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California's Child and Family Services Review
System Improvement Plan PROGRESS REPORT

County:	**SONOMA**
Responsible County Child Welfare Agency:	SONOMA COUNTY HUMAN SERVICES DEPARTMENT
Period of Plan:	**2010 - 2013**
Period of Outcomes Data:	Quarter ending: QUARTER 3 2012
Date Submitted:	**April 26, 2013**
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Sonoma County

System Improvement Plan

ANNUAL UPDATE

Child Welfare

Juvenile Probation

Submitted to

California Department of Social Services

By

Sonoma County Human Services Department

Sonoma County Probation Department

Sonoma County Human Services Department
Sonoma County Probation Department

SIP submitted September 2010

SIP Update submitted April 2013

I. Sonoma County System Improvement Plan Progress Report

The Sonoma County System Improvement Plan (SIP) is the third component in the County's review, assessment, planning and improvement of its Child Welfare Services (CWS). This process occurs on a triennial cycle and operates on a philosophy of continuous quality improvement, interagency partnerships, community involvement and public reporting on program outcomes. Sonoma County finalized the 2010 – 2013 System Improvement Plan in September 2010.

The lead agencies for this process are the Sonoma County Human Services Department (HSD) and the Sonoma County Probation Department (SCPD). The Family, Youth and Children's Division (FY&C) of the HSD is responsible for investigating familial child abuse and for providing services to children and families who are involved with the Child Welfare System, in either voluntary or court-ordered programs. The SCPD is responsible for outcomes related to foster children under its direct supervision that are receiving Child Welfare Services.

The overall focus of the SIP is a commitment to specific measurable improvements in performance outcomes that the County will achieve within a defined timeframe. Each strategy included in the 2010 – 2013 SIP was selected as a way to improve performance outcomes related to child safety, permanency and well-being.

II. Stakeholder Participation

Two years into the 3-year SIP process, FY&C and SCPD have reviewed each of the SIP items included in the 2010 – 2013 plan to assess for progress towards stated goals and to modify improvement goals for the next year. Within the Child Welfare agency there are regular management meetings to review SIP items and the progress in meeting the stated goals. Local stakeholders and agency partners have continued to be involved in Sonoma County SIP activities. Examples of stakeholder participation include:

- Quarterly meetings with local tribes to discuss the Indian Child Welfare Act (ICWA), tribal customary adoptions, Team Decision Making and policy issues that affect Indian children involved with the child welfare system.
- Quarterly meetings with foster parents, the Health Department, the Child Abuse Prevention Council and others on child protection policy and practice issues related substance exposed newborns.
- Foster parent participation in the Quality Parenting Initiative (QPI), which is a multi-county pilot project aimed at improving counties' foster parent recruitment and retention practices.
- Monthly meetings with staff at VOICES which is a "drop-in" center for current and former foster and probation youth. VOICES was founded by former foster youth and comprise a portion of its paid staff. Family, Youth & Children's Division contracts with VOICES to provide emancipation conferences and Independent Living Skills services.
- Monthly meetings of Probation, Child Welfare, Education, Regional Center, Adoptions and Mental Health professionals to discuss Wraparound and other issues affecting youth in the child welfare and probation systems.
- Steering committee of the newly launched Team Decision Making program. Steering committee members include child care, tribes, kinship center, substance abuse treatment, health and others. In addition, FY&C received a First 5 Sonoma County grant to do community outreach on the TDM program.

- Quarterly meetings with court partners on legal and practice issues that affect families' movement through the child welfare system.
- Quarterly meetings with community service providers who work with families involved with the child welfare system.
- Ad hoc and regular community meetings on AB 12 and serving non-minor dependents, the assumption of adoptions responsibility by the Human Services Department and independent living skills.

III. Outcome Measures, Goals, Strategies, Action Steps

2010-2013 SIP Outcome Area 1: No Recurrence of Maltreatment (Measure S1.1)

A. Since 2009, Sonoma County improved its performance in this outcome area going from 89.9% in October 2009 to 93% in the most recent reporting period (Quarter 3 2012). This is slightly below the national target of 94.6%. Between 2009 and Q3 2012, Sonoma County's rates have remained within this range with a high of 95.3% in Q1 2011. A few factors believed to have influenced the rate of recurrence of maltreatment are:
   - Structured Decision Making – Sonoma County transitioned from the Comprehensive Assessment Tool (CAT) to the Structured Decision Making assessment system in October 2010. The timing of this major practice change coincides with the uptick in Sonoma County's rate of recurrence of maltreatment. The SDM system has provided the county with a standardized, evidence-based framework for assessing families' risk of child maltreatment thereby more accurately identifying and serving high-risk families.
   - Community-Based Prevention Services – Sonoma County has "tightened" its target population for PSSF/CBCAP/CAPIT/CCTF services to focus on families for whom child welfare cases are not opened but who are at risk of future child maltreatment.
   - Team Decision Making – Sonoma County implemented Team Decision Making (TDM) in February 2012 as a pilot in a particular geographical area in which a child abuse investigation involved a child age zero to five. During the pilot, the TDM model is applied only in decisions of whether or not to remove a child during the emergency response investigation.

B. Within the last 12 months, Sonoma County has accomplished the following towards achieving its goals in the area of No Recurrence of Maltreatment:
   - Continued to emphasize the consistent use of the Structured Decision Making assessment tools including case readings.
   - Community-Based Prevention Services – Sonoma County has "tightened" its target population for PSSF/CBCAP/CAPIT/CCTF services to focus on families for whom child welfare cases are not opened but who are at risk of future child maltreatment. The array of services available to "diverted" families has grown in the last 12 months.
   - Team Decision Making – Sonoma County implemented Team Decision Making (TDM) in February 2012 as a pilot in a particular geographical area in which a child abuse investigation involved a child age zero to five. During the pilot, the TDM model is applied only in decisions of whether or not to remove a child during the emergency response investigation. In 2013, the TDM program will be expanded to include families with children age 0-5 who live in the southern region of the county.
   - In 2013, FY&C is adding resources to its 301 program which will also contribute to improved outcomes in the area of recurrence of maltreatment.

- Strengthened Linkages program by means of collocation, coordinated case planning and having an effective "champion."
- Integrated evidence of effectiveness into program planning, procurement and implementation.
- Partnering with contractors to evaluate collective impact of interventions on recurrence of maltreatment (future deliverable).
- Improving mandated reporter training by means of more accurately targeting trainings to regions in which training is identified as a strategic need. An MSW intern has been analyzing reporting data vis-à-vis population statistics to identify areas of possible need.
- Substance Exposed Newborn Workgroup – This workgroup has effected changes in policy and practice resulting in increased reports from medical professionals on newborns with possible risk factors including substance exposure, changes to the manner in which these reports are responded to by FY&C and increased tracking of these reports over time.
- Quarterly meetings with local tribes to discuss the Indian Child Welfare Act (ICWA), tribal customary adoptions, Team Decision Making and policy issues that affect Indian children involved with the child welfare system.

C. Obstacles and Barriers to Future Implementation
   - The Family Recovery Project is currently on hold due to lack of resources. This includes the SURF (Sonoma Universal Referral Form) component, which included a screening system for substance use/abuse and subsequent direct referral to AOD for assessment and treatment.
   - Additional analysis, policy development/revision and training on disproportionality is on hold due to lack of resources.

<u>2010-2013 SIP Outcome Area 2: Reunification Within 12 Months (Exit Cohort) (Measure C1.1)</u>

A. Since the 2009 County Self Assessment, Sonoma County has improved its rate of timely reunification from 45.5% (Q2 2009) of children who exited to reunification within 12 months of being removed from the home to a high of 70.5% in Q3 2010. Since then, the rate declined slightly but remained each quarter between 55% and 60%. In the most recent quarter (Q3 2012) the rate declined to 49.6%. Sonoma County will continue to evaluate its reunification strategies and action steps to better understand the recent decline. A few factors believed to have influenced the rate of timely reunification are:

   - Why the increase 10-11 and then recent decline?

B. Within the last 12 months, Sonoma County has accomplished the following towards achieving its goals in the area of timely reunification:
   - FY&C has institutionalized the "Icebreaker" Visit Program, which requires a meeting of the social worker, biological family and foster parents at the beginning of Family Reunification to discuss the routines/preferences of the child and to encourage a supportive relationship between the foster parents and the biological parents.
   - Participated as a lead partner in Dependency Drug Court with dedicated social workers holding DDC cases and participating DDC "team" meetings. Participation also includes rigorous evaluation with a contract evaluator.
   - Strengthened Linkages program by means of collocation, coordinated case planning and having an effective "champion."

- Continued to emphasize the consistent use of the Structured Decision Making assessment tools including the Family Strengths and Needs Assessment Tool, which should drive the case plan. The use of the FSNA tool has been uneven and FY&C will continue to monitor and address this issue.
- Family engagement in case planning continues to be a priority. FY&C uses a variety of techniques to engage families including motivational interviewing, family team meetings and coordinated case planning with other "systems." The quality of family engagement is uneven across programs. FY&C is implementing a new initiative, Together to Engage, Act and Motivate (TEAM) which focuses on service coordination and family involvement in case planning. This will be implemented in Court Services (Dependency Investigations), Family Reunification and Permanency Planning programs.
- The Family Recovery Project is currently on hold due to lack of resources. This includes the SURF (Sonoma Universal Referral Form) component, which included a screening system for substance use/abuse and subsequent direct referral to AOD for assessment and treatment.
- Family Reunification Mentor Program is still in a nascent stage due to resources. Implementing this program more broadly is a priority and will be done when funding is identified.

C. Obstacles and Barriers to Future Implementation
   - The Family Recovery Project is currently on hold due to lack of resources. This includes the SURF (Sonoma Universal Referral Form) component, which included a screening system for substance use/abuse and subsequent direct referral to AOD for assessment and treatment.
   - Family Reunification Mentor Program is still in a nascent stage due to resources. Implementing this program more broadly is a priority and will be done when funding is identified.

<u>2010-2013 SIP Outcome Area 3: Exits to Permanency (in care 24 months) (Measure C3.1)</u>

A. Since the baseline period of Q2 2003, Sonoma County's performance has remained relatively consistent, hovering around 19% with minor fluctuations up or down. Since the 2009 County Self Assessment, Sonoma County's performance reached an all-time low of 14.5% in Q2 2011 but has subsequently been inching back up to where it stands currently at 19.9%. Sonoma County will continue to evaluate and revise its strategies and action steps for exiting youth out of long term foster care into permanency. A few factors believed to have influenced exits to permanency are:
   - Sonoma County has a large proportion of youth in out of home care placed in group homes. At least one group home in which Sonoma County foster youth are placed considers itself to be a long-term, family-like setting.
   - One SIP strategy, to implement a formal assessment and reassessment process (for appropriateness of group home placement) has not been implemented.
   - While Sonoma County has fully utilized its Wraparound slots, it has not targeted those slots for youth presently in group homes. Rather, the majority of youth served by Wrap are youth at risk of group home placement.
   - Adoption has not been an option for older youth.

- Concurrent planning after family reunification ends has not been standardized across all units.

B. Within the last 12 months, Sonoma County has accomplished the following towards achieving its goals in the area of exits to permanency:
   - Increased number of Wraparound slots from 24 to 72.
   - Evaluated Wraparound Program and are working with Seneca staff to refine recruitment and referral process to better target youth already placed in group homes.
   - Division of Mental Health uses CANS assessment tool to identify treatment needs of all youth who enter Valley of the Moon and younger youth who are first placed in an emergency foster home. One outcome of the CANS tool is a determination that a youth is appropriate for residential treatment.
   - Contracted with Seneca Center to do relative searches for youth who are nearing the age of majority.
   - Contracted with Harder+Company to conduct an evaluation of group homes and outcomes of youth placed in group homes. The findings are expected in February 2013 and will inform placement processes moving forward.
   - Began planning to assume responsibility for adoptions functions and are building an adoptions program with the goal of exiting youth out of long term foster care into adoptive homes.
   - One SIP strategy, to implement a formal assessment and reassessment process (for appropriateness of group home placement) has not been implemented.

C. Obstacles and Barriers to Future Implementation
   - Dearth of foster homes affects ability to place in lower levels of care.
   - Dearth of adoptive homes for older youth affects ability to move youth out of foster care into adoptive homes.
   - Philosophy and practice of concurrent planning post-Family Reunification are varied among social workers. In order to standardize these practices, an overhaul is needed of policies, procedures, practice, etc., with a clear message about the county's values and placement priorities.

<u>2010-2013 SIP Systemic Factor: Service Array</u>

A. Since the start of the 2010-2013 SIP, Sonoma County has put a great deal of effort into improving the quality of services families receive. To that end, FY&C has focused on improving the "fit" between client needs and services offered more than increasing the amount of services available.
   - FY&C has contracts with more than 100 service providers including therapists, parent educators, substance abuse treatment, child care providers, and family resource workers. Services are provided for families involved with child welfare services based on an assessment of the families' and children's needs. When families are referred for services through FY&C the goal is to address the

issues that brought them to the attention of child welfare services in the first place. Case plans detail the services offered to families and cite the individualized goals for each parent and/or youth.

- In 2010, FY&C began using Structured Decision Making (SDM) including the Family, Strengths and Needs Assessment (FSNA) tool to identify areas on which families should focus in order to achieve their child welfare goals. The FSNA is used to help the social worker prioritize the services and service objectives to include in the child welfare case plan.
- FY&C has incorporated findings from the literature on program effectiveness in its service procurements.
- FY&C has incorporated desired and expected client outcomes in its service contracts.
- In 2010 and 2011 outcome-driven contracts have been developed for service providers in the areas of parent education, resource assistance, therapy/counseling, housing, public health home visiting, etc.
- FY&C has established a more comprehensive communication/feedback system between service providers and social workers to monitor and encourage client progress toward service objectives.

B. Within the last 12 months, Sonoma County has accomplished the following towards achieving its goals in this area:
   - Completed a Request for Applications for Therapy/Counseling based on principles listed in the section above.
   - Completed a Request for Proposals for prevention services (CAPIT/CTF) based on principles listed in the section above.
   - Targeted prevention services at clients at the highest risk of coming to the attention of
   - Developed a more comprehensive communication/feedback system between service providers and social workers to monitor and encourage client progress toward service objectives.

C. Obstacles and Barriers to Future Implementation
   - The FSNA has not been used uniformly across all social work units at FY&C.
   - There is a dearth of services in outlying areas of the county most notably the northern and eastern regions of the county.
   - There is a dearth of therapists with the cultural and linguistic competency to serve Spanish-speaking families.

<u>2010-2013 SIP Process Outcomes: Social Worker Contacts, Timely Response (Measures 2B, 2C)</u>

A. Sonoma County has historically struggled with the data entry of contacts (2C & 2B 10-Day) into CWS/CMS. It is FYC's belief that social workers do indeed make timely contact with the children and families on their caseloads and do so at a rate that exceeds the state/national target of 90% but do not get contacts entered into CWS/CMS until after the extract is received by the state for analysis. This belief is supported by the fact that Sonoma County's performance has consistently exceeded the target when you at performance going back four months and longer. Therefore, FYC has concentrated its efforts over the life of the 2010-2013 SIP on strategies to improve the timeliness of data entry. Sonoma County has consistently met the target in the entry of contacts for Immediate Response investigations.
   - Monthly reports on contact compliance by unit and worker. These reports are given to social workers, supervisors, managers and the director.

- Safe Measures training has been offered at least twice per year.
- Acknowledgement and "rapid rewards" for social workers who consistently perform at or above the target.
- Finalized division policy outlining expectations for approving new and updated case plans and stating the timeframes allowed for the entry of contacts into CWS/CMS. The policy corresponds to Division 31 regulations.
- Provided support, mentoring, coaching, progressive discipline for social workers who are routinely out of compliance.
- Offered "protected" time and occasionally over time for social workers who are significantly out of compliance in the entry of their contacts.

B. Within the last 12 months, Sonoma County has accomplished the following towards achieving its goals in this area:
   - While still not meeting the state/national target, Sonoma County has decreased the amount of the delay in getting contacts entered into CWS/CMS. At the start of the 2010-2013 SIP, the length of the delay was 5 months. Currently, the length is between 3 and 4 months.
   - 17 new laptops were purchased and disseminated to each social work unit to enable remote access to the software and documents necessary for their work. These laptops may be "checked out" by social workers to use "in the field" allowing them to do data entry while in between visits.
   - Safe Measures training was provided to social workers in 3 units.
   - A new report, *Monthly Measures*, was introduced to Sonoma County social workers. Modeled after reports used in San Luis Obispo and other counties, *Monthly Measures* capture a host of worker-specific performance data in a single report. FYC is in the process of getting these reports into Safe Measures which will be available to workers in real time.
   - Additional laptops have been ordered.
   - Continue to provide support, mentoring, coaching, progressive discipline for social workers who are routinely out of compliance.
   - Continue to recognize high performers via rapid rewards at all-staff meetings, praise at unit and individual levels

<u>2010-2013 SIP Probation Outcome Area</u>

A. The Probation Department continues to work diligently to refer minors and their families to necessary services and programs in an effort to promote positive change, reduce recidivism, and promote rehabilitation. The Probation Department will rely on collaborative efforts between local and county agencies, along with establishing new services and protocol provided specifically to assist youth and families.

   In September 2011 the Probation Department began to review and address Title IVE regulations and initiated a division wide training program. One of the main goals identified in this training initiative was to identify reasonable candidates who are in immediate danger of home removal. Once identified, the department goal is to immediately provide preventative services to mitigate the factors leading to home removal, and make all attempts to keep minors in the home and community. Local services, based on evidence based practices, were identified and a list of services providers was compiled and distributed to all officers, to assist in triaging services, and

providing appropriate community based services specific to each probationer and their family. The Probation Department is currently addressing case management standards and practices, to ensure uniform case management services and styles, which can be applied appropriately, based on the individuals risk level and criminogenic needs. In addition, over the past year the Department provided training related to case planning and identifying and implementing SMART (specific, measurable, attainable, realistic, time bound) goals which are related to criminogenic needs and rehabilitation. Through collaborative efforts with a youth and their family, the department can target specific treatment areas and then refer the youth and family to appropriate services.

In May 2012, the Probation Department met with a representative from the Administrative Office of the Courts to conduct a Judicial review of Title IV E compliance. The results of the review revealed this Department needed to implement parental involvement in services while youth were suitably placed. The review suggested adding language and recommendations specific to parental participation in the treatment of youth, and their participation in local services to better assist the parent throughout the reunification process. New procedures include a full discussion of the family's strengths and weaknesses, identification of the required services which would make it possible for the child to return to a safe environment (specific to each parent and the child), Non-custodial parents shall also be included in the assessment. In addition, the Department will identify the efforts made by the probation department to engage the non-custodial parent in services.

B. Within the last 12 months, Sonoma County Probation has accomplished the following towards achieving its goals in this area:
   - Skype services and all necessary equipment have been purchased and are readily available to the minor, their families, and the probation officer.
   - The Probation Department continues to offer Skype services; however, given the limited use of this service, officers have actively pursued other methods to engage family members in treatment. Officers have arranged and provided transportation for in-state programs, and the department has worked closely with programs to coordinate funding for home visits and site visits for family members traveling to out of state programs
   - The Probation Department will continue to train new staff assigned to placement caseloads, to ensure all placement staff can facilitate such services
   - The Probation Department has made pre and post placement services a priority and continues to identify youth in need of preventative services and aftercare/transitional services
   - In January 2012, the Department authorized the creation of two wrap specific caseloads and allocated funding to create an additional caseload which would serve youth and families participating in wraparound services. The positions are able to supervise a maximum of 15 wrap youth, allowing the officers the ability to provide intensive services to such a high-need population. In September 2012, the Department reallocated positions to create a supervision unit made up of programs and supervision styles based on wrap principles and philosophies. This created a unit and support network where officers shared a common goal and philosophy, while enforcing court orders and abiding by department policy and procedure.

- Local services, based on evidence based practices, were identified and a list of services providers was compiled and distributed to all officers, to assist in triaging services and providing appropriate community based services specific to each probationer and their family. This has greatly assisted the officers in appropriate service referrals and intervention.
- Over the past year, the Department has focused on pre and post placement services and recently began referring a number of post-placement youth to the Wrap program for transitional services and support. The creation of a new wrap caseload allowed such services to be possible. Past practice required post placement youth to be supervised on general supervision caseloads, where case planning and post placement services were limited and rarely built off of the successes and strengths gained by a youth in placement. By referring youth to a wrap based caseload, the youth and family are immediately connected to a support network and a myriad of community services.
- The Probation Department has continued its collaboration with Seneca Center and has expanded probation wrap slots to a total of 40. At this time there are currently 18 open wrap cases and the department hopes to fill the remaining vacancies within the next year.

C. Obstacles and Barriers to Future Implementation
- Families have been offered Skype services; however, at this time, no family members have taken advantage of such services. It should be noted, some Sonoma County minor's have taken advantage of such services on-site at the group home, while their parents utilize Skype services (their own) at home.

IV. Other Successes/Promising Practices

- Recurrence of maltreatment in foster care has been consistently at 0%.
- Re-entry following reunification has been consistently lower than the national target.
- The Sonoma County adoptions composite has been consistently higher than the national target.
- Two of three placement stability measures have consistently exceeded the national targets.

V. Other Outcome Measures Not Meeting State and/or National Standards

- Exits to permanency has declined.
- Timely reunification although reunification composite score is adequate.
- While there are no targets in these areas, Sonoma County has very high rates of placement in group homes and of kids taking psychotropic medication.

VI. Link to the Program Improvement Plan

Sonoma County is moving its focus to family engagement which is a big component in the PIP. FYC expects to have implemented an number of new strategies in its next SIP, starting in 2013, that specifically address and improve family engagement in case planning.

VII. SIP Chart

Please attach a copy of the SIP Chart. If additional goals and/or strategies and action steps have been added, please include them in revised SIP Chart.

SIP Chart

Priority Outcome Measure or Systemic Factor: No Recurrence of Maltreatment (Measure S1.1)

National Standard: 94.6%

Current Performance: 93%

Target Improvement Goal: Improve the rate of families that experience no recurrence of maltreatment within 6 months of a previous substantiated allegation. Sonoma County will meet the state/national target of 94.6%. This continues to be Sonoma County's improvement goal.

Priority Outcome Measure or Systemic Factor: Reunification Within 12 Months (Exit Cohort) (Measure C1.1)

National Standard: 75.2%

Current Performance: 49.6%

Target Improvement Goal: The improvement goal for the next 12 months is to exceed 55% in this outcome measure. Since the 2009 County Self Assessment, Sonoma County has improved its rate of timely reunification from 45.5% (Q2 2009) of children who exited to reunification within 12 months of being removed from the home to a high of 70.5% in Q3 2010. Since then, the rate declined slightly but remained each quarter between 55% and 60%. In the most recent quarter (Q3 2012) the rate declined to 49.6%. Sonoma County will continue to evaluate its reunification strategies and action steps to better understand the recent decline.

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

National Standard: 29.1%

Current Performance: 19.9%

Target Improvement Goal: The improvement goal for the next 12 months is to exceed 22% in this outcome measure. Since the baseline period of Q2 2003, Sonoma County's performance has remained relatively consistent, hovering around 19% with minor fluctuations up or down. Since the 2009 County Self Assessment, Sonoma County's performance reached an all-time low of 14.5% in Q2 2011 but has subsequently been inching back up to where it stands currently at 19.9%. Sonoma County will continue to evaluate and revise its strategies and action steps for exiting youth out of long term foster care into permanency.

Priority Outcome Measure or Systemic Factor: Service Array

National Standard: n/a

Current Performance: n/a

Target Improvement Goal:

Priority Outcome Measure or Systemic Factor: Process Outcomes (Social Worker Contacts 2C, Timely Response 2B)

National Standard: 90%

Current Performance: 84.9% (2B) 87.9% (2C)

Target Improvement Goal: 90%

Priority Outcome Measure or Systemic Factor: Reserve for Probation

National Standard:

Current Performance:

Target Improvement Goal:

Strategy 1 Fund and refer families to prevention services. UPDATE: Families at risk of child abuse or neglect are routinely referred to one of three prevention programs: Triple P, Functional Family Therapy and a family support program built upon Wraparound principles.	☐	**CAPIT**	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** No Recurrence of Maltreatment (Measure S1.1) Service Array
	☒	**CBCAP**	
	☒	**PSSF**	
	☐	**N/A**	

ACTION STEPS	TIMEFRAME	PERSON(S) RESPONSIBLE
1.1 Assess need for and availability of effective child abuse prevention services. UPDATE: Ongoing. Using procurement processes (e.g. Requests for Proposals) to build array of prevention services. An RFP has been conducted for parent education, resource assistance and therapy services.	July 1, 2010 – June 30, 2011	Section Manager, Initial Services Section Program Planning Analyst Supervisors Staff
1.2 Contract with community based service providers to provide services with evidence to reduce risk of child maltreatment. UPDATE: Completed and ongoing.	Ongoing.	Section Manager, Initial Services Section Program Planning Analyst
1.3 Provide evidence-based prevention and intervention services to clients at risk of child abuse or neglect. Services include parent education, family counseling and wraparound services. UPDATE: Service providers awarded contracts as a result of Requests for Proposals are providing evidence-based programs such as Triple P (parenting).	July 1 2010 – June 30, 2013	Contracted providers.
1.4 Evaluate the effectiveness of contracted services. If effective,	Annually. Ongoing.	Program Planning Analyst

should see a reduction in referral and recurrence rates. UPDATE: Evaluation of process and client outcomes for Promoting Safe and Stable Families funded programs is underway. The evaluation report will be presented to management in January 2013.			
Strategy 2 Strengthen Linkages Program (Project Empower, Support and Protect)	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** No Recurrence of Maltreatment (Measure S1.1)	
ACTION STEPS		**TIMEFRAME**	**PERSON(S) RESPONSIBLE**
2.2 Improve the quality of communication between the two data systems (CWS/CMS & CalWIN) so mutual clients can be identified. UPDATE: Data from CWS/CMS is "joined" with data pulled from CalWIN on a bi-weekly basis. The "union" query identifies mutual clients and produces a report that is disseminated to employment counselors and social work staff.		December 31, 2010 and ongoing.	Section Manager, Initial Services Section Supervisors Staff
2.3 Coordinate case plans for clients receiving both SonomaWORKS and Child Welfare services. UPDATE: An employment and training counselor is collocated at the child welfare office one day per week. The social worker who case manages the majority of mutual (SonomaWORKS/Family Maintenance) cases is collocated at the SonomaWORKS office. Multi-disciplinary case planning conferences take place on a weekly basis.		Ongoing	Section Manager, Initial Services Section Supervisors Staff
Strategy 3	☐ CAPIT ☐ CBCAP	**Applicable Outcome Measure(s) and/or Systemic Factor(s):**	

Implement Structured Decision Making Assessment tools. UPDATE: SDM was implemented in October 2010.	☐ ☒	**PSSF** **N/A**	No Recurrence of Maltreatment (Measure S1.1) Service Array

ACTION STEPS	TIMEFRAME	PERSON(S) RESPONSIBLE
3.2 Develop policies & procedures for implementing SDM. UPDATE: SDM policies have been integrated into existing FY&C policies where appropriate.	July 1, 2010 – June 30, 2011	Section Managers Program Planning Analyst Supervisors Workers
3.3 Train staff in SDM Tools. UPDATE: Child welfare social work staff attended all required training for successful implementation of SDM. This includes the two-day overview training and the series of advanced trainings for each tool. All trainings were completed by March 2011.	August – September 2010. Ongoing thereafter.	Section Managers Program Planning Analyst Supervisors Workers
3.4 Conduct case reviews and hold case readings for quality assurance. UPDATE: The SDM User Group piloted the first case reading using the hotline tool in April 2011. The findings of the case reading were put forward as recommendations to management and include several practice changes as well as processes to roll-out case readings agencywide. In FY 11-12 case readings were expanded to the unit level with social workers doing case readings on the tool most applicable to their work.	September 1, 2010 – ongoing	Section Managers Program Planning Analyst Supervisors Workers

Strategy 4	☐	**CAPIT**	**Applicable Outcome Measure(s) and/or Systemic Factor(s):**

Explore with view to implement Team Decision Making program.	☐ CBCAP ☐ PSSF ☒ N/A	No Recurrence of Maltreatment (Measure S1.1)

ACTION STEPS	TIMEFRAME	PERSON(S) RESPONSIBLE
4.2 Identify target population and needed resources for implementation. UPDATE: Staff used client data to identify the target population on which to focus TDM in its initial phase of implementation (pilot). The target population is children ages 0-5 in the 95407 zip code who are at risk of being removed from the home.	October 1, 2010	TDM Workgroup
4.3 Develop policies & procedures for implementing TDM including project evaluation design. UPDATE: Policies and procedures were drafted and adopted in February 2012.	December 31, 2010	Section Manager, Initial Services Section Program Planning Analyst
4.4 Train staff in TDM Processes. UPDATE: The Department initially selected and trained three primary TDM facilitators with several "back-up" facilitators. All facilitators attended a week-long training in TDM facilitation. All social work staff were trained on new policies and procedures.	July 1, 2011 – December 31, 2011	Section Managers Program Planning Analyst Supervisors Workers
4.5 Implement TDM. UPDATE: Phase 1 (the pilot) was implemented in February 2012. Plans are currently underway to expand TDM to the southern region of the county including the addition of three new TDM facilitators. There are no plans yet for expanding the reach of the program to additional decision points beyond removal.	2013	Section Managers Program Planning Analyst Supervisors Workers

Strategy 5 Bolster Sonoma County's prevention network to prevent child abuse.	☐ CAPIT ☒ CBCAP ☒ PSSF ☐ N/A	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** No Recurrence of Maltreatment (Measure S1.1) Service Array

ACTION STEPS	TIMEFRAME	PERSON(S) RESPONSIBLE
5.1 Increase community education/outreach regarding child abuse prevention and child abuse reporting laws. UPDATE: An MSW intern is currently conducting research on the geographical areas that are underserved with regard to mandated reporter trainings.	July 1, 2012 – June 30, 2013	Section Manager, Initial Services Section Program Planning Analyst Supervisors Staff including MSW Intern
5.2 Work closely with Child Abuse Prevention Council to improve community outreach and education. UPDATE: FYC representatives regularly attend CAPC meetings, focus groups and other events during 2011-2012. This will continue into 2012-2013.	Ongoing.	Section Manager, Initial Services Section Program Planning Analyst
5.3 Target mandated reporter training based on analysis of need. UPDATE: Mandated reporter training has been revamped with new trainers, materials and approach. Training is still provided to reporters who request training rather than on an analysis of need but transitioning to a more proactive approach is still the plan. Between January and December 2012 there were 36 mandated reporter trainings provided by FYC, reaching 600 individuals.	July 1 2010 – June 30, 2013	Contracted providers.
5.4 Bolster relationship with schools, law enforcement, and other common reporting parties to achieve goal congruence with regard to child abuse prevention.	Annually. Ongoing.	Supervisor

UPDATE: A supervisor in the Initial Services Section attends the county SARB meetings.			
Strategy 6 Collaborate with county and community partners to maximize effective services to clients.	☐ ☒ ☒ ☐	**CAPIT** **CBCAP** **PSSF** **N/A**	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** No Recurrence of Maltreatment (Measure S1.1) Service Array
ACTION STEPS		**TIMEFRAME**	**PERSON(S) RESPONSIBLE**
6.1 Continue to participate in and execute the recommendations of the Family Recovery Project. UPDATE: This project has been put on hold for the time being due to lack of resources.			
6.2 Continue to meet and form joint goals with Substance Exposed Newborn workgroup. UPDATE: This work is ongoing. Since 2010, the SEN workgroup produced three items worth noting: (1) a letter to all hospitals and clinics who serve pregnant and delivering woman asking that they assess for SEN and make reports to the child abuse hotline as appropriate; (2) a policy for child welfare hotline workers in which all calls coming from medical professionals involving newborns are required to be made into a referral and staffed with a supervisor; and (3) an analysis of the data from 2008 – current of referrals made by medical professionals involving newborns. The latter item has been updated every quarter and is used to track progress toward goals over time.		Ongoing.	Division Director Section Manager, Initial Services Section Program Planning Analyst
6.3 Continue to participate in ICWA Roundtable and other venues that enhance partnerships with local tribes. UPDATE: Since 2010, ICWA representatives have been		July 1 2010 – June 30, 2013	Supervisor Section Manager, Placement

collocated at the child welfare office with office hours two days per week. This will continue. FYC staff attend quarterly ICWA Roundtable meetings to discuss policies and procedures that affect ICWA cases.			
6.4 Continue to participate in and execute the recommendations of the Family Recovery Project. UPDATE: This project has been put on hold for the time being due to lack of resources.			
Strategy 7 Analyze and respond to issues affecting disproportionality.	☐ CAPIT ☒ CBCAP ☒ PSSF ☐ N/A	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** No Recurrence of Maltreatment (Measure S1.1)	
ACTION STEPS		**TIMEFRAME**	**PERSON(S) RESPONSIBLE**
7.1 Conduct case reviews of referrals that contributed to appearance of disproportionality. UPDATE: This item was intended to commence in FY11-12 so there is no update at this time.		July 1, 2010 – June 30, 2013	Section Manager, Initial Services Section Program Planning Analyst Supervisors Staff
7.2 Identify local practice issues that contribute to disproportionaltiy.		Ongoing.	Section Manager, Initial Services Section Program Planning Analyst
7.3 Train staff on disproportionality, both generally and specific to identified local factors.		July 1 2010 – June 30, 2013	Contracted providers.
Strategy 8 Implement Family Reunification Mentor Program	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** Reunification Within 12 Months (Exit Cohort) (Measure C1.1) Service Array	

ACTION STEPS	TIMEFRAME	PERSON(S) RESPONSIBLE
8.1 Design Family Reunification Mentor program including goals, objectives, job description, etc. UPDATE: A Family Reunification unit supervisor selected – as his BASSC case study – the Contra Costa Parent Partner program. As part of this project, he developed a program design including goals, objectives, job descriptions, etc. This has been presented to management and is being considered for implementation, pending funding.	By June 30, 2013	Section Manager, Placement Section FR Supervisors FR Social Workers
8.2 Recruit Mentors. UPDATE: The recruitment of mentors will begin in FY12-13 as funding is identified.	July 1, 2011 and ongoing as needed. UPDATE: Implementation to begin in FY12-13.	Section Manager, Placement Section FR Supervisors
8.3 Implement and evaluate the effectiveness of the Family Reunification Mentor Program.	Implement by September 1, 2011. Ongoing. UPDATE: This will commence in FY13-14.	Section Manager, Placement Section FR Supervisors Program Planning Analyst
8.4 Text	Annually. Ongoing.	Program Planning Analyst

Strategy 9 Implement "icebreaker" visit program.	☐	**CAPIT**	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** Reunification Within 12 Months (Exit Cohort) (Measure C1.1)
	☐	**CBCAP**	
	☐	**PSSF**	
	☒	**N/A**	

ACTION STEPS	TIMEFRAME	PERSON(S) RESPONSIBLE
9.1 Design "Icebreaker" Visit Program including goals, objectives, procedures, evaluation, etc. UPDATE: Completed.	July 1, 2010.	Section Manager, Placement Section FR Supervisors FR Social Workers Program Planning Analyst
9.2 Implement "Icebreaker" Visit Program for all initial out-of-home placements and immediately following placement changes. UPDATE: The implementation of the Icebreaker Visit Program has been uneven: some social workers routinely hold Icebreaker meetings; others never do. This issue is being analyzed and will be addressed by management. Participating in Icebreaker meetings has been stated as an expectation of both foster parents and social workers. Full implementation is expected by July 2012.	Officewide implementation by June 30, 2011. UPDATE: Full implementation by July 2012.	Section Manager, Placement Section FR Supervisors
9.3 Evaluate "Icebreaker" Visit Program using sample of FR clients and associated foster parents and revise program as appropriate. UPDATE: A sample of FR clients was selected on which to survey the effectiveness of the Icebreaker program. The survey tools (one for birth parents and one for foster parents) were developed, tested, approved and implemented. The survey response rate was too low to produce meaningful results. The survey will be re-administered in 2013.	By December 31, 2010. UPDATE: Initial evaluation report by October 2013.	FR Supervisors Program Planning Analyst
Strategy 10 ☐	**CAPIT**	**Applicable Outcome Measure(s) and/or Systemic Factor(s):**

Collaborative, Coordinated Case Planning	☐ CBCAP ☐ PSSF ☒ N/A	Reunification Within 12 Months (Exit Cohort) (Measure C1.1)

ACTION STEPS	TIMEFRAME	PERSON(S) RESPONSIBLE
10.1 Implement Sonoma Universal Referral Form (SURF) referral process with Probation and AOD. Pilot followed by full implementation. UPDATE: The SURF process was pilot tested and FY&C prepared for full implementation. However, budget reductions eliminated a position at Alcohol & Other Drug Services necessary for the implementation of the SURF process.	Pilot September and October, 2010. Full implementation by June 30, 2011. UPDATE: On hold until the staffing is adequate to support the SURF process.	Section Managers Program Planning Analyst Supervisors Workers
10.2 Participate in Linkages program to coordinate cases shared by Child Welfare Services and SonomaWORKS. UPDATE: A voluntary family maintenance social worker and her supervisor attend weekly Linkages multidisciplinary team meetings to case plan for Linkages clients.	July 1, 2010 – June 30, 2013	Section Managers Program Planning Analyst Supervisors Workers
10.3 Participate in (expanded) Dependency Drug Court to coordinate cases where dependency has been established and the mother has substance abuse issues. UPDATE: Ongoing. To date, there have been over 185 mothers referred to Dependency Drug Court.	Ongoing.	Section Managers Program Planning Analyst FR Supervisors FR Workers
10.4 Participate in ICWA Roundtable and ICWA collaboration on	Ongoing.	Section Managers

cases with tribal affiliation. UPDATE: Ongoing. The ICWA Roundtable takes place once per quarter and has regular representation by FY&C and its partner agencies. As a result of this collaboration, an ICWA protocol was developed and disseminated to all FYC social workers. It has been presented as an example to other counties.			Program Planning Analyst Supervisors Workers
Strategy 11 Engage families in case planning.	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** Reunification Within 12 Months (Exit Cohort) (Measure C1.1)	
ACTION STEPS		**TIMEFRAME**	**PERSON(S) RESPONSIBLE**
11.1 Employ Motivational Interviewing techniques. UPDATE: Ongoing.		Already implemented. Ongoing.	Section Managers Supervisors Staff
11.2 Joint case planning with local Native American tribes. UPDATE: ICWA representatives hold office hours two times per week at the child welfare office.		Training on protocol in October 2010. Joint case planning November and ongoing.	Section Managers Supervisors Staff
11.3 Promote and attend Linkages (Project ESP) Multi-Disciplinary Team meetings. UPDATE: The social worker designated to manage Linkages (family maintenance) cases works with family reunification social workers if an FR case can benefit from joint case planning between SonomaWORKS and FYC.		Ongoing.	Section Managers Supervisors Staff

11.4 Implement and expand Icebreaker Visit Program. UPDATE: See Section 9.2 above.	Fully implemented in Family Reunification by June 30, 2011. UPDATE: See Section 9.2 above.	Section Managers Supervisors Staff

Strategy 12 Participate in (expanded) Dependency Drug Court (DDC) to coordinate cases where dependency has been established and the mother has substance abuse issues.	☐	**CAPIT**	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** Reunification Within 12 Months (Exit Cohort) (Measure C1.1) Service Array
	☐	**CBCAP**	
	☐	**PSSF**	
	☒	**N/A**	

ACTION STEPS	TIMEFRAME	PERSON(S) RESPONSIBLE
12.1 Assign specialized social workers to all DDC cases. UPDATE: There are 3 social workers who case manage all DDC cases. These social workers and a supervisor attend DDC "team" meetings.	Already implemented. Ongoing.	Section Managers Supervisors Staff
12.2 Participate in Strengthening Families component of the DDC program. UPDATE: This component is managed by the Health Department. FY&C participates in it, however, by virtue of the fact that DDC including Strengthening Families is part of the case plan.	Already implemented. Ongoing.	Section Managers Supervisors Staff
12.3 Participate in DDC evaluation with Department of Health Services (lead). UPDATE: Ongoing. DDC Data pulled and delivered bi-annually.	Ongoing.	Section Managers Supervisors Staff

Strategy 13 Implement SB 163 Wraparound Program	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** Exits to Permanency (in care 24 months) (Measure C3.1) Service Array

ACTION STEPS	TIMEFRAME	PERSON(S) RESPONSIBLE
13.1 Expand to 24 slots. UPDATE: Completed in May 2011. The program expanded to 72 slots in August 2011.	August 2011	Section Manager, Placement Section
13.2 Analyze and refine process of referring clients to contracted Wrap provider. UPDATE: Completed and ongoing as necessary.	December 31, 2010	Section Manager, Placement Section
13.3 Design, conduct program evaluation and make program revisions as necessary. UPDATE: First annual evaluation report was presented to county stakeholders in July 2011. A second evaluation report will be presented to the County Partnership Committee in February 2013.	December 31, 2010 and ongoing	Program Planning Analyst
13.4 Text	Annually. Ongoing.	Program Planning Analyst

Strategy 14 Achieving Collaborative Excellence (ACE) Initiative.	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** Exits to Permanency (in care 24 months) (Measure C3.1)

ACTION STEPS	TIMEFRAME	PERSON(S) RESPONSIBLE

14.1 Develop placement packets for children entering VMCH. UPDATE: Completed.	Implemented by December 31, 2010.	Section Manager, Placement Section Section Manager, VMCH
14.2 Evaluate VMCH milieu on effects on children as they first enter shelter care. UPDATE: Completed in October 2011.	Evaluation and suggestions for improvement by December 31, 2010 and ongoing. UPDATE: October 2011	Section Manager, Placement Section Section Manager, VMCH
14.3 Improve communication between VMCH staff and social workers including reports on children placed at VMCH at 15, 30 and 45 days. UPDATE: Policy under development.	Implemented by December 31, 2010 and ongoing. UPDATE: October 2011	Section Manager, Placement Section Section Manager, VMCH

Strategy 15			**Applicable Outcome Measure(s) and/or Systemic Factor(s):**
Conduct placement assessments and reassessments.	☐	**CAPIT**	Exits to Permanency (in care 24 months) (Measure C3.1)
	☐	**CBCAP**	
	☐	**PSSF**	
	☒	**N/A**	

ACTION STEPS	**TIMEFRAME**	**PERSON(S) RESPONSIBLE**
15.1 Division of Mental Health implements the use of the CANS assessment tool on all children entering Valley of the Moon Children's Home. UPDATE: This is now in full effect.	July 1, 2010.	Division of Mental Health Section Manager, VMCC

15.2 Select/create a placement assessment tool. UPDATE: For children entering the emergency shelter, the CANS tool is used.	Tool selected by March 30, 2011. Implemented by June 30, 2011.	Section Manager, Placement Section Placement/VMCH supervisors, Analyst
15.3 Develop policy & procedure for conducting placement assessments and reassessments. UPDATE: This has been delayed. It will be a focus of FY12-13.	Policy and procedure finalized by June 30, 2011. UPDATE: Policy and procedure finalized by June 30, 2013.	Section Manager, Placement Section Placement/VMCH supervisors, Analyst
15.4 Communication/training of staff in implementing new placement assessment process. UPDATE: This has been delayed. It will be a focus of FY12-13.	July 1, 2011 – September 1, 2011. UPDATE: July 2013 – September 2013.	Section Manager, Placement Section Placement/VMCH supervisors, Analyst

Strategy 16 Improve documentation of family and potential connections.	☐	**CAPIT**	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** Exits to Permanency (in care 24 months) (Measure C3.1)
	☐	**CBCAP**	
	☐	**PSSF**	
	☒	**N/A**	

ACTION STEPS	TIMEFRAME	PERSON(S) RESPONSIBLE
16.1 Design process and materials for documenting persons of import during emergency response investigation. UPDATE: The implementation of the LLC program was evaluated by an MSW intern in January 2011. The findings of	Draft process and materials to director by December 31, 2010. Implementation by	Section Manager, Initial Services Section Initial Services Supervisors LifeLong Connections Social Worker

the study resulted in a recommendation to contract out the family finding activities for (primarily) youth in long-term foster care. Family finding activities were contracted out to a community provider in 2011. A referral form was created and the provider routinely holds "office hours" at FY&C to facilitate the referral process.	June 30, 2011.	Program Development Manager
16.2 Revise LifeLong Connections chapter in Policy & Procedure Manual with an eye toward LLC for every case. UPDATE: The LLC policy and procedure was revised to reflect the changes to the design of the program, i.e. contracted services.	By June 30, 2011. UPDATE: By December 2011.	Section Manager, Placement Section Supervisors LifeLong Connections Social Worker Program Development Manager
16.3 Implement new LLC procedure. UPDATE: This will commence when the contract and policies and procedures are in place. The community based provider selected to provide LLC services conducted a training – mandatory for all placement social work staff – on principles of family finding.	July 1, 2011 – December 31, 2011. Ongoing. UPDATE: January 2012 and ongoing.	Section Manager, Placement Section Supervisors LifeLong Connections Social Worker Program Development Manager

Strategy 17			**Applicable Outcome Measure(s) and/or Systemic Factor(s):**
Continue concurrent planning beyond family reunification.	☐	**CAPIT**	Exits to Permanency (in care 24 months) (Measure C3.1)
	☐	**CBCAP**	
	☐	**PSSF**	
	☒	**N/A**	

ACTION STEPS	**TIMEFRAME**	**PERSON(S) RESPONSIBLE**
17.1 Discontinue use of long term foster care as the permanency goal for youth. UPDATE: Ongoing.	Immediate and ongoing.	Section Manager, Placement Section Placement Supervisors

17.2 Concurrent planning will be addressed in supervision/case consultation of every PP case. UPDATE: Ongoing.		Immediate and ongoing.	Section Manager, Placement Section Placement Supervisors
17.3 Social workers will engage youth in their own concurrent planning and will discuss permanency options with caregivers at the time of each court hearing. UPDATE: In 2011, FYC launched a program called MyLIFE Transition meetings (i.e. emancipation conferences). These meetings are facilitated by a contracted provider and involve youth, social workers and other individuals who can assist youth in planning for transitioning to independent living.		Immediate and ongoing.	Section Manager, Placement Section Placement Supervisors
Strategy 18 Develop a system for identifying and linking clients to effective services.	☒ **CAPIT** ☒ **CBCAP** ☒ **PSSF** ☐ **N/A**	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** Service Array	
ACTION STEPS		**TIMEFRAME**	**PERSON(S) RESPONSIBLE**
18.1 Research evidence-based practices for child welfare clients. UPDATE: FY&C conducted a literature review of family preservation interventions which was used to inform a request for proposals (RFP) process to procure family preservation-type services. It also reviewed the literature in preparation for Team Decision Making, a redesign of its therapy services and two new initiatives (CSIF & TEAM) currently in the planning stages.		December 2010	Program Planning Analyst
18.2 Inventory current service contracts to assess evidence-base.		February 2011	Section Managers

UPDATE: Contracts executed as a result of RFP processes for parent education, resource assistance, visitation, therapy, TDM are for services with a solid evidence base.		Supervisors Program Planning Analyst
18.3 Implement practice of referring clients to interventions known to be effective at producing desired outcomes. UPDATE: This strategy is underway for a segment of child welfare services (parent education, resource assistance, visitation, prevention services, therapy) and will expand to other service types in 2012-2013.	Ongoing.	Section Managers Supervisors Staff
18.4 Redesign process of assessing and referring clients for therapy to enhance the fit between client and therapist and to maximize client outcomes from therapy.	By July 2013.	Section Manager, Placement Section Placement/VMCH supervisors, Analyst

Strategy 19 Incorporate desired client outcomes into service contracts.	☒	**CAPIT**	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** Service Array
	☒	**CBCAP**	
	☒	**PSSF**	
	☐	**N/A**	

ACTION STEPS	TIMEFRAME	PERSON(S) RESPONSIBLE
19.1 Identify and link service types to specific client outcomes. UPDATE: This was completed for parent education, resource assistance and visitation service contracts by July 2012. It is currently underway for therapy services and PSSF/CAPIT/CBCAP services. It is now an integral part of the planning and procurement process.	Ongoing.	Section Managers Supervisors Program Planning Analyst
19.2 Revise service contracts to include desired client outcomes. UPDATE: This was completed for parent education, resource assistance and visitation service contracts by July 2012. It is	Fiscal Year 2011-2012	Program Planning Analyst

currently underway for therapy contracts and PSSF/CAPIT/CBCAP contracts. It is now an integral part of the planning and procurement process.			
19.3 Evaluate services. UPDATE: This activity will commence after the contracts have been modified to include both client outcomes and plans for evaluation.		2011-2012 and annually thereafter. UPDATE: 2012-2013 and annually thereafter.	Program Planning Analyst
Strategy 20 Conduct competitive procurement processes for services.	☒ **CAPIT** ☒ **CBCAP** ☒ **PSSF** ☐ **N/A**	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** Service Array	
ACTION STEPS		**TIMEFRAME**	**PERSON(S) RESPONSIBLE**
20.1 Design competitive process for therapy. UPDATE: Completed in June 2012.		Ongoing as needed.	Section Manager, Placement Section Placement/VMCH supervisors, Program Planning Analyst
20.2 Release RFP, RFQ or RFA for parent education and support programs. UPDATE: Completed in April 2011.		Ongoing as needed.	Section Manager, Placement Section Placement/VMCH supervisors, Program Planning Analyst
20.3 Review proposals and select awardees. UPDATE: Completed in June 2011 for parenting, resource assistance. Completed in June 2012 for therapy. As needed for other service contracts.		Ongoing as needed.	Section Manager, Placement Section Placement/VMCH supervisors, Program Planning Analyst

20.4 Commence new contracts. UPDATE: Ongoing.		Ongoing as needed.	Program Planning Analyst
20.5 Repeat 1.3.1 – 1.3.4 for other service types. UPDATE: No update.		2011 - 2013	Section Manager, Placement Section Placement/VMCH supervisors, Program Planning Analyst
Strategy 21 Prioritize service contracts to bilingual and bicultural providers.	☒ **CAPIT** ☒ **CBCAP** ☒ **PSSF** ☐ **N/A**	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** Service Array	
ACTION STEPS		**TIMEFRAME**	**PERSON(S) RESPONSIBLE**
21.1 Identify gaps in services to clients whose primary language is other than English. UPDATE: This activity was included in the planning for the Client Support Services RFP (parent education, resource assistance and visitation) described above and in the RFA for therapy. It will be incorporated into all other activities related to building an array of effective services to meet clients' needs.		Ongoing as needed.	Supervisors Program Planning Analyst
21.2 Prioritize bilingual and bicultural providers in competitive procurement process. UPDATE: Ongoing. A targeted RFA for therapy will be conducted in early 2013 to recruit additional providers who are bilingual and bicultural.		Immediately.	Program Planning Analyst
21.3 Ensure staff are knowledgeable of services available to		Immediately and	Section Managers

non-English speaking clients. UPDATE: Ongoing.		ongoing.	Supervisors Staff
21.4 Develop strategies to expand the range of Spanish-speaking providers available to serve clients. UPDATE: The need for Spanish-speaking services providers has been incorporated into all service procurement activities. FYC will work with identified service providers to enhance their capacity to serve Spanish-speaking clients as necessary.		Immediately and ongoing.	Section Managers Supervisors Program Planning Analyst
Strategy 22 Prioritize service contracts to providers that serve clients in outlying, rural areas of Sonoma County.	☒ **CAPIT** ☒ **CBCAP** ☒ **PSSF** ☐ **N/A**	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** Service Array	
ACTION STEPS		**TIMEFRAME**	**PERSON(S) RESPONSIBLE**
22.1 Identify gaps in services to clients who cannot access services in the urban core. UPDATE: FYC identified gaps in services to clients who live outside of the urban corridor (along Hwy 101) by geographical area.		December 31, 2010.	Supervisors Program Planning Analyst
22.2 Prioritize providers that serve clients in outlying, rural areas of Sonoma County in competitive procurement process. UPDATE: In the Client Support Services and CAPIT RFPs, the ability to serve clients in outlying geographical areas was listed as a requirement and contractors were selected based on a stated ability to meet the needs of clients living outside the urban core. This approach will be taken with all other service		Immediately and ongoing.	Program Planning Analyst

procurement activities in the future.			
22.3 Ensure staff are knowledgeable of services available to clients outside of the urban core. UPDATE: Ongoing.		Immediately and ongoing.	Section Managers Supervisors Staff
Strategy 23 Expand treatment options for child welfare clients.	☒ CAPIT ☒ CBCAP ☒ PSSF ☐ N/A	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** Service Array	
ACTION STEPS		**TIMEFRAME**	**PERSON(S) RESPONSIBLE**
23.1 Implement Sonoma Universal Referral Form (SURF) Pilot to streamline assessment and referral process. UPDATE: The pilot was implemented in 2010-2011.		By January 31, 2011.	Section Manager, Placement Section Court Services staff Program Planning Analyst
23.2 Evaluate SURF pilot. UPDATE: Completed in early 2011.		March 1, 2011	Court Services staff Program Planning Analyst
23.3 If pilot is successful, roll-out SURF process to Emergency Response and Family Reunification. UPDATE: The roll-out of the SURF process was halted due to budget cuts affecting essential personnel.		May 31, 2011.	Section Managers Supervisors Program Planning Analyst
23.4 Evaluate program to ensure treatment access was expanded as a result of SURF.		2011-2012	Program Planning Analyst

UPDATE: On hold.			
Strategy 24 Continue to analyze data issues affecting compliance.	☐	**CAPIT**	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** Process Measures 2B and 2C
	☐	**CBCAP**	
	☐	**PSSF**	
	☒	**N/A**	

ACTION STEPS	TIMEFRAME	PERSON(S) RESPONSIBLE
24.1 Monthly reports on compliance by unit and worker. UPDATE: Completed and ongoing. A new compliance report has been developed, "Monthly Measures," which reports by worker compliance on various process measures including timely response and social worker contacts. These reports are disseminated to every social worker on a monthly basis.	Immediate and ongoing.	Program Planning Analyst
24.2 Analyze barriers to data entry for workers. UPDATE: Analysis has been done (and is ongoing) on the barriers to data entry of contacts. The findings continue to be that barriers exist for a small number of workers and have been and continue to be specifically addressed by the supervisors with each worker.	Ongoing.	Section Managers Supervisors Program Planning Analyst
24.3 Report back to supervisors and managers about findings of analysis. Identify structural solutions. UPDATE: Ongoing. Reports are given to supervisors with lists of missing contacts. Reports are given to management to monitor specific workers who routinely experience barriers to data entry. A survey or focus group is being planned to collect data on best practices in recording client contacts. Various strategies are employed to improve compliance including offering "protected time" to devote to data entry, offering remote work	Ongoing.	Program Planning Analyst

stations for data entry to take place outside of the office and rewarding improvements as they occur.			
24.4 Train supervisors and social workers in ways to effectively use Safe Measures. UPDATE: Safe Measures trainings are periodically offered for supervisors and staff. Trainings are planned for each unit between January and June 2013.		June 30, 2011.	Section Managers Supervisors Program Planning Analyst
Strategy 25 Improve accountability system for data entry of investigations and visits.	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** Process Measures 2B and 2C	
ACTION STEPS		**TIMEFRAME**	**PERSON(S) RESPONSIBLE**
25.1 Communicate importance of data entry of investigations and visits to staff, emphasizing the relevance to child safety. UPDATE: FY&C employs several strategies to communicate importance of data entry to staff including regular emails to staff, agenda items at all staff meetings, during supervision and during performance evaluations.		By November 30, 2010 and ongoing.	Division Director Section Managers Supervisors
25.2 Discuss cases out of compliance at every supervision. UPDATE: Ongoing.		Evaluation and suggestions for improvement by December 31, 2013 and ongoing.	Section Managers Supervisors
25.3 Integrate worker compliance into employee evaluation system. UPDATE: This is in progress.		Implemented by December 31, 2013 and ongoing.	Division Director Section Managers

		Supervisors

Sonoma County System Improvement Plan 2012 UPDATE
February 2013

Sonoma County Human Services Department
Sonoma County Probation Department

SIP Chart Example

Priority Outcome Measure or Systemic Factor: *Example:* C4.3 Placement Stability (At least 24 Months in Care)

National Standard: 41.8%

Data from the most recent Quarterly data report

Current Performance: *Example:* According to the April 2011 Quarterly Data Report (Quarter 3 of 2010), of the 2,329 children who have been in foster care for 24 months or more, 752 have had 2 or fewer placements. This is a 32.3% rate of placement stability.

Specific, achievable and measurable

Target Improvement Goal: *Example:* The county will improve performance on this measure from 32.3% to 37.4%, resulting in 120 out of 2,329, more children with stable placements.

Priority Outcome Measure or Systemic Factor:

National Standard:

Current Performance:

Target Improvement Goal:

Priority Outcome Measure or Systemic Factor:

National Standard:

Current Performance:

Target Improvement Goal:

Priority Outcome Measure or Systemic Factor:

National Standard:

Current Performance:

Target Improvement Goal:

Include all applicable priority outcome measures and/or systemic factors

Strategy 1: *Example:* Increase relative placements	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☐ **N/A**	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** C4.3 Placement Stability 4B Least Restrictive Placement, Relative

Action Steps:	**Timeframe:**	**Person Responsible:**
A. Research available family search databases to be used to locate and connect with families on behalf of clients	May 2011 - December 2011	Placement Supervisor
B. Develop procedural guide and best practice tool using Family Search and Engagement training materials	May 2011 - February 2012	Placement Supervisor
C. Develop volunteer corps trained and skilled in family search/engagement. This effort may include AmeriCorps, Parent Partner and/or training interns for CWS and probation	January 2012 - April 2012	Placement Supervisor and Training Coordinator
D. Implement Family Search and Engagement program to serve foster youth	May 2012	Placement Supervisor
E. Evaluate results of strategy by assessing to see if relative placements have increased significantly since implementation	June 2013	Analyst