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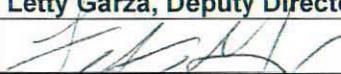
California's Child and Family Services Review System Improvement Plan Progress Report

County:	Trinity
Responsible County Child Welfare Agency:	Trinity County Child Protective Services
Period of Plan:	June 2010-2013
Period of Outcomes Data:	Quarter ending: July 2012
Date Submitted:	8/16/13

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Submitted by each agency for the children under its care

Submitted by:	County Child Welfare Agency Director (Lead Agency)
Name:	Letty Garza, Deputy Director (Director vacancy)
Signature:	

Submitted by:	County Chief Probation Officer
Name:	Terry Lee
Signature:	

Board of Supervisors (BOS) Approval

BOS Approval Date:	N/A
Name:	N/A
Signature:	N/A

Trinity County SIP Progress Report 2012

The SIP Progress Report shall be submitted annually by the County to CDSS. The Progress Report shall provide the current status of the implementation of SIP strategies. In continued partnership and collaboration, an electronic copy of a working draft will be provided to the CDSS consultant in the Children's Services Outcomes and Accountability Bureau (CSOAB) no later than two months prior to the Progress Report due date. County Board of Supervisors approval is not required. The Progress Report shall be signed by the County CWS agency and Probation Department.

I. Stakeholder Participation

In the 2011/12 FY, Trinity County has moved forward in finalizing the last of the strategies in its 2010 SIP. Stakeholders include Child Welfare, Probation, Behavioral Health, Human Response Network (HRN), Shasta College Kinship Support Program (KSP), UC Davis Northern Regional Training Academy, Environmental Alternatives FFA, Ready for Life FFA, CDSS Outcomes and Accountability Bureau, and CDSS State Adoptions Arcata District Office. All partners have been involved in discussions and planning for implementation for the remaining goals in the SIP. CPS, Probation, BHS and HRN have worked cooperatively to help improve and refine services for our system of care to help impact our safety composite by ensuring that meaningful and targeted services are available to families to reduce the risk and likelihood or recurrence of maltreatment. To address Placement Stability and Permanency, we have worked closely with Adoptions, local FFA's and our Kinship Providers to help build understanding for and openness to permanency options with our caregivers to help youth maintain placement and achieve permanency. We have offered expanded trainings, access to support programs/groups and worked to ensure that all care providers have access to meaningful services. Additional trainings and technical support being offered through the Northern Regional Training Academy have provided staff with FTM Facilitators and expanded support to help ensure greater family engagement efforts and improve overall stability and permanency.

II. Outcome Measures, Goals, Strategies, Action Steps

A. For each Outcome Measure and/or Systemic Factor included in the SIP, please discuss the following:

The CDSS July 2012 quarterly data report, data extract: Q2 2009, Q4 2010, Q1 2012, URL: <http://www.childsworld.ca.gov/PG1358.htm>.

S1.1 No recurrence of maltreatment-federal standard>94.6%

In Q2 2009 the County's no recurrence rate was 77.8% or 28 out of 36 children were not victims of another substantiated allegation. The County performance fell below the federal standard of 94.6% for the same time period. This measure has been identified for the SIP.

Update: In Q1 2012, the County's no recurrence rate held a 97.1% rate of no recurrence of maltreatment. The County performance exceeded the federal standard of 94.6% for the same time period. This means that of the 34 youth with substantiated allegations, 33 were not victims of another substantiated allegation in the next six months. SIP goals have been met for this area and we attribute this rate to the continued improvements in differential response and prevention and education programs being offered by the Department to families.

Update: S2.1 No Maltreatment in Foster Care Federal Standard>99.68%

The County remains at 100.0% in Q1 2012, which is above the Federal Standard, for both CWS and Probation. This can be attributed to the County's careful screening and follow up of placement homes and hands on approach to partnering with foster families to ensure that children are safe and their needs are being met while in care.

Update: C1 REUNIFICATION COMPOSITE Federal Standard >122.6

In Q2 2009 the County rate was 150.0%; however, in Q1 2012, it declined to 131.0% due primarily to a decline in reunification and reentry of the exit cohort in C1.1, C1.2, and C1.4, which was partially offset by an impressive improvement in C1.3, reunification within 12 months in the entry cohort. These numbers are easily skewed with the delay in a single family being reunified, but TC met or exceeded the national standard in each composite. This SIP goal has been met.

Update: C1.1 Reunification Within 12 Months (Exit Cohort) Federal Standard >75.2

In Q2 2009 Trinity County reunified 9 out of 9 children for a performance of 100.0%. In Q1 2012, the County reunified 11 out of 13 children, representing a decline in performance to 84.6%, which still exceeds the national standard by almost 10%. Though this data shows a decline in reunification, the 2 children who did not reunify within the 12 month window did reunify after the 12 month window. The success in these cases is that these youth have not come back into care and that they did return home.

Update: C1.2 Median Time to Reunification (Exit Cohort) Federal Standard <5.4

The median time to reunification in Trinity County in Q2 2009 was 4.5, below the federal standard of 5.4. In Q4 2010, Trinity County's performance declined significantly to 7.9. Upon further investigation, we noticed that there was a large sibling group in this quarter that did not reunify due to extensive substance abuse by the mother, which was supported by the Tribal representative. In Q1 2012 the County's rate was 4.4, again dropping lower than the national goal and showing the department's continued success in this area, which can be attributed to the efficacy of the services offered while in reunification.

Update: C1.3 Reunification Within 12 Months (Entry Cohort)-Federal Standard >48.4%

In Q1 2012, the County's performance was 64.3% v. the federal standard of 48.4%. Though down slightly from Q4 2010, this represents an impressive improvement in County performance from 40% in Q2 2009 and 50% in Q3 2009. The continued performance above the national standard is due in part to the department's commitment to permanency and its ongoing efforts to help every child find long term connections.

Update: C1.4 Reentry Following Reunification (Exit Cohort)-Federal Standard >9.9%

In Q1 2012, the County's performance was 18.5% v. the federal standard of 9.9%. Though down performance did not meet the standard, this was a reentry of 5 of 27 youth in this quarter. When looking at the data more closely, a single sibling set reentered (due to substance abuse) with 3 children, which was enough to skew the data and exceed the

standard. Substance abuse, which has a high occurrence of relapse, is a frequent reason for re-entry.

Update: C2 ADOPTION COMPOSITE Federal Standard >106.4

Although Trinity County's performance in Q2 2009 at 116.3 was above the federal standard, the County has continued to make significant improvements with its performance in Q1 2012 at 150.0, putting it far above the federal standard and at a continued upward trend from 2010. This performance is attributed to a partnership and coordinated efforts between Trinity County CPS and the State Adoptions office in Arcata, as well as a strong effort to search for concurrent homes early in the case. The partnership has enabled an above average rate of adoptions for TC youth and this SIP goal has been met.

C2.1 Adoption within 24 months (exit cohort)-Federal Standard>36.6%

In Q2 2009 TC fell below the federal standard with the County's performance at 14.3%. TC has been improving steadily with this measure over the last five year period with an average of 52.86%. This is not a measure that TC is choosing to select for the SIP because the average performance exceeds the state and federal requirements.

Update: In keeping with the County's steady improvement in this measure, the County's performance in Q1 2012 was 62.5% v. the federal standard of 36.6%. Though a slight decrease from 2010, this is still almost double the national goal and can be attributed to the partnership between agencies in achieving timely and permanent options for TC youth.

C2.4 Legally free within 6 months (17 months in care)-Federal Standard>10.9%

TC has not met the federal standard 8 out of 11 years prior to the SIP due to the lack of adoptive homes available to children. The branch for California State Adoptions is located in Arcata, California is the local adoptions branch that TC has partnered with and the distance to the Arcata Branch poses challenges to recruiting and obtaining adoptive homes for TC children. The County continues to make efforts to obtain permanency for all children waiting adoptive placements, including actively recruiting from its FFA and relative homes.

Update: In spite of the challenges noted in the SIP, Trinity County's efforts have enabled it to exceed the federal standard in Q1 2012 with a performance of 11.1%. A partnership and joint staffing's, as well as increased coordination with State Adoptions, relative caregivers and FFA staff and resource families has helped to improve this outcome.

Update: C2.5 Adoption within 12 months (Legally Free) Federal Standard>53.7%

In light of the challenges Trinity County faces in obtaining adoptive homes its performance in Q1 2012 at 76.9%, exceeding its 75% rate in 2010, is continuing to trend up and for exceeds the national standard. Again, this performance can be attributed to the relationship that the Department has built with State Adoptions and the strong culture of consistently looking for concurrent placement from the child's first entry into foster care. Though the County uses

many Foster Family Agencies or Relative placements due to a lack of local licensed homes, the Department screens these homes to ensure that they are concurrent before making the initial placement and works with these placements to help develop concurrent plans as soon as possible.

Update: C3 LONG TERM CARE COMPOSITE Federal Standard>121.7%

Trinity County has made significant improvements in the overall composite from its performance of 114.3% in Q2 2009 to 150.0% in Q1 2012. The Department continues to use family finding tools and look for permanency throughout the life of a case. The Department strongly pursues any permanent connections and has achieved permanency for children who would have otherwise been in long term care without any outside connections. This included adoption and legal guardianships. Additionally, staff look at all children in long term care to continually search for permanency options for youth through the life of their case. This SIP goal has been met.

C3.2 Exits to permanency (legally free at exit)-Federal Standard>98%

The Q2 2009 performance for TC was 88.9%, below the federal standard of 98% and the state's 96.9%. The ten-year average for TC was 93.61%. Although this specific measure was not identified for the SIP, the measures selected in the section following will have a positive impact on this permanency outcome.

Update: Trinity County's Q1 2012 performance stayed at 100% (from Q4 2010) and exceeded the federal standard, the statewide rate, and the County's own ten-year average. Again, this is attributed to the Department's push to find permanency for every youth in care. Family Finding, continued permanency planning, etc. continue until each youth achieves permanency.

C3.3 In care 3 years or longer (emancipated or age 18 in care)-Federal Standard<37.5%

TC has failed to meet the <37.5% standard in Q2 2009. TC's rate for the quarter was 50%, better than the statewide rate of 60.6%. Based on eleven year data, TC's average was 57.35% and only met this standard once in that time period. In addition, based on the ten year average, Native American children had the highest in-care for three years or longer rate with 50%, followed by Caucasian children with 49.3%. No other ethnicities were represented in the data.

This measure was selected for the SIP because of the agreed upon concerns by the SIP team members due to the importance of achieving permanency for all youth in the CPS and Probation systems. As a priority, the Tribal representative will be included in discussions regarding strategies to reduce the time in care for Native American children. Family Search and Engagement efforts will be one strategy implemented to impact this measure.

Update: Trinity County's performance at 0.0% has continued through Q1 2012, due to having no youth in this data set to meet criteria for the quarter. It exceeded the federal

standard, the statewide rate, and its own eleven-year average overall. This can be attributed to the Departments permanency searches and the adoption of youth before the age of emancipation. Additionally, the family conditions can be re-examined and if the family situation has changed or the risk factors are no longer present, the Department can explore reunification.

C4.3 Placement stability-Federal Standard>41.8%

The County's performance was 36.8% in Q2 2009 and less than the federal standard by 5%. TC's performance has been trending downwards and this measure has been selected for the SIP.

Update: Trinity County's performance of 35.7% in Q1 2012 was a slight decrease from its performance in Q4 2010 at 40.0%. The push for better screening of foster homes and the ongoing supportive relationships between the Department and foster families has made an impact of placement stability, as well as working with families during crisis to help maintain placements and improve overall stability. Recent minor drops in performance can be attributed in part to the relatively small numbers in care, with the movement of one youth making a significant impact on data. This SIP goal is still in progress and the further development of trainings and supports for resource families, as well as improved crisis intervention through FTM's will be used in the final year to improve this outcome measure.

B. The Status of all strategies and action steps scheduled to start and/or be completed within the past 12 months.

S1.1 No Recurrence of maltreatment

1) Strategy 1: Send referrals to Human Response Network (HRN) for prevention/intervention services (In-Home Parenting).

- i. This goal was completed prior to the last fiscal year. No additional changes or modifications have been made to the action steps, timeframes, etc.
- ii. The only update to this outcome measure is that the demand for these services has decreased with fewer referrals meeting criteria for this intervention strategy and increased number have required formal interventions based on the risk and serious nature of the allegations, as per SDM.
- iii. As the demand for prevention services has been slightly lower under Differential Response, the need for this intervention for other families has remained steady and services have continued to be offered through this intervention. In the last year, 58 families were able to engage in this program, of which 45 were Child Welfare clients or referred for prevention services within the County.
- iv. Current performance is almost 20% above its performance in the same measure in 2009. This increase in performance can be attributed to a number of factors, one of which is the quality of intervention service being offered and the change that makes in families ability to care for their children and prevent future abuse/neglect. We are seeing fewer and fewer families repeat the cycle of abuse and not reenter the system.

2) Strategy 2: Engage families and youth 10 years old and over in Participatory Case Planning (PCP)

- i. All CPS and Probation staff finished receiving Participatory Case Planning trainings in 2012. CPS and Probation were each respectively fully utilizing their

- needs assessment tools, SDM and PACT, within each of their programs and using these tools to inform their case planning process with clients/families.
 - ii. The only element of change to this strategy is that Probation found that UC Davis Participatory Case Planning training was geared up for Child Welfare and opted instead to participate in a training through Assessments.com that was more complementary to its PACT tool and the juvenile justice program.
 - iii. Staff are required to use these assessment tools prior to building a case plan and attach the tool to all case plans for supervisory review, ensuring that each plan is built upon the needs of the family/youth and engage them in Participatory Case Planning.
 - iv. Again, based on current performance it is clear that these strategies have helped to support improved outcomes for families in both systems, as the performance in this composite is continually trending up and is well above the national standard.
- 3) **Strategy 3: Increase staffing capacity of Human Response Network (HRN) for delivery of Differential Response Services**
- i. This strategy was fully implemented prior to the current update period, but it should be noted that the contracts for this service have remained ongoing.
 - ii. Though this strategy has been ongoing, the number of cases that meet criteria for Differential Response Path 1 and 2, the prevention paths, have been decreasing and as such, the budget for Differential Response program staff have incrementally decreased. In order to maintain service provision, however, these monies were then shifted into other programs where services were needed to help support reunification or prevention. These services include expanding Supervised Visitation and supplementing the In-Home Services program.
 - iii. Close monitoring of the Paths and use of SDM have shown that though interventions are needed, fewer and fewer of the referrals being received are able to be met through indirect prevention strategies that do not include CPS. It is the goal of the Department to meet the needs of the family the first time in order to prevent re-entry into the system, which is reflected in the outcomes for this measure.

C3.3 In Care three years or longer

- 4) **Strategy 4: CWS will implement Family Group Meetings (FGM) replacing Team Decision Making Meetings (TDM) to expedite permanency planning and Participatory Case Planning.**
- i. CPS chose to implement the FGM model being trained on by UC Davis and sent four staff to get trained as facilitators. Ongoing trainings and refreshers will be utilized, but this goal was met in the 2011/12 fiscal year. All staff have been trained on the use of FGM and we have worked with service providers and other partner agencies to implement this strategy. Staff are using all necessary documentation and entering FEE in CWS/CMS for tracking and case management purposes.
 - ii. We have seen that these meetings, though time consuming, are really beneficial to help families that are stuck to really move through their issues and make changes. Right now this strategy is being used for cases with serious challenges or for emergency interventions, but we would like to expand their use in our practice in coming years to possibly include early family engagement.

- iii. There is insufficient evidence, based upon such a limited data set, to show direct correlations between this strategy and our performance in the long term care composite, but our direct knowledge of the result is the last 12 months for the cases who have received this intervention are promising. Currently, all TFM's are documented and all participants receive thorough notes from each meeting, but we are working on developing a way to track outcomes for these families to measure the impact of the practice.
- 5) **Strategy 5: Implement Family Finding and other "diligent search" activities.**
- i. Family Finding has been fully implemented in CPS for several years, but in 2011 Probation began to utilize the CPS contract for Family Finding searches. Now all children coming into placement with Probation receive the Family Finding search through CPS.
 - ii. No changes have been made to this strategy in the last update period, but all staff are aware of and know how to access these services and our Department will continue to look for other search options.
 - iii. This service has impacted the Department's ability to locate possible placement at both the initial time of placement and during the life of a case, including searching for a permanent home when youth are in care for an extended time. Both departments are utilizing these searches for ongoing permanency planning or when looking at alternatives when stepping permanent placement youth down in care from group home facilities.
 - iv. Data during this period does not provide information to make a direct correlation to this outcome measure, but overall performance in this area has exceeded the national standard and is due in part to this commitment to the initial and ongoing permanency planning of both CPS and Probation.
- 6) **Strategy 6: Initiate Emancipation Conferences for youth turning 16 years old for CPS and 17 years old for Probation youth**
- i. This strategy was met in 2010, but the practice has been continued. Although its purpose was good, the use of these conferences has had to adapt due to the new AB12/Extended Foster Care (EFC) program changes. Now, youth may not necessarily be aging out right at 18 or at graduation, so these conferences are used to help plan for participation in EFC or in identifying permanent connections, if they are not already established. If the youth elects to not stay in care and participate, then the Emancipation Conference model is used. If they elect to participate and stay in care, this model is not used and the youth remains in FC for all intents and purposes, and continues to case plan with his/her ILP and case worker. If they elect to leave care at any time in the future, their case worker can set up an Emancipation Conference at that time. For those youth who did not have a permanent connection, this case planning time is used to also look for permanency. If a possible placement or relationship can be established, we explore that option with the youth.
 - ii. So far, we have only had 3 youth age out of care in the last year, and all three elected to participate in EFC. So in this case, we have not held any Emancipation Conferences since the launch of EFC. We anticipate continuing to update and change the process and related policies and procedures to support the changes we encounter through EFC.

C4.3 Placement Stability

7) Strategy 7: Recruit, train, and support foster parents, including relatives and NREFM's to minimize placement disruptions and maintain children in their own community (by Child Welfare).

- i. Though several of the goals under this strategy were met in the previous year, including the recruitment of additional homes through FFA's, we had a reduction this year in the number of available homes in the County. We had one home adopt and lose a bed, then elect to close their certification and no longer do foster care. Another home was closed by their FFA. Recruitment goals were met, but will be a continuing issue for the County. Continued efforts to offer Foster Parent appreciation events and family support continue as well. In the last year, we had to scale back efforts for a Family Appreciation Day, but plan to do larger event this spring. These events have been well attended in the past.
- ii. Training goals were met this year through a stronger partnership with the local community college Kinship Care Support Program. After talking to our placement worker, who does much of the kinship support, and our resource families, we were able to identify several topic areas that required additional training and we built a training plan with our local KCSP. From there, we have helped co-sponsor and promote trainings for our parents and resource families locally on a quarterly basis and offered special topic areas that are relevant to our care providers. The KCSP provider then does surveys with families and provides us feedback on their opinions, needs, etc. We are hoping to use this, as well as staff feedback to inform the subject areas we will focus on in the future.
- iii. Probation staff have been cross trained and now respond jointly to make Rel/NREFM placements with CWS staff to ensure that placement and eligibility requirements are made since Probation staff only use this process on occasion.
- iv. Though we had some placement moves during this quarter, several of those placement moves were for children being moved into concurrent homes to achieve permanency. We continue to try to grow the offerings of support programs available to families to help support placement stability and to get all youth in the post permanent plan possible.
- v. The only goal that was not yet met is the development of a resource manual for caregivers. Currently there is not enough staff available to help develop this manual, but we are looking into trying to find existing resources from another County that can be customized to meet our needs. This goal has been moved to April of 2013, but may not be attainable if another shared source cannot be located.

8) Strategy 8: Family Group Meetings (FGM) will be conducted to minimize placement disruptions, including the appropriate-age child/youth, current foster parents/relative caretakers, family members and other appropriate agency staff.

- i. The use of FGM to stabilize placements or to help find a plan to help step youth down in care from a group home into a less restrictive placement has been successful. We have a large sibling set who have been in care for a long period of time that through the use of FGM, have been able to get their parents and care providers to work together and help support them. These youth have been stabilizing and have begun to step down in the level of care required and we are now looking at new permanency options for this sibling set.

- ii. This strategy was met in the 2011/12 fiscal year and will continue to be offered and expanded moving forward.
- iii. Though this process is effective, it should be noted that the time and staff resources required to implement and use this strategy are considerable, from meeting planning to participation. This is something that should be noted in consideration of what types of cases this strategy should be used for to maximize current staff resources. This will be explored further in the final year of the SIP and final determinations will be added to the Current Policies and Procedures.
- iv. Again, data in this quarter showed a slight decrease in performance compared to previous quarters and the national standard, but this is due to only a few placement moves in a very small data set. When looking at these cases for placement change reasons, we found that 7 of the 14 youth in this composite moved due to finally achieving permanency, and another moved into a lower level of care upon exiting a juvenile detention placement. Only 1 other youth moved during this period.

C. Obstacles and barriers to future implementation of a strategy and action step not currently under implementation. Include a brief explanation of any modifications that will be made to address these obstacles and barriers.

The only barriers to achieving the goals/strategies we have is with the resource manual for foster parents/relative caregivers. We are working to find outside resources that can be used rather than developing our own materials in house as we do not have enough staff resources to devote to this project.

III. Other Successes/Promising Practices

CPS has begun to incorporate Safety Informed Practice into its programs. This means looking at safety and risk from a new perspective and using more evidence based tools to help determine when interventions are needed. This is part of the FGM model being used, and the Department hopes to continue to train and expand this program into its practices in the coming years.

CPS has built strong practices around concurrency and permanency, and will continue to build on these practices while offering services that are relevant and have an impact on families. Staff have shown a commitment to incorporating best practices in social work and improving family outcomes.

Probation has been using the PACT tool for needs assessment for several years now, and recently sent all juvenile staff to a training with its new vendor, Assessments.com, to train on the use of needs assessment tools in participatory case planning and the identification and treatment of crimenogenic needs/factors. This evidence based training is geared up to help staff make use of their needs assessment tools and help develop case plans and services with clients that are more meaningful and will help to rehabilitate juvenile offenders and reduce recidivism rates, as well as helping youth achieve better outcomes and permanency.

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

In reviewing all data for Q1 2012, as well as for the last year, the data trend shows that the County has met or exceeded the national goal/standard in every composite. The County's work toward improving its performance in these areas has been effective and it does not appear that additional strategies need to be added in the final year. The County would like to focus its efforts on further program evaluation in preparation for the next five year cycle, continuing to

refine and improve these practices, and the completion of the final goal on supports and recruitment for resource families.

V. Link to the Program Improvement Plan

- A. TC has fully implemented Participatory Case Planning and other family engagement practices in correlation with the **PIP Strategy 1: *Expand use of participatory case planning strategies.*** Parents and youth are generally more successful with case plans they have helped develop. Services are often tailored to address their own specific needs; are measurable and achievable. Family Group Meetings are utilized when a client is losing focus and needs support to achieve their case plan goals and objectives. FGM's are also initiated when other significant child welfare decision-making events occur.
- B. TC has partially implemented Family Finding and fully implemented Emancipation Conferences in correlation with **PIP Strategy 2: *Sustain and enhance permanency efforts across the life of the case.*** Family engagement efforts will be utilized in all applicable SIP strategies. Research supports that there are better outcomes when the family is successfully engaged with the social workers, probation officers, and other service providers.
- C. TC continues to recruit and retain relative/NREFM placements for TC children. Additionally, TC coordinates efforts with Shasta County FFA's to recruit local TC certified/licensed homes for TC children in an effort to allow the children to remain in their community when possible. This strategy correlates with **PIP Strategy 3: *Enhance and expand caregiver recruitment, retention, training and support efforts.*** See the narrative and SIP Matrix for more detail of those strategies.
- D. TC's PSSF Regional Partnership Grant on Meth Prevention addresses PIP Strategy 4. Since it is an established and on-going service it was not specifically addressed in the three year plan goals. However, TC's CAPIT/CBCAP/PSSF three year plan that is integrated into the SIP correlates with **PIP Strategy 4: *Expand options and create flexibility for services and support to meet the needs of children and families.*** Differential Response, in-home parenting education, and supervised visitations are included in the goals. TC has acquired contracts with our local community-based organization, Human Response Network, to provide Differential Response and Supervised Visitation in our community.
- E. TC will continue to build support for the use of Structured Decision Making (SDM), the statewide safety assessment. The correct and consistent use of the SDM tools will be monitored and reinforced, particularly the Family Strengths and Needs Assessment (FSNA) tool, which was mentioned previously in this SIP as a goal. The needs of the family will be better identified and addressed so the most effective interventions can be applied. This correlates with **PIP Strategy 6: *Strengthen implementation of the statewide assessment system.***

VI. 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.

Systemic Factors

The CPS Supervisor and CPS Staff Analyst have developed a Quality Assurance process by utilizing the available data through UC Berkeley, Efforts to Outcomes (ETO) for TDM data, and Safe Measures. Data is reviewed on a weekly basis to monitor improvements and areas where improvement is needed. Safe Measures data extracts are done twice a week. Social worker staff has also been trained on the use of Safe Measures. Probation data began to be input into CWS/CMS effective 10/01/10, and is now

entering placement cases in to CWS/CMS. Additionally, CPS staff have been working with a lead Probation Officer to also include monthly contact notes and case plans into the system as well in order to comply with these mandates.

The CPS Supervisor is currently reviewing the full and correct utilization of CWS/CMS by each social worker. A comprehensive review process is currently in place in conjunction with Northern Region Training Academy to ensure that data is recorded properly into CWS/CMS. It is an excellent way to determine training needs and workload issues of each social worker so assistance can be provided.

The current economic climate has had a significant impact on the county, resulting in declining services, rising unemployment rates, increased drug/alcohol abuse, housing instability and domestic violence. Out of home placements have dramatically increased in the last fiscal year, driving up caseloads and workloads within CPS. Probation has faced dramatic cuts to their staffing levels that have impacted client services. Modest improvement goals were targeted considering the fiscal environment forecast for the next two to three years.

Educational/Training Needs

CPS and Probation staff are committed to best practices, to the extent possible. CPS staff highly value best practices such as Motivational Interviewing, Signs of Safety, Participatory Case Planning, Family Group Meetings, and other family engagement approaches. They are committed to working with the Northern Training Academy and other service partners to learn best practices, receive coaching to reinforce and practice those skills, and implement them in daily practice. With the current fiscal constraints, the services and training available from the Northern Training Academy are significant. Other training, policy and technical assistance is needed as new laws/appellate cases are enacted, such as Greene vs. Camreta, providing the needed direction to the counties.

Probation staff have received this training and are being provided additional support by CPS staff as questions arise. There will be technical assistance issues arising from such a conversion. The NYTD database and CWS/CMS Aftercare cases will also require considerable technical assistance and training from CDSS.

SIP Chart

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

National Standard: 94.6%

Current Performance: According to the July 2012 Quarterly Data Report (Quarter 1 2012), of the 34 youth with substantiated allegations, 33 were not victims of another substantiated allegation in the next six months. This is a 97.1% rate of no reoccurrence of maltreatment.

Target Improvement Goal: The County will continue to strive for improvements in this area, but has been consistently achieving or exceeding the national standard/goal. We will work toward maintaining these high standards and continue to meet or exceed the national standard/goal.

Priority Outcome Measure or Systemic Factor: C3.3 In Care three years or longer (emancipated or age 18 in care)-Of all children in foster care during the year who were either discharged to emancipation or turned 18 while in care, what percent had been in foster care for three years or longer?

National Standard: 37.5%

Current Performance: According to the July 2012 Quarterly Data Report (Quarter 1 2012), of the 2 youth in care who emancipated out in this period, 0 were in care for three years or longer.

Target Improvement Goal: No youth met these criteria in the current quarter, but it is the goal of the County to strive to maintain its performance at or above the target.

Priority Outcome Measure or Systemic Factor: C4.3 Of all children served in foster care during the year that were in foster care for at least 24 months, what percent had two or fewer placement settings?

National Standard: 41.8%

Current Performance: According to the July 2012 Quarterly Data Report (Quarter 1 2012), of the 14 youth in care at least 24 months or longer, 5 youth had no change in placement. This is a 35.7% rate of placement stability.

Target Improvement Goal: Though the County has consistently performed at or above the target in the last several quarters, it fell below the standard in this quarter. The goal for the coming year would be an increase to 45% placement stability rate in the coming year, which is a 26% performance improvement.

Strategy 1: Send referrals to Human Response Network (HRN) for prevention/intervention services (In-Home Parenting).	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): S1.1 No Reoccurrence of Maltreatment
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. CPS Staff will submit referrals to HRN (Differential Response Path 1, 2 & 3) as appropriate. Goal Met.	Monthly basis beginning July1, 2010. (Ongoing)	CPS Supervisor and HRN Prevention Director
B. CPS staff will receive monthly reports from HRN on client's progress with open referrals or cases. Goal Met.	Monthly basis beginning July 1, 2010. (Ongoing)	HRN Prevention Director forwards to CSP Supervisor
C. CPS and HRN staff will meet quarterly to evaluate program success and completion of goals. Goal met.	Quarterly (first month of each quarter)	CPS Supervisor, CPS Staff Services Analyst and HRN Prevention Director
Strategy 2: Engage families and youth 10 years old and over in Participatory Case Planning (PCP)	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): S1.1 No Reoccurrence of Maltreatment
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:

<p>A. Ensure that all CPS and Probation staff receives Participatory Case Planning training.</p> <p>CPS - Staff received in-house training.</p> <p>Probation – Received training through Assessments.com for case planning that meets probations needs.</p> <p>Goal Met.</p>	<p>CPS completed by 2012; new staff trained as needed.</p> <p>Probation attended training through Assessments.com in September 2012.</p>	<p>Supervisors at Probation and CPS respectively.</p>
<p>B. CPS staff will correctly utilize the SDM tool, Family Strengths and Needs Assessment (FSNA), as part of the PCP process. This will become an expectation for staff.</p> <p>Goal Met.</p>	<p>On-going basis</p>	<p>CPS Supervisor will monitor proper use of FSNA by using SDM Case Reviews and Safe Measures reports to ensure that these are completed correctly on a monthly basis.</p>
<p>C. Probation staff will continue to use the PACT tool to complete risk and needs assessment for Probation youth. This is already an expectation for staff and in progress.</p> <p>Probation staff have all been trained to use and implement the PACT tool in their case management activities.</p> <p>Goal Met.</p>	<p>Completed, on-going basis</p>	<p>Chief Probation Officer or designee, will monitor each case for completion of the PACT tool. 100% of cases have PACT tool attached as a result of on-going monitoring by Chief Probation Officer.</p>
<p>Strategy 3: Increase staffing capacity of Human Response Network (HRN) for</p>	<p><input type="checkbox"/> CAPIT</p> <p><input type="checkbox"/> CBCAP</p> <p><input type="checkbox"/> PSSF</p>	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): S1.1 No Reoccurrence of Maltreatment</p>

delivery of Differential Response Services	<input checked="" type="checkbox"/> CWSOIP	
Action Steps:	Timeframe:	Person Responsible:
A. CPS will contract with HRN for a half-time staff person to conduct additional DR services. Goal Met.	Begin July 1, 2012; ongoing.	CPS Staff Services Analyst and CPS Supervisor.
B. New Half-time position will be supervised by HRN and job expectations collaboratively determined with CPS to meet child welfare needs. Goal Met.	July 1, 2010; ongoing.	CPS Supervisor and HRN Prevention Director.
Strategy 4: CWS will implement Family Group Meetings (FGM) replacing Team Decision Making Meetings (TDM) to expedite permanency planning and Participatory Case Planning.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C3.3 Permanency/Long Term Care
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Determine the FGM model to be used and develop an agency protocol, utilizing Family to Family values and principles. Model will be adaptation of TDM/FGM. Will request shadowing in Shasta County, who has a current practice and policy in place. The goal will be to possibly model our practice after theirs.	Began December 2011, ongoing expansion and development of program.	CPS Supervisor and CPS Staff Services Analyst; FGM facilitators.

Goal Met.		
B. Train CPS staff and service providers on FGM model and how to incorporate with Participatory Case Planning. Goal Met.	To be completed by June 30, 2012. Ongoing skills training as available for staff.	CPS Supervisor, CPS Staff Analyst, and Northern Training Academy (UC Davis)
C. Train staff on proper documentation of FGM's and family finding efforts (FFE's) in CWS/CMS. Goal Met.	Completed June 30, 2012.	CPS Supervisor and Northern Training Academy (CWS/CMS Instructor) will provide training. Supervisor will monitor through Safe Measures reports.
Strategy 5: Implement Family Finding and other "diligent search" activities.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C3.3 Permanency/Long Term Care
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Implement Family Finding protocol as one of the permanency protocols for Trinity County for both CPS and Probation. Goal Met.	Completed December 30, 2010	CPS Supervisor, Probation Chief, CPS Staff Services Analyst
B. Explore other family finding strategies being utilized by other counties or states and implement protocols appropriate for both CPS and Probation.	Completed December 20, 2010.	CPS Supervisor, Probation Chief, CPS Staff Services Analyst

<p>C. Currently, all family finding for CPS and Probation is done by Social Worker Assistant to ensure timeliness and to help with Workloads.</p> <p>Goal Met.</p>	Completed.	Probation Officer/Social Worker and Social Work Assistant.
<p>Strategy 6: Initiate Emancipation Conferences for youth turning 16 years old for CPS and 17 years old for Probation youth</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): C3.3 Permanency/Long Term Care</p>
Action Steps:	Timeframe:	Person Responsible:
<p>A. Develop an Emancipation Conference model and protocol.</p> <p>Goal Met.</p>	Completed February 1, 2010	CPS Supervisor, Chief Probation Officer, and CPS Staff Analyst
<p>B. Train CPS and Probation staff on Emancipation Conference model and protocol.</p> <p>Goal Met.</p>	Completed March 1, 2010	CPS Supervisor, Probation representative, and CPS Staff Analyst
<p>C. Fully implement the Emancipation Conference model at both CPS and Probation as part of the ILP process. Documentation will be in CWS/CMS for</p>	Implemented by May 1, 2010, ongoing practice.	CPS and Probation staff with oversight by Chief Probation Officer and CPS Supervisor will monitor through CWS/CMS documentation. Evaluation will be done through evaluating educational outcomes

<p>both CPS and Probation.</p> <p>Goal Met.</p>		<p>by review of data, such as graduation rates, and other permanency outcomes.</p>
<p>Strategy 7: Recruit, train, and support foster parents, including relatives and NREFM's to minimize placement disruptions and maintain children in their own community.</p>	<p><input type="checkbox"/> CAPIT</p> <p><input type="checkbox"/> CBCAP</p> <p><input type="checkbox"/> PSSF</p> <p><input checked="" type="checkbox"/> N/A</p>	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.3 Placement Stability</p>
<p>Action Steps:</p>	<p>Timeframe:</p>	<p>Person Responsible:</p>
<p>A. Recruit at least one foster family home or (FFA) certified home through targeted advertising and other outreach efforts.</p> <p>Goal met.</p>	<p>Increase of 3 (2 with Ready for Life and 1 with Environmental Alternatives)</p>	<p>Redding FFAs – Ready for Life & Environmental Alternatives</p>
<p>B. Identify support activities through phone surveys or questionnaires for foster families and relative/NREFM caretakers throughout the fiscal year, such as appreciation events, BBQ's, etc. Consider other locations in County, too, such as Hayfork. Working on training packet to mail out.</p> <p>Goal Met.</p>	<p>Bi-annual beginning December 1, 2010 and a minimum of twice per calendar year. Develop monies to support this recruitment/support campaign and expand supportive program in progress.</p> <p>Trainings being offered via distance learning or in local communities quarterly.</p>	<p>CPS & Shasta College Kinship Education Support Program</p>
<p>C. Offer series of mini-training for foster parents, and relative/NREFM caretakers. One topic area for training has been identified as dealing with children/youth</p>	<p>Topic areas completed by January 1, 2012 and training completed by June 30, 2012. Training for SIP years 2 and 3 will be</p>	<p>Trainings sponsored jointly through CPS and Shasta College Kinship Support Program; evaluations done through KSP.</p>

<p>experiencing trauma. Other topic areas will be determined with foster families and relative/NREFM's through phone surveys or questionnaires. The series of trainings will be developed once topic areas are selected.</p> <p>Goal Met.</p>	<p>completed using the same process.</p>									
<p>D. Train Probation staff on relative/NREFM approval process.</p> <p>Social Services Aide has trained the Juvenile Probation Officer and developing a flow chart specific to probation procedures.</p> <p>Goal Met.</p>	<p>June 30, 2012</p>	<p>CPS & Probation</p>								
<p>E. Develop orientation/resource manual for foster parents and relative/NREFM caretakers.</p> <p>Has not been reassigned and may not be obtainable goal. Currently, staff changes have made this goal a challenge, will reassess and look at other options for completing this project, including finding outside resources.</p>	<p>April 1, 2013</p>	<p>CPS</p>								
<p>Strategy 8: Family Group Meetings (FGM) will be conducted to minimize placement disruptions, including the appropriate-age child/youth, current</p>	<table border="1"> <tr> <td><input type="checkbox"/></td> <td>CAPIT</td> </tr> <tr> <td><input type="checkbox"/></td> <td>CBCAP</td> </tr> <tr> <td><input type="checkbox"/></td> <td>PSSF</td> </tr> <tr> <td><input checked="" type="checkbox"/></td> <td>N/A</td> </tr> </table>	<input type="checkbox"/>	CAPIT	<input type="checkbox"/>	CBCAP	<input type="checkbox"/>	PSSF	<input checked="" type="checkbox"/>	N/A	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): C 4.3 Placement Stability</p>
<input type="checkbox"/>	CAPIT									
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<input checked="" type="checkbox"/>	N/A									

foster parents/relative caretakers, family members and other appropriate agency staff.		
Action Steps:	Timeframe:	Person Responsible:
<p>A. FGM's will be scheduled at critical transition points or in cases with complex needs, as determined by CPS Supervisor on a case by case basis.</p> <p>Goal Met.</p>	<p>TDM model was used until FGM model was implemented in 2012. FGM model and its use will continue to be refined and expanded in practice moving forward.</p>	<p>CPS Supervisor and FGM facilitators.</p>
<p>B. Staff training will be completed after FTM model is identified and protocol developed.</p> <p>Goal Met.</p>	<p>FGM mode identified and protocol developed; staff training done in 2011/12 fiscal year and staff will have continuing training to refine practice.</p>	<p>CPS Supervisor and Northern Training Academy (UCD)</p>