face to face contact protocol and documentation policy that was developed in the last SIP cycle is fully implemented and monitored.	☐	**CAPIT**	**Strategy Rationale** Social Workers often experience frequent child welfare crisis related situations due to the caseload demands and minimal staffing and resource availability in smaller counties. This sometimes prevents them from entering the social work/child visits into CWS/CMS. Policies and protocols developed attempts to resolve barriers to increased compliance. Although this policy has been implemented, it needs to be continually monitored to ensure continued implementation.
	☐	**CBCAP**	
	☐	**PSSF**	
	☐	**N/A**	

Milestone	Timeframe	Assigned to
1.1.1 Staff will continue to implement the policy, including entering contacts within five days of the end of the month, use of safe measures to track entries and discussion with their supervisor. **UPDATE: This is an ongoing milestone, which appears to have been well adapted by staff. Per safe measures, staff have significantly improved in the data entry of face to face contacts as specified in the policy.**	Ongoing	Maria C. Corona, Deputy Director Tracey Belton, SW Supervisor Shyloh Sterns, SW Supervisor
1.1.2 Supervisors will continue to ensure the implementation of the policy, by the use of "Safe Measures" in individual supervision. **UPDATE: SW supervisors utilize Safe Measures as a tool to track caseload progress and utilize the information in the individual supervision with the staff on a bi-weekly basis.**	Ongoing	Tracey Belton, SW Supervisor Shyloh Sterns, SW Supervisor
1.1.3 Supervisors will problem solve with staff during individual supervision and unit meetings when issues of compliance occur, including data entry assistance by volunteers and interns. **UPDATE: This milestone has been an ongoing function as part of individual supervision between staff and supervisors.**	Ongoing	Tracey Belton, SW Supervisor Shyloh Sterns, SW Supervisor

Strategy 1. 2

Explore the use of technology to assist social workers to be able to record their contacts when they are not in the office.

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

Strategy Rationale

Traditionally social workers have hand written their notes after the contact with the family, and subsequently enter the contact notes in to the CWS/CMS system. However, due to caseload demands, sometimes their notes do not get entered into CWS/CMS in a timely manner. Providing social workers with some type of portable device (i.e.Netbooks and/or IPAD) will help them be able to type their notes while meeting with the child/family and subsequently download them into CWS/CMS thus increasing their data entry compliance.

Outcome/Systemic Factor:

Permanency Measure C2.1: Adoption Within 24 months (Exit Cohort)

This measure answers the question: 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?

County's Current Performance:

From January 1, 2009 to December 31, 2009, 25.0% of children discharged from foster care to a finalized adoption during the year were discharged in less than 24 months from the date of the latest removal from home.

Most recent date	Most recent numerator	Most recent denominator	Most recent performance	Direction?	Percent change	Most recent date
December 2009	112	132	84.8%	Yes	23.4%	December 2009

Current performance is below the Federal Standard (36.6%) as well as the statewide performance (28.2%).

Outcome/Systemic Factor:

Permanency Measure C2.5: Adoption within 12 Months (Legally Free)

This measure answers the question: 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:**

From January 1, 2008 to December 30, 2009, 57.1% of all children in foster care who became legally free for adoption during the year discharge to a finalized adoption in less than 12 months.

Most recent date change	Most recent date	Most recent numerator	Most recent denominator	Most recent performance	Direction?	Percent
01/01/08	12/31/08	5	11	45.5%	yes	20.5%

January 1, 2005, to December 31, 2008, there has been an increase from 25 % to 45.5 % of all children in foster care who became legally free for adoption during the year to discharge to a finalized adoption in less than 12 months. Current performance is below the Federal Standard (53.7%) as well as the statewide performance (58.3%).

Improvement Goal 1.0 Increase the number of all children discharged from foster care to a finalized adoption during the year, from 25% to above the federal Standard 36.6% by implementing comprehensive concurrent planning from the beginning of involvement with the family throughout the life of the case.

Increase the number of all children in foster care who became legally free for adoption during the year discharge to a finalized adoption in less than 12 months, from 45.5% to above the federal standard of 53.7% by implementing comprehensive concurrent planning from the beginning of involvement with the family throughout the life of the case.

The aforementioned improvement goal will be met by year three of the SIP on August of 2014.

Strategy 1. 1 Develop a mechanism, policy and procedure, for family finding and engagement.	☐ ☐ ☐ ☐	**CAPIT** **CBCAP** **PSSF** **N/A**	**Strategy Rationale** Research has shown that family finding and engagement increases placement stability and if needed identifies more adoptive placements. We currently do family finding, but it is not consistent across the agencies and no formalized policy and procedures are in place. In addition, San Benito County does not have its own Adoption Unit, therefore, this at times can hinder the process for a timely adoption.

Milestone	Timeframe	Assigned to
1.1.1 Explore search engines that are able to be utilized to assist with family finding, including their cost. **UPDATE: San Benito County currently has a search engine (www.intelius.com) which is used by our legal clerk to locate absent parents and/or family for whom we have no contact information for. The county is looking into utilizing a different search engine known as www.spokeo.com. The County has not yet decided on this other search engine.**	January 2012 - December 2012	Maria C. Corona, Deputy Director Tracey Belton, SW Supervisor Shyloh Sterns, SW Supervisor
1.1.2 If fiscally feasible purchase the family finding technology. **UPDATE: Due to budgetary constraints, the Agency is not able to purchase further family finding technology other than what we have in place. Nonetheless, if other funding options become available, we can explore other family finding technologies available for child welfare workers. However, at this time there are no other funding options.**	December 31, 2011 (End Date)	Maria C. Corona, Deputy Director
1.1.3 Develop policy and procedures for the process of family finding. Including the possibility of using a genogram and connectedness map **UPDATE: San Benito County continues to work on developing a policy and procedure for family finding; however, social workers have started utilizing a genogram to assist with the identification of family members; an in house social worker is scheduled to conduct training for all staff with regards to genograms in the spring of 2012.**	March 2012 to May 2012	Maria C. Corona, Deputy Director
1.1.3 Train identified staff in the use of family finding technology, policies and procedures. **UPDATE: San Benito County has identified and trained our legal clerk and office**	June 2012	Tracey Belton, SW Supervisor Shyloh Sterns, SW Supervisor

	assistant on the use of the search engine. Social Workers submit a request and to the legal clerk first and she/he searches for the individual. The office assistant is a back-up to the legal clerk. San Benito County has developed and implemented a policy and procedure on Family Finding and revisions are made as necessary. Processes for the requests related to the use of search engines are also established.				
	1.1.4 Evaluate the implementation of the policy and procedures. **UPDATE: San Benito County continues to work on this milestone.**		June 2012 ongoing, at least semi-annually.		Maria C. Corona, Deputy Director

Strategy 1. 2 Improve "concurrent planning" across the continuum of engagement with the family, from the beginning of the case and through possible adoption.	☐	**CAPIT**	**Strategy Rationale** It was identified in the state Program Improvement Plan that concurrent planning has not been implemented consistently across California and implementation would increase timely adoptions. Concurrent planning, broadly defined to include family finding and engagement, team meetings, and an identified and frequently re-assessed concurrent plan, increases the timeliness to finalized adoption.
	☐	**CBCAP**	
	☐	**PSSF**	
	☐	**N/A**	

Milestone	Timeframe	Assigned to
1.2.1 Contact other counties to gather research regarding what technology systems they have developed to help social workers record contacts when they are not in the office. **UPDATE: Deputy Director has researched technology methods with other counties through the Regional Meeting's venue; some counties are utilizing lap tops, IPAD's and the telecommuting (using the CWS/CMS tokens) as a method to assist social workers record contacts when not in the office.**	June 30, 2011-**MET**	Margie Diener, Staff Services Analyst
1.2.2 Explore possibility of funding to purchase the recommended technology solution. **UPDATE: San Benito County obtained funding approval to purchase six notebooks for data entry. The notebooks have not yet been purchased. The Agency is exploring the type of notebook and/or IPAD that would best fit the needs of the Agency. Plan is to get an item that has upgradable features and security system.**	June 2011 - December 2012	Mark Eiserer, Fiscal Deputy Director Maria C. Corona, Deputy Director
1.2.3 Develop a policy and provide training to staff on the use of the technology. **UPDATE: San Benito County has not yet purchased the notebooks; therefore, this milestone is still ongoing at this time.**	January 2012 - December 2012	Margie Diener, Staff Services Analyst Maria C. Corona, Deputy Director

Describe any additional systemic factors needing to be addressed that support the improvement plan goals.
Due to fiscal conditions furloughs have been ordered by the County, additionally a policy is in place where vacation cannot be accrued after reaching the County's maximum hours. This has increased the number of staff on leave, and decreases the amount of time social workers and probation officers have to visit the children, youth and families and enter their contacts.

Describe educational/training needs (including technical assistance) to achieve the improvement goals.
Ongoing training on Safe Measures.
Training on the policy and how to use the technology to enter contacts when not in the office.

Identify roles of the other partners in achieving the improvement goals.
Assistance from Management regarding systemic factors.

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

Milestone		Timeframe		Assigned to	
	1.2.1 A concurrent planning work group will be formed to review the current process and develop a plan for enhancing and standardizing the process of concurrent planning. This plan will include policy and practice recommendations, training needed and outcome measures. **UPDATE: The Deputy Director and SW Supervisors met and coordinated a training for concurrent planning with the staff; further, SW supervisors implemented a form that is in the IR-Out of home Placement packet that explains concurrent planning and further gathers information about relatives and other potential caregivers for the child that include next of kin.**		On-going		Maria C. Corona, Deputy Director Shyloh Sterns, SW Supervisor Tracey Belton, SW Supervisor
	1.2.2 Implementation of the plan. **UPDATE: Implementation of plan occurred on or about August 2011; social workers are now addressing concurrent planning from the initial stages of case.**		On-going		Maria C. Corona
	1.2.3 Ongoing monitoring and evaluation of implementation of policy. **UPDATE: Discussion is held with regards to concurrent planning progress and issues during supervisor meetings. Further, SW Supervisors review concurrent planning with SW's during weekly meetings with County Counsel, of which Deputy Director is sometimes a part of.**		On-going		Maria C. Corona

Strategy 1.3			**Strategy Rationale**
Child Welfare Services Family Meetings/Decision Making will be evaluated and formalized, including the referral process, when the meetings are to occur, and the development of outcome measures.	☐	**CAPIT**	Research finds that people who are included and asked to participate in making decisions that affect them are more likely to follow through with the plans and decisions that are made[1]. Additionally, when people feel valued and respected in contributing to decisions made about them, they are more likely to have increased self-esteem, self-efficacy, and a greater sense of empowerment.
	☐	**CBCAP**	
	☐	**PSSF**	
	☐	**N/A**	

[1] Maddux, J.E. (Self-Efficacy. In C.R. Snyder &S.J. Loped (EDds.), *Handbook of positive psychology* (pp.277-287). New York: Oxford University Press.

Milestone		Timeframe		Assigned to	
	1.3.1 Research current models of Family Meetings/Decision Making process used in other counties and states, will be conducted to form a recommendation as to the best family meeting structure to meet our needs. **UPDATE: San Benito County has researched TDM and other county utilized family meeting methods; however, we are still working on structuring family meetings that meet our needs. Given our limited resources and staffing it is challenging to delegate a family meeting facilitator that can arrange and coordinate family meetings. However, the county did receive a training regarding Family Team Meetings and ER unit has utilized the family meeting training information when working on a safety plan. The goal is to engage all family and interested parties with the development of the safety plan for a child who is at risk of removal and/or has been removed, but is being returned home with an appropriate safety plan.**		**December 2012**		Maria C. Corona, Deputy Director Tracey Belton, SW Supervisor Shyloh Sterns, SW Supervisor
	1.3.2 Develop implementation plan for the Family Meeting/Decision making process to enhance parent participation and leadership by inviting parents to actively participate in these meetings. **UPDATE: San Benito County continues to work on researching an implementing a plan. We are currently working with Bay Area Academy to assist us with researching models/training that fit small counties with limited resources and staff.**		**December 2012**		Maria C. Corona, Deputy Director
	1.3.3 Implementation of the plan. Including the development of policy, identifying the training and setting up a training plan for staff. **UPDATE: San Benito County received training on Family Meetings on 02/2011; however, we are still**		**December 2012**		Maria C. Corona, Deputy Director Tracey Belton, SW Supervisor Shyloh Sterns, SW Supervisor

	working on fully implementing a family team policy and procedure that will meet small county needs.				
	1.3.4 Ongoing monitoring of outcomes reported quarterly. **UPDATE: San Benito County Continues to work on this milestone.**		**December 2012 (new update)**		Maria C. Corona

Strategy 1. 4 Explore the possibility of community colleges providing Kinship care training and support.	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☐ **N/A**	**Strategy Rationale** Over the last three years and continuing in this SIP cycle an emphasis has been to place children with their relatives. There is no formalized training and support for kinship providers and this lack of support affects placement stability and adoption.

Milestone		Timeframe	Assigned to
	1.4.1 Canvass surrounding and "like" counties to understand their funding mechanisms for the community colleges to provide Kinship care training and support. **UPDATE: Our fiscal director was on medical leave and eventually retired. However, it was determined that San Benito County did not have the numbers needed to support a funding mechanism for local colleges to provide kinship care training and support given that San Benito County is relatively small compared to neighboring counties.**	June 30, 2011 (end date)	Mark Eiserer, Fiscal Deputy Director Maria C. Corona, Deputy Director
	1.4.2 Determine the feasibility and value of having a Kinship Care Training and Support program in San Benito County. **UPDATE: The value of having Kinship care and trainings is important, however, for a small county is not feasible; nonetheless, SW's provide support and orientation to each individual caregiver upon placement of child and/or at re-assessment.**	June 30, 2011 (end date)	Maria C. Corona, Deputy Director

	1.4.3 If it is determined to be feasible to have a Kinship Care Training and Support program in San Benito County, develop an implementation plan including policy development and staff training. **UPDATE: See above updates.**		June 30, 2011 (end date)		

Improvement Goal 2.0

Increase the number of all children discharged from foster care to a finalized adoption during the year, from 25% to above the federal Standard 36.6% by continuing to collaborate with State Adoption Services and Juvenile Court, and hold all parties accountable.

Increase the number of all children in foster care who became legally free for adoption during the year discharge to a finalized adoption in less than 12 months, from 45.5% to above the federal standard of 53.7% by continuing to collaborate with State Adoption Services and Juvenile Court, and hold all parties accountable.

Strategy 2.0			**Strategy Rationale**
Continue to hold parties (i.e. adoptive parents, State Adoptions Staff, Social Workers) accountable for completion of adoption process. Including completion of necessary documentation, home studies and support needed to complete the process.	☐	**CAPIT**	Not having and adoptions unit in San Benito County makes it challenging for San Benito County to finalize adoptions in a timely manner; in addition, recent State furloughs also contribute to delays given that State Adoptions Staff has less time to work with families to finalize adoptions.
	☐	**CBCAP**	
	☐	**PSSF**	
	☐	**N/A**	

Milestone	**2.1** Meet monthly with CDSS Adoption's staff to discuss all cases and problem solve regarding completing the necessary documentation for home studies. **UPDATE: Monthly meetings have been occurring with CDSS; SW Supervisor Shyloh Stearns meets with CDSS in addition to the social worker to ensure issues related to adoption are solved and addressed in a timely manner**		Ongoing	**Milestone**	Maria C. Corona, Deputy Director Shyloh Sterns, SW Supervisor Tracey Belton, SW Supervisor
	2.2 Continue to collaborate with the court by providing them with concise updates, so the court is aware of any delays in home studies and can make subsequent inquiries. **UPDATE: Social Work Supervisors' review court reports to**		Ongoing		Shyloh Sterns, SW Supervisor Tracey Belton, SW Supervisor

	ensure concise updates are reported; further, the court is provided updates with regards to delays in home studies; the Judge does not hesitate to subpoena involved parties in an effort to prevent delays in the process.				
	2.3 Continue to work with the caregivers to assist them in the adoption process. **UPDATE: SW Supervisors have instructed social workers to work with caregivers and assist them with the understanding and completion of paperwork for the adoption process to go smoothly and timely. Supervisors monitor this directive through meetings with CDSS and through individual supervision.**		Ongoing		Shyloh Sterns, SW Supervisor Tracey Belton, SW Supervisor

Outcome/Systemic Factor:

Permanency Measure C4.1: Placement Stability Outcome: Placement Stability (8 Days to 12 Months In Care)

This measure answers the question: Of all children served in foster care during a year who were in foster care for at least 8 days but less than 12 months, what percent had two or fewer placement settings?

County's Current Performance:

From January 1, 2009 to December 31, 2009, 75.4% of children in foster care during the year that had been in care for at least 8 days but less than 12 months had two or fewer placement settings.

Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Direction?	Percent change
01/01/09	12/31/09	49	65	75.4%	No	- 2.6%

From the baseline of January 1, 2006 to December 31, 2006, the number of children who had two or fewer placement settings decreased from 78% to 75.4%. Current performance is below the Federal Standard (86.0%) as well as the statewide performance (83.6%).

Improvement Goal 1.0
The strategies developed for the adoption strategies will also assist with improving placement stability. They are Family Finding and Engagement, Team Meetings, and Concurrent planning.

For the Federal Standard to be met, if the above numbers remained constant we would need 56 out of 65 children to have two or fewer placements within a twelve month period, an increase of 11.6% from our current performance.
Improvement Goal January 2011 - December 2011 is to increase performance by 3.6%
January 2012 - December 2012 is to increase performance by an additional 4%
January 2013 - December 2013 is to increase performance by an additional 4%

Increase the infrastructure for placement of children within our county and with their relatives. Increase the number of county foster homes that accept children 0-17 years of age.

We currently have 5 foster homes. Our goal is to increase each year by at least one additional foster home.

2011 - 6 foster homes, 2012 - 7 foster homes, and 2013 - 8 foster homes.

Strategy 1. 1			Strategy Rationale
Continue to develop and implement the Emergency Placement Protocol to increase non-relative/relative extended family homes and to stabilize placement efforts. (Protocol process commenced in 4/10).	☐	CAPIT	Emergency Placement Protocol was developed so that when children are removed they are able to be placed with their relatives. However, this protocol follows the state guidelines and is considered very strict and not relative friendly. In this SIP cycle we would like to work with the state to see if we have interpreted the state guidelines correctly and if there is any flexibility.
	☐	CBCAP	
	☐	PSSF	
	☐	N/A	

Milestone	Timeframe	Assigned to
1.1.1 Request California Department of Social Services (CDSS) to provide Technical Assistance regarding how to apply exemptions to the emergency placement protocol. **UPDATE: Phone contacts with CDSS with regards to NREFM's have occurred throughout the year; these conversations have been helpful, and have allowed guidance for the use of exemptions when applicable and appropriate. E-mails with regards to guidance are kept in a binder and are referred to when similar situations airse.**	On-going	Jennifer Pimental, SW II Maria C. Corona, Deputy Director
1.1.3 Update protocol and train staff on any new aspects of the protocol that CDSS is able to assist with. **UPDATE: San Benito County has updated and implemented an Emergency Placement Protocol; training has been provided to the staff and discussion on the protocol was held at the staff meetings.**	March 2011 and ongoing	Maria C. Corona, Deputy Director Tracey Belton, SW Supervisor Shyloh Sterns, SW Supervisor

Strategy 2. 1

Recruitment and retention of county foster homes.

- ☐ CAPIT
- ☐ CBCAP
- ☐ PSSF
- ☐ N/A

Strategy Rationale

When children are placed out of county, they are seen less frequently by the agency staff and their families. Without quick intervention placements can quickly disrupt and necessitate the child needing to be moved.

San Benito county has five active county licensed foster homes, but they are either foster adoptive homes or prefer small children for placement. Most of our children who are placed in county are placed in Foster Family Agencies, where we compete for those beds with surrounding counties.

We need to develop a strategy to recruit and retain more county foster homes, overcoming the systemic issue that the county pays lower rates to foster homes than the Foster Family Agencies. We also need to build better relationships with the FFA's so that San Benito children are placed in our county.

Milestone	Timeframe	Assigned to
2.1.1 Explore fiscal aspects, doing a cost analysis to see if it is feasible to increase the rate paid to county foster homes. **UPDATE: Budgetary constraints do not allow for San Benito County to increase rate paid to foster homes.**	June 30. 2011 (end date)	Maria C. Corona, Deputy Director Mark Eiserer, Fiscal Deputy Director
2.1.2 Develop a recruitment campaign, targeting San Benito County families. This could possibly include partnering with Monterey County on their marketing campaign. **UPDATE: Foster Home recruitment has consisted of the distribution of flyers inviting local people to become foster parents. These have been distributed to local businesses and community events. Further an ad in the paper and local movie theater were part of recruitment efforts.**	July 2011 – on going	Ana Cabrera, SW Supervisor Maria C. Corona, Deputy Director
2.1.3 Implement and monitor the recruitment campaign. **UPDATE: Implementation of recruitment efforts are continuous.; SW Supervisor monitored the success of such efforts by keeping a list of callers inquiring about becoming foster parents; calls were limited and only a few completed the licensing requirements. The list is kept by SW Supervisor with documentation of the outcome of each call placed to recruit foster parents. Our county receives a relatively small amount of money to sustain advertisement/recruitment activities.**	June 2011- June 2012	Ana Cabrera, SW Supervisor
2.1.4 Increase efforts to build stronger relationships and communication with FFA's to encourage more placement of San Benito children in San Benito homes and not other county children if at all possible. This could include FFA's telling CWS/Probation when they have openings. This will also help increase	June 2011-ongoing	Maria C. Corona, Deputy Director Tracey Belton, SW Supervisor Shyloh Sterns, SW Supervisor Ana Cabrera, SW Supervisor

	child/parent visitation support for reunification purposes. **UPDATE: San Benito County has increased effort to communicate with local FFA's through quarterly meetings; however, it continues to be challenging to place children in our community, especially older children given that homes are limited.**				

Describe any additional systemic factors needing to be addressed that support the improvement plan goals.
There needs to be an increase in efforts to recruit and retain foster families in San Benito County that will take children ages 0-17 that are residents of this county.

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

Training on concurrent planning, especially for children who enter out of home placement or face placement disruption.

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

Foster Family Agencies could be a key partner in assisting with developing ideas to increase number of placements in their foster homes for children who are residents of San Benito County

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

Additional State funding that could provide higher foster care reimbursement rates for families.

Outcome/Systemic Factor:

Health and Education Passports

County's Current Performance:

San Benito County ensures that the Health and Education needs of the children are being met. The information regarding health and education is reported to the court through court reports. However, we currently do not enter that data into the CWS/CMS so we cannot provide the qualitative documentation.

Improvement Goal 1.0 Improve the entry of information obtained regarding health and education into the CWS/CMS system

January 2012 - December 2012 to 100% data entry compliance.

Strategy 1. 1		Strategy Rationale
With the help of CWS/CMS technical assistance, develop a policy and procedure of the correct computer fields to enter the information and provide training to staff, and monitor the correct data entry.	☐ CAPIT ☐ CBCAP ☐ PSSF ☐ N/A	The health and education needs of the children in placement are being met and are reported to the court via court reports. The data entry field that this outcome is measured by is not currently known to the agency. Once technical assistance has been received and staff trained, the information will be entered.

Milestone	Timeframe	Assigned to
1.1.1 Contact Bay Area Regional Training Academy or CDSS for technical assistance regarding correct data entry. **UPDATE: Bay Area Academy provided health and education passport training to staff on 11/2011. Continuous training/support will be provided as needed.**	On-going	Margie Diener, Staff Services Analyst
1.1.2 Provide policy and training to staff regarding data entry of HEP. **UPDATE: Bay Area Academy provided health and education passport training to staff on 11/2011. No procedure is yet in place. At this time, San Benito County is currently working on implementing a policy and procedure with regards to HEP data entry.**	February 2011 **December 2012 (new update)**	Maria C. Corona, Deputy Director Judith Lefler, Bay Area Academy
1.1.3 Complete a staged "clean up" of the data, requesting that social workers update the HEP for each child at each court hearing. **UPDATE: SW Supervisors have begun collecting data but gathering of all data has not yet been completed with regards to HEP; the plan is to have our Clerical Clerk enter data into CWS/CMS for the social workers. It is noted that although educational data might not be accurate in CWS/CMS, Health data is accurate**	February 2012 to December 2012	Tracey Belton, SW Supervisor Shyloh Sterns, SW Supervisor

	as it is being entered by Public Health Nurse; further all data is accurate via case management strategies when reported to the court.				
	1.1.4 Monitor compliance with policy and ensure all data clean up has occurred through Safe Measures Data Reports. **UPDATE;** **San Benito County continues to work on this milestone; currently, Safe Measures report continues to indicate improvement is needed, specifically in the educational area of cws/cms.**		December 2011 and ongoing		Tracey Belton, SW Supervisor Shyloh Sterns, SW Supervisor Maria C. Corona, Deputy Director

Strategy 1. 2 Collaborate with the education department to explore information sharing via relationship building and automation.	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☐ **N/A**	**Strategy Rationale** To improve the qualitative assistance children in placement receive with their education. The Family Youth Services in Sacramento county have developed an automation system to share information between child welfare, probation and education. San Benito Education and Child Welfare System would like to develop a similar process.

Milestone	**1.2.1** Set up a meeting between Child Welfare, Probation and Education to meet to discuss the possibility of utilizing the Sacramento County automation system. **UPDATE: Meetings have been set up throughout summer; and our first Foster Focus Data training was held in 08/2011.**	**Timeframe**	December 2011 – on going	**Assigned to**	Frank Beitz, Foster Youth Services Coordinator
	1.2.2 If feasible, develop a plan to implement the automation system. Including training, support, and outcome measures. **UPDATE: An MOU and plan to implement the use of Foster Focus Data has been developed and signed; but not yet implemented as we are still working out the final stages of getting the**		December 2011 – on going **June 2012 (update)**		Frank Beitz, FYS Coordinator Maria C. Corona, Deputy Director Yolanda Leon, Probation Supervisor Margie Diener, Staff Services Analyst

	Data system in San Benito County. Training on Foster Focus Data program was held on 08/2011.				
	1.2.3 After implementation continue to monitor the effectiveness of the system by routinely soliciting feedback from the placement officers as to the helpfulness of the program and conducting routine case plan audits to ensure information is collected. **UPDATE: San Benito County will work on this milestone once Foster Focus Data system is implemented.**		June 2011 - on going **June 2012 (update)**		Frank Beitz, FYS Coordinator Maria C. Corona, Deputy Director Yolanda Leon, Probation Supervisor

Strategy 1.3 Provide special education training to staff.	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☐ **N/A**	**Strategy Rationale** There are many resources and services available to youth with special education needs. To ensure that these services are being accessed appropriately it was recommended that special education training be conducted in CWS and Probation.

Milestone	**1.3.1** Develop a plan to train staff in IEP, 26.5 and 504 plan options and rights of children. **UPDATE: San Benito County has not yet met this milestone.**	**Timeframe**	December 2011 **December 2012**	**Assigned to**	Maria C. Corona, Deputy Director Yolanda Leon, Probation Supervisor
	1.3.2 Train staff **UPDATE: San Benito county will provide training to staff as needed; during this review period training regarding Foster Focus Data and Foster Youth Services was provided.**		December 2012		Frank Beitz, FYS Coordinator

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

There is a need to increase collaborative efforts with Foster Youth Services and Special Education Department to ensure a clear understanding of the educational needs of children in foster care. Training regarding the importance of ensuring educational rights is also essential to ensuring appropriate educational plans are made for children in care.

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

Provide training related to children's educational rights for social workers and probation officers to have a better understanding of academic e program services and requirements.

Identify roles of the other partners in achieving the improvement goals. County Office of Education Foster Youth Services will be a key partner in developing training.
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. Additional funding to help designate a staff person for educational related matters would be ideal.

San Benito County will utilize the CWSOIP allocation to support the Structured Decision Making and Safe Measures programs. The Structured Decision Making program has provided the necessary tools for Social Workers to conduct safety and risk assessments in addition to family strengths needs assessments. These tools help improve and standardize the manner in which safety and well-being of children/families is assessed. The Safe Measures program provides case management tools that help social workers visualize and plan their schedules to ensure face to face contacts, placement re-assessments and other case related activities are completed in a timely manner. In addition, CWSOIP monies will be utilized to provide staff with training around concurrent planning and permanency for all children that enter the foster care system. Funding will also be used to explore the development of caregiver formal training and support as this will help increase permanency for children entering the foster care system.

UPDATE:

Update-January 2009

San Benito County continues to strive to improve in all areas. However, caseload demands and staffing changes during this review period have contributed to slow progress in our strategies/milestones. In comparison to our neighboring counties, San Benito County is relatively small and the resources in the community and within the Agency are limited. Nonetheless, staff is very conscientious of their work, and strives to ensure the safety and well-being of children in and outside of the home is not compromised. Furthermore, the lack of local foster homes in our county has contributed to higher number of children being placed out of the county thus then creating long travel times for social workers, time that could be spent doing case management and/or data entry in to CWS/CMS. However, a recent review of out of home placements showed that San Benito County has had an increase in NREFM placements within the county. Further, in comparison to previous SIP, our county has been successful in reducing the recurrence of maltreatment, and has successfully increased our percentages for timely social worker visits and required monthly visits. In addition, Child Welfare Services Outcome Improvement Project (CWSOIP) have been used to provide CWS related trainings for staff around concurrent planning. CWSOIP has also been used for data interpretation for supervisors and managers to improve CWS outcomes. In addition, funding has been used to continue supporting the Safe Measures program, which is instrumental in assisting social workers, supervisors and program managers with case management, and tracking tools for purposes of social worker-family contacts. CWSOIP has also been used to support the Structured Decision Making application, which is utilized by both, ER and Continuing staff as a method to streamline risk and safety assessments for famlies that are involved in the Child Welfare System.

UPDATE:
The San Benito County Probation Department had a total of 13 placement throughout the 2011 year. As of December 27, 2011 we now have 3 under a placement order, our Departments lowest on record! Of the total 13 placements, 7 successfully completed their placement; 3 were unsuccessfully terminated; 1 is AWOL and 2 are still in placement. Of the 2 placements, one is in a local foster home and the other is in a group home.

Our department has been working diligently to promote positive change, reduce recidivism, and promote literacy and rehabilitation. The Probation Department has relied on collaborative efforts between local and county agencies, and established new services and protocol provided specifically to assist youth and families. The following programs were provided throughout 2011.

- STRENGTHENING FAMILIES: Probation officers were certified in Redirecting Children's Behavior by the International Network for Children and Families. The Probation Officers teach parent education classes to parent of children, in out-of-home placement or at risk of being removed from home. Classes run one hour, once a week for a period of six (6) weeks. Topics covered include applying age appropriate consequences; responsibilities including the power of pausing and building a healthy family. Parents are given weekly homework assignments and readings. During the 2011 year the officers offered 3 courses of which 22 families received completion certifications. We also offer topic specific courses every month. Six (6) courses were offered this year of which 23 families took part.

- YOUTH FIT: The San Benito County Probation Department teamed up with Gold's Gym by implementing this health and fitness program. Based on our experiences and research, regular exposure to a criminal lifestyle and isolation from pro-social associates and activities are a factor contributing towards delinquency in youth. Youth Fit promotes healthy nutrition, physical well being, leadership skills and an overall healthy way of living. Officers train the minors in proper use of cardio, free weight and gym equipment. Each fitness program is tailored to the needs of the minor and each minor will be required to track their progress via daily journaling. The San Benito County Probation Department implemented the Youth Fit -After School Program for at risk youth.

- THE NEIGHBORHOOD CENTER LITERACY PROGRAM: An area identified as having high levels of gang activity. Planning and discussion have occurred with the Probation Department and the Neighborhood Center Management. Probation has begun a Neighborhood literacy program in partnership with the local non-profit agency, Hollister Youth Alliance, at this centralized Neighborhood Center.

- PAULA NORTON READING PROGRAM: Provides one-on-one tutoring services using the Linda Mood-Bell teaching instruction tools to probation youth. This reading program has been proven through pre-and post test results to have a significant improvement in spelling and reading scores.

- FAMILY LITERACY COURT PROGRAM : Receives referrals from Probation and is facilitated by the San Benito County Library. This six-week program is designed to strengthen parenting skills through adopting reading readiness practices at the library and in your home. The referred parents are assigned to read regularly to their children to enhance literacy.

The CSOIP money is used for the most part for prevention and intervention with a small percentage used for training material. The CSIOP-funded programs also receive County General Funds.

The family services provided relate in a major way to parents' interpersonal relations with their children and understanding their child's social adjustment but they also extend to academic preparation. In performing these varied roles, the professional commitment of the probation officers is directed at promoting the fullest development of each family.

Submitted by:	Parent Consumer/Former Consumer (Required if the parent is not a member of the CAPC)
Name & title:	
Signature:	
Address:	
Fax:	
Phone & E-mail:	

Submitted by:	PSSF Collaborative Representative, if appropriate
Name & title:	
Signature:	
Address:	
Fax:	
Phone & E-mail:	

Submitted by:	CAPIT Liaison
Name & title:	Gifford Swanson
Address:	1111 San Felipe Road, Suite 108
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Phone & E-mail:	(831) 634-0784 gswanson@sanbenitohhsa.org

CAPIT/CBCAP/PSSF Contact and Signature Sheet	
Period of Plan:	2011-2014
Date Submitted:	3-27-2012
Submitted by:	Board of Supervisor Designated Public Agency to Administer CAPIT/CBCAP/PSSF programs
Name & title:	Kathryn Flores, Director
Signature:	Kathryn Flores
Address:	1111 San Felipe Road, Suite 206, Hollister, CA 95023
Fax:	(831) 637-9754
Phone & E-mail:	(831) 636-4180 kflores@sanbenitohhsa.org
Submitted by:	Child Abuse Prevention Council (CAPC) Representative
Name & title:	Gifford Swanson, Manager
Signature:	Gifford Swanson
Address:	1111 San Felipe Road, Suite 108
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Submitted by:	CBCAP Liaison
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Phone & E-mail:	(831) 634-0784 gswanson@sanbenitohhsa.org
Board of Supervisors (BOS) Approval	
BOS Approval Date:	
Name:	
Signature:	

CAPIT/CBCAP/PSSF Contact and Signature Sheet (continued)

CAPIT/CBCAP/PSSF Plan

A. County SIP Team Composition

Required Core Representatives

Name	Affiliation
Donald Henderson	CDSS
Yani Bundros	Behavioral Health
Richard Vasquez	Probation
Nicole Vasquez	Probation
Andi Anderson	Faith Based
Darlene Torres	Probation
Jeanne Melius	Public Health
Gifford Swanson	CAPC/PSSF
Alan Yamamoto	Mental Health
Yolanda Leon	Probation
Maria Corona	Child Welfare
Frank Beitz	FYS -Co. Office of Education
Judge Sanders	Bench Officer
Heather Cotto	CDSS

Recommended and Other Stakeholders

Name	Affiliation
Candice Hooper	District Attorney
Julie Roybal	Victim Witness
Rosalie Betancourt	Child Protective Services (CPS)
Tammy Luna	Family Resource Center (FRC)
Lucy Perez	Child Protective Services (CPS)
Lynnette Barrera	Child Protective Services (CPS)
Ana Cabrera	HHSA - FRC
Angelica Munoz	Family Resource Center (FRC)
Irene Parra	Family Resource Center (FRC)
Alice De Noris	Child Protective Services (CPS)
Esther Curtice	CASA

Name	Affiliation
Arnold Cortez	CDSS Adoptions
Diane Ortiz	Youth Alliance
Joshua Mercier	Child Protective Services (CPS)
George Ramirez	Hollister Police Dept.
Jim Plourd	Child Protective Services (CPS)
Jonathan Hudson	Child Protective Services (CPS)
Lynn Magruder	Community Solutions
Josie Moreno	Child Protective Services (CPS)
Irma Valencia	County Counsel
Jennifer Pimental	Child Protective Services (CPS)
Jennifer Cress	Child Protective Services (CPS)
Margo Avendano Cloutier	Hollister Youth Alliance
Josie Cruz	Child Protective Services (CPS)
Leticia Martinez	Child Protective Services (CPS)
Shyloh Sterns	Child Protective Services (CPS)
Julie Pickens	CDSS

B. CAPC Description

The CAPC of San Benito County has been formed as an independent organization within county government with representatives from a variety of community programs dedicated to preventing child abuse in San Benito County. Our members represent the Health and Human Services Agency, Go Kids, Inc., the Probation Dept., the Office of Education, the Health Dept., the Religious Community, Law Enforcement, Substance Abuse, Mental Health, Children's Services/Foster Care Program, Community Solutions, the District Attorney's Office, the Courts and a current consumer of CAPC related services.

Our vision is to further prevent, through education and supportive means, child abuse in San Benito County. We will strive to further reduce the number of teen pregnancy, while providing education through parenting classes to our County's teen mothers and fathers. Our goals also include greatly increasing the number of foster homes available to abused children within San Benito County, while working closely with families where reunification of parents with children is possible and to eliminate the reoccurrence of child abuse within a family.

C. Promoting Safe and Stable Families (PSSF) Collaborative

The San Benito County Child Abuse Prevention Council acts as the Promoting Safe and Stable Families Collaborative.

D. County Children's Trust Fund (CCTF) Commission, Board or Council

The San Benito County Child Abuse Prevention Council acts as the County Children's trust Fund Commission. The CAPC meets on a bi-monthly basis. At which times contracting organizations report on the services they are providing and provide data that has been collected from the previous 2 months. The CAPC Executive Director reviews the data bi-monthly to evaluate outcomes and progress to meeting CAPC's goals. By reviewing on a bi-monthly basis, the CAPC has ability to review outcomes both in the short term, but in the intermediate and long term as well, recommendations and adjustments can be made bi-monthly to achieve CAPC goals.

Information on CCTF revenues and expenditures is collected by the CAPC staff and shared amongst the CAPC, however, the county's plan will be to publish this information on an annual in our local newspaper or county website. The Health and Human Services Executive Director will ensure program accountability and provide oversight to the Executive Director of the CAPC.

E. Parents/Consumers

The activities that San Benito County plans on doing to enhance parent participation and leadership include an invitation to all active participants by inviting them to attend a meeting. It will be explained how it is important for us to have input from them, the consumer/parent in order to get feedback on our service delivery, process and activities. It will be important for parents to understand that they are the voice that needs to be heard and that their input is valuable. In addition, we would like some of our clients to be the leaders, representing the rest of our clients. It is recognized that some clients would not be able to make the meeting so the Family Resource Center (FRC), therefore the Supervisor would meet with them on an individual basis to obtain their input.

Parents are invited to the FRC to review our Great Beginnings Program, which is our child abuse prevention program. The purpose of the invitation is for parents to take part in the planning, implementation and evaluation of our program. In addition, every parent that takes part in the program for 3 months or more also take a Client Satisfaction Questionnaire that they can fill out and mail or drop off at our office anytime. The questionnaires are anonymous and the majority of the clients completes the survey and returns it to the office via their home visitor in a sealed envelope.

Our community is very small and it is difficult to engage parents in leadership roles. All of the families have small children and due to family commitments or other personal reasons the vast majority is not interested in taking charge of leadership roles. However, some do commit, but only commit for a onetime event or short period of time and slowly began to disengage. Incentives are needed to engage families and due to our limited budget we just do not have the means to provide this luxury. In our annual 2009/2010 OCAP report San Benito County requested technical assistance to recruit and retain parents as leaders.

F. The Designated Public Agency

The Board of Supervisors has designated the Health and Human Services Agency as the agency to administer the CAPIT/CBCAP/PSSF funds. They are responsible for monitoring subcontractors, integration of local services, fiscal compliance, data collection, preparing amendments to the county plan, preparing annual reports and outcomes evaluation.

G. The Role of the CAPIT/CBCAP/PSSF Liaison

The CAPIT/CBCAP/PSSF Liaison ensures that all program, fiscal, and statistical requirements are met in a timely manner.

H. Fiscal Narrative and I. Local Agencies Request for Proposal

Separate accounts have been established to record expenses and revenues applicable to CAPIT, CBCAP, PSSF and Children's Trust Fund within the County's fiscal accounting system. Health and Human Services Agency, the department receiving said revenues, reconciles its' internal records to County Auditor's financial records on a quarterly basis. Due to the low level of funding received for the programs referenced in Question 18, San Benito must leverage other funds to "make whole" prevention services. For example, we have applied and received United Way and Community Foundation funds to support said services. We have also received Community Development Block Grant (CDBG) State funding through a competitive process. CAPIT, CBCAP, PSSF, etc. funds are used to supplement activities aimed at preventing child abuse in the community. Any of our service providers or prospective contractors will be required to provide expenditure and data records on a monthly basis. Further, there will be on site monitoring to ensure services are being provided as expected. In addition, expenditure and data information will be disseminated at the bi-monthly CAPC meetings.

Our competitive bid process will follow the mandated procedures set forth by San Benito County for the Request for Proposal (RFP) process. Allocation of revenues will be based upon the RFP process and the organization's ability to meet CAPC goals, Quality Assurance and data collection procedures. Priorities will be given to private, nonprofit agencies (when available) with programs that serve the needs of children at risk of abuse or neglect and that have demonstrated effectiveness in prevention or intervention. Funded agencies will be required to provide evidence that demonstrates broad based community support. The agencies must also show that services rendered are not duplicated within San Benito County and are based on the needs of children at risk and that they have the support of a local Public Agency. All funded programs will be culturally and linguistically appropriate to the population being served. Funded agencies that require training and/or technical assistance, shall receive those service by a private, nonprofit agency. Funded agencies shall provide services open to all children at risk, regardless of race, creed, religion, gender or sexual orientation. Emphasis on services will be related to the needs of children 14 and younger. The County will comply with Federal requirements to ensure that any agency funded has not been debarred or suspended from participation in the effected grants. Funded agencies must demonstrate the capability to transmit data electronically.

For the use of CAPIT funds, a priority will be made to children at high risk, including those served by the County's Welfare Department for abuse and neglect and other children referred by other legal, medical or social services agencies.

San Benito County Health & Human Services Agency, The Great Beginnings Program conducts Court Ordered Family Wellness Classes. This activity is funded by CAPIT funds at an off satellite facility, The Esperanza Center which is located downtown in Hollister, Ca. We use the facility once a week for 40 weeks during the fiscal year. We are not charged for the usage but it is considered "In Kind Service." If we were to pay the use of the facility the estimated amount would be **$5,517.20** per the Administrative Services Specialist of that department.

J. CBCAP Outcomes:

Our plan to evaluate engagement outcomes is the following: The program supervisor will continue to keep an ongoing tally of all referrals to the program. Home Visitors will make sure clients are explained the benefit of joining the program and what the client will gain in return. Potential clients will know up front what the components of the program consist of and what they will be able to learn. In addition, they will get the opportunity to take on parent leadership roles and spread this leadership in the community. The program supervisor will keep records of all the referrals the program received during the fiscal year and monitor if clients were engaged or not in services. We will be able to track the results of our program engagement.

Description of the plan to evaluate outcomes for the Great Beginnings Program which is funded by CBCAP:

Short Term Outcomes:

Clients that do not participate in our Court Ordered Family Wellness Classes receive individual information on positive parenting techniques during their case management when meeting with the home visitor. The outcome would be that our clients would know how to handle their child's behavior in a loving and competent manner. Parents will change their attitude and beliefs towards child abuse and gain knowledge on alternatives to physical or emotional discipline. Parents will also learn the importance of setting and maintaining rules, the importance of positive role modeling, realistic expectations and spending time and actively interacting with their child. Families are strengthening is promoted to ensure healthy environments that promote the well being of children in their home and community.

Intermediate Outcomes:

The outcome will be that clients will handle their child's behavior in a loving and competent manner. Parents will stimulate their child's positive conduct and spend time daily actively interacting with their child. Parents will also role model positively the behaviors they want their children to learn and also incorporate and age appropriate set routines in their child's daily life.

Long Term Outcomes:

The outcome will be the same as above, that clients will handle their child's behavior in a loving and competent manner. Parents will rectify and redirect their child's behavior without using physical punishment. Parents will guide their children to understand the household's set rules and expectations. In addition, the parents will know effective alternatives and guidance when the children do not follow the set household rules and expectations. Nevertheless, parents will clearly show their expectations to their children positively and distinctly. The program supervisor will be able to evaluate what a client has learned in this area by having our clients take the Pre Family Wellness Questionnaire when first enrolled in the program and then the Impact Evaluation before completing the program.

In the Great Beginnings Program we also have the Nu-Parent Class in which parents learn how to understand an infant's physical, cognitive, emotional and social development. In addition, parents learn the importance of play, toys for the baby and what is baby talk. Parents also learn how to communicate with the baby, disease prevention, home safety, what is SIDS, when to call the doctor and seeing their baby in the future. Clients that are not able to attend the class receive the information on an individual basis through case

management with their Home Visitor. Long term outcomes will be to decrease incidences of child abuse and neglect so that children may grow in safe and healthy home environments.

Short Term Outcomes:

The outcome will be that clients understand the average development and milestones of an infant. Clients will know developmental activities for their children's physical, cognitive, language, literacy and their social/emotional development. Clients will be able to describe their child's daily routine that provides appropriate time for rest, food and play. Also, parents will correctly recognize their child's verbal and non-verbal cues and know how to respond appropriately to the cues. Importance of drug and violence free environments is emphasized to ensure optimal growth and safety for children.

Intermediate Outcomes:

Clients will provide attention to their child's optimal development accomplishments. Clients will supply developmentally appropriate items and materials appropriate for fostering language, literacy, physical, social/emotional development.

Long Term Outcomes:

Clients will have a daily routine with appropriate time for rest, food and play. Parents will also know their children's verbal and non-verbal cues and know respond appropriately to the cues. Participants will also read daily to their child and know the impact it has on their child's development. The Program Supervisor will evaluate what a client has learned in this area by the client's Pre and Post Questionnaire on the subject. Client will be given the Pre Form when first enrolled in the program and then the Post Questionnaire before completing the program.

In the Great Beginnings Program clients learn the importance of attachment and bonding and the impact it has on their child. Clients will also understand their infants' needs. Further, long term outcome will be for clients to have the basic child development knowledge to help them prevent incidences of child abuse and neglect involving drug and violence environments, which can adversely impact child safety, health and well-being.

Short Term Outcomes:

The outcome is that clients will know what is parent/child attachments and also understand their infants needs. This is particularly important in families where families are overwhelmed, substance abuse or domestic violence issues exit. Clients will know the features and advantages of a healthy parent-child attachments. Clients will know the situations that harm the formation and or maintenance of healthy attachments and also the hazards associated with lack of unhealthy parent/child attachments. They will know their infants needs and also know the nonverbal and verbal signs and will be able to respond to their infant cues.

Intermediate Outcomes:

Clients will be able to show empathy and attend to infants' physical and emotional needs. Clients will show that they can correctly read infants cues and will respond instantly when infants express distress. Clients will calm infants when the infant is in distress and respond verbally or non-verbally to their infants' cues.

Long Term Outcomes:

The client will feed the infant when the infant expresses hunger and stop feeding when the infant expresses surfeit. Clients will positively interact with their infant while providing custodial care. Clients will also provide age appropriate activities, items and toys to their infants. Our long term outcome will be for the prevention of child abuse and neglect.

K. Peer Review:

The plan will be that San Benito County FRC will get in contact with other neighboring counties FRC's that use CBCAP funding to plan out a Peer Review during the next fiscal years.

L. Service Array:

The Great Beginnings Program provides comprehensive child abuse prevention services. Families are case managed and taught parenting skills, how to recognize and attain child development milestones, partner conflict resolution, Nu-Parent classes, dental education, social, emotional and behavior education for parents and social groups for children. All of the program's activities stress child abuse prevention and anti-violence services. The program is comprehensive case management with some center based activities.
The Great Beginnings Program is a multidisciplinary effort supported by Child Welfare, Public Health, Probation Department and San Benito Health Foundation through services and training education. .Families are self-referred to our services or through one of the above programs or other programs in our community. Case plans are developed with the clients, needs are determined and the clients are linked to needed eligible services in the community.

M. CAPIT/CBCAP/PSSF and expenditure summary

The Great Beginnings Program is a comprehensive child abuse prevention program working to provide high risk and at risk families with a safe, healthy and nurturing learning environment to reduce child abuse and neglect and increase parenting skills, improve child-parent relations, reduce stress and encourage the development of coping skills. Great Beginnings is a home visitation program serving families that have children 0 to 5 years. It is designed to increase parental capacity to nurture their children through education and support, provide them with a stable and healthy environment, reduce isolation, strengthen families and move them towards future goals. The program offers center based activities which provide parents with the ability to develop new skills, learn about nutrition and their child's development, receive counseling, and obtain referrals to services in the community.
The Home Visitors of the program do case management and program participants complete a series of assessments upon intake and then every 3 months thereafter that measure parenting beliefs, attitudes, social support, depression, domestic violence, alcohol as well as substance abuse. The Home Visitors complete health assessments and utilize the Ages and Stages Assessment Tools that measure the

child's communication, gross and fine motor, problem solving and personal social skills. Families are assessed and referred to community services based on their identified needs.

One of the components of the program are the Court Ordered Family Wellness Classes that are held for 10 weeks, once a week for 3 hours and CAPIT helps fund that component. The populations served are high risk clients that are in the Child Welfare System or at risk of entering the system. Parents attend and learn parenting techniques and most important how to maintain the family unit safe and healthy free of child abuse occurrences.

Another component of our program is the Nu-Parent Classes that are held for 6 weeks once a week for 2 hours. Parents that have children 0-12 months bring their baby to the session and they gain valuable information on infant development. Parents learn the social, emotional, cognitive and physical development of the baby and how to communicate with the infant and keep the baby safe and healthy. Parents learn the concept that their child cannot talk and crying is the child's language and the way they communicate with their parent and once a parent understands this it deescalates an incident of child abuse. CBCAP funds are used to assist this component.

Play and Grow is another component of our program. It is a center based activity in which children learn school readiness and also socialization skills are introduced and developed which is critical for children's development. The sessions meet once a week for 2 hours. Parents are able to help their children expand their gross motor, cognitive, social and fine motor skills. Further, this program also provides a social network for participants. During these classes information on child abuse prevention, shaken infant syndrome, child safety and other topics are presented to the parents. This past fiscal year for the last few months we have struggled in getting clients to attend our activity, primarily due to the location of the classes. We will be looking into relocating the session if possible to a more centralized down town area to see if this can increase attendance. The possible location might be where our local Head Start and Early Start classes are currently been held. CBCAP is the funding source that assists with this component. All of our clients get this information through their Home Visitor if they are not part of the class.