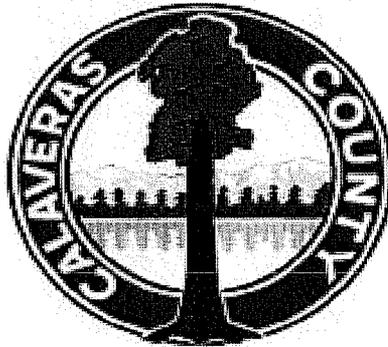


California Child and Family Services Review

2013 Annual SIP Progress Report



California – Child and Family Services Review Signature Sheet

For submittal of: CS S Progress Rep

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SIP Period Dates	May 2, 2011 through October 29, 2015
Outcome Data Period	July 1, 2013 Quarterly Data Report
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Table of Contents

SIGNATURE SHEET PAGE 2

SIP PROGRESS NARRATIVE..... PAGE 4

CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS..... PAGE 7

SIP CHART PAGE 16

STATE AND FEDERALLY MANDATED CHILD WELFARE/PROBATION INITIATIVES PAGE 32

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SIP Progress Narrative

INTRODUCTION

Calaveras County chose the following four outcomes to focus on for our 2011-2015 SIP:

S.1.1 Safety Outcome: No Recurrence of Maltreatment

C3.1 Exits to Permanency (24 months in care)

C4.2 Permanency Measure Placement Stability Outcome: Placement Stability (at least 12 months but less than 24 months)

4B. Type of Placement (Probation)

STAKEHOLDERS PARTICIPATION

This section addresses the decision-making process by which the California-Child and Family Services Review (C-CFSR) team, with input from stakeholders, developed the initial Systems Improvement Plan (SIP).

A. SIP Development Process

- The Calaveras County C-CFSR team engaged stakeholders in the SIP development process in a number of ways. Data from the Quarterly Data Reports and SafeMeasures®, and stakeholder input and service array feedback obtained from the focus groups, our Peer Quality Case Review (PQCR) and County Self Assessment (CSA) stakeholder meetings influenced the development of the initial SIP.
- The decision-making process used to develop the CAPIT/CBCAP/PSSF service provision plan also stemmed from the above resources.

B. Prioritization of Outcome Measures/Systemic Factors and Strategy Rationale

- CDSS recommends that counties choose three to four outcome or systemic factors for specific improvement strategies in the SIP. All of the other outcomes that are not listed in this plan continue to be monitored by the CHHSA, Probation, and the California Department of Social Services at least quarterly. If a concerning situation arises, a plan will be put in place quickly to address that outcome. It should be noted that a specific strategy, although listed in one specific outcome area can affect numerous outcomes. For example the strategy

of Family Finding and Engagement, while listed with the outcome "placement stability" will also impact "timely reunification", "timely adoptions" and many other outcomes. Also, work that was done on the last SIP cycle continues to be implemented and is impacting the data, for example considerable work has been done around streamlining and improving the Adoptions processes. Although Calaveras continues to be below the Federal Standard on some of these areas this outcome was not chosen to focus on, as this work is continuing.

In April 2010, Calaveras County undertook the Peer Quality Case Review (PQCR). Children's Services focused on "children's exits to permanency" and Probation "transitioning to adulthood". The PQCR gathered information utilizing interviews, focus groups, literature review and data analysis.

In August 2010, Calaveras County initiated the County Self Assessment (CSA) process to evaluate the effectiveness of Children's Services as well as of the OCAP funded prevention services provided to families in the community. A group of over twenty-five stakeholders came together including agency staff from Children's Services and Probation, community partners, stakeholders and partners from the California Department of Social Services. The charge to the group was to review and analyze performance data, identify strengths and challenges and offer recommendations.

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

In January 2011, the System Improvement Planning process was initiated. An internal meeting was conducted with Children's Services staff to review the PQCR and CSA information and outcomes for inclusion in the SIP were identified. A stakeholder meeting was conducted in February 2011 which was attended by staff, probation, First 5 Calaveras, California Department of Social Services, Central Regional Training Academy and other local stakeholders. Each outcome that had been identified for inclusion in the SIP was discussed to identify strategies. This information was taken back to CWSA and Probation and a process utilized to further hone the strategies to be included in this plan.

Quarterly stakeholder meetings and/or conference calls have been conducted to discuss these SIP strategies and milestones. Various Child Welfare Services staff

members, Probation Department personnel and CDSS consultants were in attendance at these meetings.

- Data was used in the PQCR, CSA and SIP to inform the processes. Readers should be aware that the total number of children in Calaveras County's Child Welfare System is small. Therefore, few occurrences in a given indicator can affect what appears to be a significant change in the percentage.
- The data used for the CSA was obtained from the AB636 Quarter 2 2010 Data Report accessed through the CDSS website, <http://www.childsworld.ca.gov/res/CtyReport/July13/Calaveras.pdf>. We utilized the July 2013 Quarterly Data Report (which is Q1, 2013) for this SIP Progress Report.
- Data was also extracted from the following resources:
 - The Center for Social Services Research: Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmerman, K., Simon, V., Putnam-Hornstein, E., Frerer, K., Cuccaro-Alamin, S., Winn, A., Lou, C., & Peng, C (2009). *Child Welfare Services Report for California*. Retrieved June 2010, from University of California at Berkeley Center for Social Services research website. URL: http://cssr.berkeley.edu/ucb_childwelfare
 - Children's Research Center SafeMeasures® Data. *Calaveras County, CFSR Composite Reports, October 2009 through September 2010*. Retrieved November 15, 2010 from Children's Research Center website. URL: <https://www.safemeasures.org/ca/safemeasures.aspx>
 - Data was also extracted from SafeMeasures® and the Center for Social Services Research website.

CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS

S 1.1: Safety Outcome Measure - No Recurrence of Maltreatment

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

County's Current Performance:

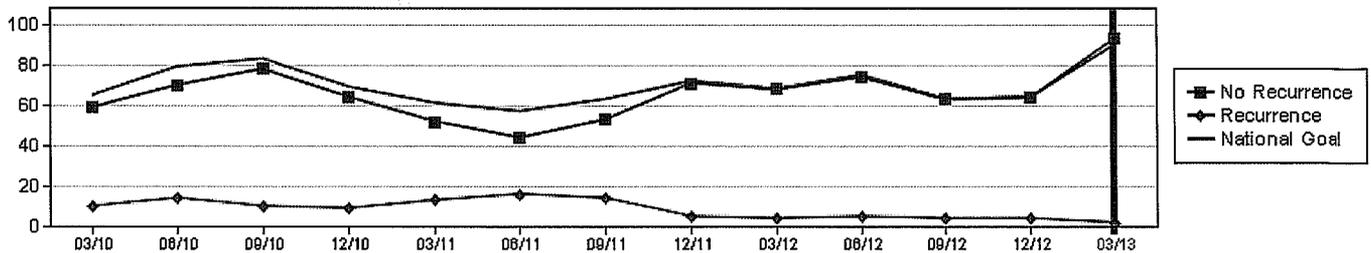
From October 1, 2010 to March 31, 2011, 85.7% of children with substantiated maltreatment within the 6-month period did not have another substantiated maltreatment allegation within the next 6 months.

CSSR Data:

Start date	End date	Numerator	Denominator	Performance
07/01/2009	12/31/2009	51	55	92.7%
04/01/2012	09/30/2012	63	67	94.0%

From the baseline of July 1, 2009 to December 31, 2009, the percentage of children with substantiated maltreatment within the 6-month period did not have another substantiated maltreatment allegation within the next 6 months increased from 92.7% to 94.0%. Current performance is at the Federal Standard 94.6%.

Safe Measures Data:



	Count	Percentage
■ No Recurrence	93	97.9%
■ Recurrence	2	2.1%
National Goal	90	94.6%
Total	95	100.0%

While reviewing the actual substantiated referrals, it was noted that one of the two recurrence episodes fell within thirty days of each other. Hence, if we had been fully following our newly implemented CWS/CMS data entry policy of not entering new referrals with the same allegation or incident, the recurrence figure could have been even lower.

STRATEGIES STATUS & BARRIERS TO IMPLEMENTATION

Strategy 1.1: We have created and implemented the use of a Special Projects Code in CWS/CMS to mark and track all referrals that we receive with Domestic Violence-related incidents; however, we have not consistently utilized it. Currently, the Intake Social Worker/Child Abuse Hotline duties are performed on a daily rotating basis. We have vacancies in our Child Welfare unit and experienced an influx in the number of children entering foster care. As a result, the social work staff hasn't fully grasped the consistent use of the Special Projects Codes. Preliminary analysis on those that have been given the Special Projects Code does illustrate other issues that are present, such as substance use/abuse.

Strategy 1.2: While we were able to gather information regarding the Aggression Regression Therapy, as well as potential impact and implications for Child Welfare Services social workers, the Probation Officer who had been trained in ART is no longer providing these services. Therefore, we would need to find someone else to providing this training for us, which likely means a cost would be incurred.

Strategy 1.3: We have successfully expanded our school-based social worker services. To date, we have outstationed social workers at 4 elementary schools, 2 middle schools, 1 alternative education school and 1 high school. Positive feedback regarding our presence at these schools has spread to a number of other school administrators, who are all receptive to hosting social workers on their school sites. Despite our success, we had to temporarily put these services on hold due to the current social worker shortage and high workload demands. It is our sincere hope and expectation to resume this program in early Spring of 2014.

Improvement Goal 2.0: We have completed all of the strategies and milestones within this goal. On occasion— due to the issues that are addressed in Strategy 1.1 above – the intake rotation staff will enter a subsequent or duplicate referral in error; however, these errors are occurring at a much lower rate than before these strategies were implemented.

Improvement Goal 3.0: Regrettably, we have not initiated any of the three strategies within this goal due to other pressing matters. We intend to begin in 2014, and complete them within 2015.

Outcome/Systemic Factor: Permanency Measure C3.1: Long Term Care Outcome: Exits to Permanency (24 Months in Care)

This measure answers the question: Of all children in foster care for 24 months or longer on the first day of the year, what percent were discharged to a permanent home by the end of the year and prior to turning 18?

County's Current Performance: Children's Services

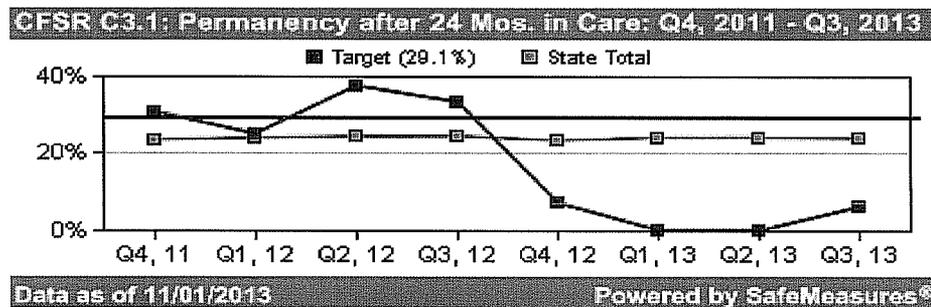
From October 1, 2010 to September 30, 2011, 6 children in foster care for 24 months or longer on the first day of the year were discharged to a permanent home by the end of the year prior to turning 18.

CSSR Data:

Start date	End date	Numerator	Denominator	Performance
07/01/2009	06/30/2010	5	16	31.3%
04/01/2012	03/31/2013	0	12	0.0%

From the baseline of July 1, 21009 to June 30, 2010, there was a decrease from 31.3% to 0.0% of children in foster care for 24 months of longer discharged to a permanent home by the end of the year prior to turning 18. Current performance is below the Federal Standard (29.1%). In looking at the twelve children who had not achieved permanency within the most recent time frame, we can anticipate that our strategy to re-engage our adoption social worker will result in permanency for at least four (33%) of these children. Six of the children (50%) are aged 18-years or older and have decided to take advantage of the Extended Foster Care program.

Safe Measures Data:



	Count	Percentage
■ Exit to Permanency	1	6.3%
■ No Permanency	15	93.7%
National Goal	5	29.1%
Total	16	100.0%



STRATEGIES STATUS & BARRIERS TO IMPLEMENTATION

Strategy 1.1: All of the milestones within this strategy have been completed. We utilize Axicom and routinely inquire of all parents, children and other relatives about potential available relative and Non-Related Extended Family Member placement options. On average, 1/3 of the Dependents in out-of-home care are currently placed with relatives or NREFMs, while the majority of the rest of the children are placed in Foster Family Agency homes.

Strategy 1.2: We have not yet initiated conducting Team Decision Making (TDM) “Emancipation Conferences” for children aged 16 or older on a routine basis; however, we will be recruiting for a Social Worker IV position shortly that will be allocated to ILP approximately 20 hours per week. We anticipate including the facilitation of these TDMs in the list of expected job duties for this new position. Therefore, we have adjusted the anticipated implementation date to 2014.

Milestone 1.3.1: Due to a number of previously unforeseen events, the once robust Calaveras Men Engaged Now (M.E.N.) group has disbanded. Therefore, this strategy is no longer applicable.

Strategy 2.1: The CHHSA no longer contracts with the California Department of Social Services to perform adoption services on behalf of our children and families.

Milestone 2.1.3: We have not yet begun to incorporate the importance of permanency in our Mandated Reporter trainings. Therefore, we’ve adjusted the anticipated completion date to reflect that this is a long-term goal.

Strategy 2.2: Since we’ve begun providing our own adoptions services in July of 2012, we have found very little need for adoptive parent recruitments, as most of the children eligible for adoption already have a caring adult willing to adopt them. Our adoption social worker attends quarterly regional adoption meetings where available children and families are discussed. We’ve also found that adoption picnics outside of Calaveras County typically attract potential adoptive parents who also live outside of Calaveras County. This means that children matched with families attending the picnics will likely have to move away from their school, neighborhood and friends. Therefore, **Milestone 2.2.1** is not applicable at this time. We have not yet implemented **Milestone 2.2.2** or **Milestone 2.2.3**; however, they do remain long-term goals so the timeframes have been adjusted accordingly.

Strategy 3.1: **Milestone 3.1.1** has been completed. The Calaveras County Citizen’s Review Panel met with the Independent Living Program (ILP) participants in September of 2013 and included some of their findings in their annual report, which was submitted recently to CDSS. **Milestones 3.1.2, 3.1.3 and 3.1.4** have not yet been implemented; however, they will be

included in the job expectations for our soon-to-be-hired ILP Coordinator. Therefore, all Timeframes have been adjusted to reflect these changes.

Strategy 3.2: Milestone 3.2.1 has been completed. **Milestone 3.2.2** has not; however, it will be included in the job expectation of our soon-to-be-hired ILP Coordinator. Therefore, the Timeframe has been adjusted accordingly.

Permanency Measure C4.2: Placement Stability Outcome: Placement Stability (12 months to 24 month In Care)

This measure answers the question: Of all children served in foster care during a year who were in foster care for at least 12 months but not more than 24 months, what percent had two or fewer placement settings?

County's Current Performance: Children's Services

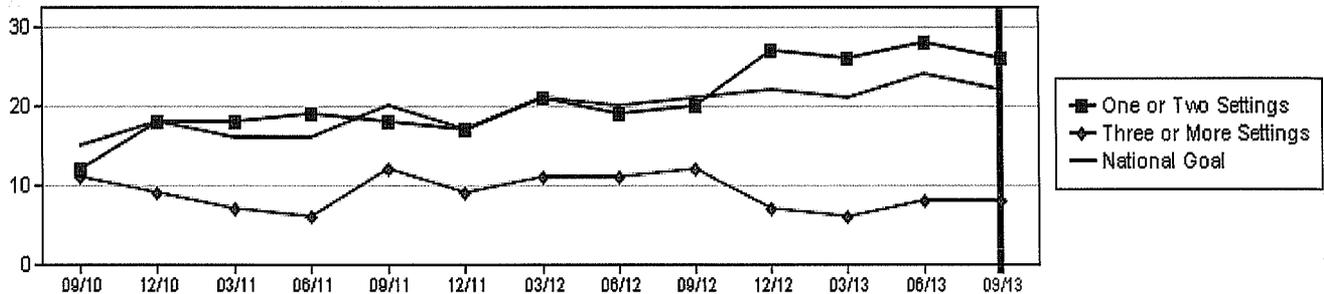
From October 1, 2010 to September 30, 2011, 65.5% of children in foster care during the year that had been in care for at least 12 months but less than 24 months had two or fewer placement settings.

CSSR Data:

Start date	End date	Numerator	Denominator	Performance
07/01/2009	06/30/2010	14	26	53.8%
04/01/2012	03/31/2013	24	29	82.8%

From the baseline of July 1, 2009 to September 30, 2010, the number of children who had two or fewer placement settings increased from 53.8% to 82.8%. Current performance is above the National Goal of 65.4%. We have found that the strategies that we've implemented has indeed contributed to the decrease in placement changes, such as utilizing Team Decision Making meetings when we get 7-day notices and making enhanced efforts to place with relatives or Non-Related Extended Family Members as quickly as possible when it appears to be within the children's best interests to do so.

Safe Measures Data:



	Count	Percentage
■ One or Two Settings	26	76.5%
◆ Three or More Settings	8	23.5%
National Goal	22	65.4%
Total	34	100.0%

In reviewing the cases of the children who experienced more than two placements, one child had 7 placements, one child had 5, and the rest had 3.

STRATEGIES STATUS & BARRIERS TO IMPLEMENTATION

Improvement Goal 1.0: All strategies and milestones in this Improvement Goal have either been completed, or continue to occur on a regular basis. Therefore, the Timeframes have all been adjusted to reflect their applicable current status. Our Adoption social worker participates in weekly case staffing meetings between the social workers, the supervisors, the program manager and the county counsel. We all have access to an adoption case spreadsheet that is available to all Child Welfare Services staff on our confidential shared drives on each of our workstations. It is updated regularly to reflect the current situation of each case that has been referred to the Adoptions unit. This also includes Permanency Planning cases that had previously had a permanency plan goal of something other than adoption, but the case managing social worker has asked for the assistance of the Adoption social worker in one capacity or another (**Strategy 1.3**).

Strategy 2.1: All milestones within this Strategy remain long-term goals, thus the Timeframes have all been adjusted accordingly. The program manager and former ILP Coordinator have been in discussion with the Executive Director of the Calaveras Youth Mentoring Program and with the newly-formed Calaveras chapter of the California Youth Connection (CYC) regarding formulating a foster youth mentoring program. The CYMP has applied for a Calaveras Community Foundation grant to fund this project.

Improvement Goal 3.0: None of the Milestones within this goal/Strategy (**Strategy 3.1**) have been implemented; however, they remain long-term goals and thus the Timeframes have all been adjusted to reflect the current status of each Milestone.

Strategy 4.1: Milestones 4.1.1 and Milestone 4.1.2: These Milestones have been completed, thus the Timeframes have been adjusted accordingly. **Milestone 4.1.3 and Milestone 4.1.4** have not yet been completed due to other more urgent pressing matters. Therefore, the Timeframes for these Milestones have also been modified to reflect these longer-range goals.

Outcome/Systemic Factor: Type of Placement - Measure 4B Juvenile Probation

The overall intent is to provide Calaveras County youth with in-county services to prevent out-of-home placements. Resources continue to be limited in Calaveras County. Some of those factors are based on the current economic conditions throughout California. Probation will continue to outreach with all available service providers, community partners, and faith based programs in order to effectively refer our youth to the program that meets their individual needs.

Probation will support the service providers by having open dialogs with the youth and providers, ensuring that the goals and purposes are clear and obtainable.

County's Current Performance:

As of January 1, 2010, seven youth were in Juvenile Probation placement. One is placed with kin; five are placed in group homes and one in "other". Calaveras County Probation Department continues to struggle with obtaining out-of-home placements within Calaveras County. There are no available foster homes that will take a probation youth in Calaveras County. There are two group homes within the county; one being for the treatment for male sex offenders and one which is highly structured for males. There are no female group homes in the county.

As of February 1, 2012, six youth were in Juvenile Probation placement. One is in Transitional Housing, two are placed in group homes, two are placed in a "Camp Program" and one is pending out-of-state group home placement.

As of October 30, 2013, there are six minors in Juvenile Placement, as follows: One minor with a Foster Family Agency; one minor in relative placement; two Non-Minor Dependents in Supervised Independent Living Placements; one minor in a California group home placement; and one minor in an out-of-state group home placement.

STRATEGIES STATUS & BARRIERS TO IMPLEMENTATION:

While there is still a lack of foster homes that will accept Wards of the Court – which presents a challenge in finding local placements – we have been able to place some of our children in Foster Family Agency (FFA) homes within Calaveras County. The FFA staff meets regularly with our Placement Probation Officer.

Milestone 1.1.1: A contract template for Intensive Treatment Foster Home services has been obtained.

Milestone 1.1.2: The contract template needs to be modified to reflect Probation terminology, and the contract must be submitted for County Board of Supervisors approval. The Timeframes for this Milestone has been adjusted accordingly.

Milestone 1.1.3: Probation is no longer using this option and instead has increased efforts to seek relatives or Non-Related Extended Family Members for appropriate placement options.

Strategy 1.2 and 1.3: While neither of these strategies has been implemented, they remain important goals. The Timeframes have been changed to reflect our current expectations.

SIP Chart

S 1.1: Safety Outcome Measure - No Recurrence of Maltreatment

Improvement Goal 1.0: Reduce the number of incidents of recurrence due to domestic violence.				
Strategy 1. 1 Increase the level of domestic violence education in the county		<input type="checkbox"/>	CAPIT	Strategy Rationale As there has been an increase in domestic violence in the County, increasing knowledge and skills in this area will improve social worker interventions with families.
		<input type="checkbox"/>	CBCAP	
		<input type="checkbox"/>	PSSF	
		X	N/A	
	1.1.1 Implement and track consistent usage of domestic violence special projects code in CWS/CMS for all applicable referrals entered.		On-going	Intake Social Workers Program Manager
Milestone	1.1.2 Conduct an analysis of families that have domestic violence present, to see if other factors such as alcohol and drugs, unemployment, and isolation are also present.	Timeframe	September 2011 August 2012 Completed	Program Manager
	1.1.3 Develop a plan to address meeting the above identified areas, which could include; increasing the prevention school-based program to the elementary school, finding "sponsors" for perpetrators of domestic violence, and referring more families to "Courage to Change".		January— December 2012 Completed	Assigned to Children’s Staff in cooperation with DVERT
	1.1.4 Implement the above identified plan		2013 July - December 2014	Joint effort between Children’s services, DVERT, Crisis Center
	1.1.5 Monitor/evaluate the effectiveness of implemented plan.		2014 July 2015	Program Manager Services Review
Strategy 1. 2 Increase the number of social workers that are trained in Aggression Reduction Therapy (ART), a cognitive behavioral intervention program to help improve anger management and aggression reduction.		<input type="checkbox"/>	CAPIT	Strategy Rationale Increasing the skill set of social workers in the area of violence will help improve the social workers ability to work with families and youth dealing with domestic violence.
		<input type="checkbox"/>	CBCAP	
		<input type="checkbox"/>	PSSF	
		X	N/A	

Milestone	1.2.1 Gather information regarding Aggression Reduction Therapy (ART)	Timeframe	September 2011 Completed	Assigned to	Program Manager and Supervisor
	1.2.2 Explore the concept and applicability to Child Welfare		September– December 2011 Completed		Program Manager and Supervisor
	1.2.3 If applicable, have desired number of workers to be trained		2012 October 2014		Assigned Staff
Strategy 1. 3 Monitor and possibly expand the "school based social worker" program that was implemented in June 2011.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A	Strategy Rationale There appears to be an increase in the number of cases of recurrence of maltreatment. Having a social worker on elementary school campuses to be available to consult with school staff members who are concerned about violence will improve interventions into children's lives.		
Milestone	1.3.1 Find additional school sites that are willing and able to participate	Timeframe	September 2011 On-going	Assigned to	Program Manager or other Children Services Supervisors
	1.3.2 Create a system or program to track outcomes		December 2011 June 2012 July 2014		Analyst or Department Volunteers
	1.3.3 Assign additional Social Worker(s) and implement tracking system		December 2012 July 2014		School based Social Worker(s)
	1.3.4 Review/analyze outcomes data pulled from the tracking system		December 2013 October 2014		Program Manager
Improvement Goal 2.0: Reduce statistical recurrence due to duplicate data entry regarding duplicate referrals.					
Strategy 2. 1 Establish new policy and procedures for entering duplicate/subsequent referrals in CWS/CMS		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale An analysis of the referral rates, showed multiple referrals entered into CWS/CMS on same incident were creating false recurrence statistics.		
Milestone	2.1.1 Create new policy and procedures which could include such steps as entering subsequent referrals as collateral contacts within the first referral.	Timeframe	December 2011 Completed	Assigned to	Program Manager or Supervisor

	2.1.2 Create a system to track multiple response letters to multiple mandated reporters for a single referral. May include a tracking sheet similar to SDM tracking sheet and may be attached to referral at intake.		December 2011 Completed		Program Manager/Social Services Supervisor and Children's Services Staff
	2.1.3 Train Social Workers on new policy and procedure.		February 2012 July 2012 Completed		Program Manager; Social Services Supervisor; Social Workers
Strategy 2. 2		<input type="checkbox"/>	CAPIT	Strategy Rationale	
Implement new Policy and Procedure for entering duplicate/subsequent referrals.		<input type="checkbox"/>	CBCAP	There appears to be multiple referrals entered into CWS/CMS on same incident creating false recurrence statistics.	
		<input type="checkbox"/>	PSSF		
		X	N/A		
Milestone	2.2.1 Implement above policy and procedure.	Timeframe	February 2012 July 2012 Completed	Assigned	Intake Social Workers
	2.2.2 Implement new response letter tracking system.		December 2012 Completed		Program Manager, Supervisors and Emergency Response Workers
	2.2.3 Review/analyze referral rates to evaluate results of new policy and procedures.		December 2013 Completed		Program Manager
Improvement Goal 3.0					
Reduce the incidents of recurrence due to families' unfamiliarity with community resources.					
Strategy 3. 1		<input type="checkbox"/>	CAPIT	Strategy Rationale	
Increase the level of knowledge of community resources available to families in the county.		X	CBCAP	Families who are supported by the community and knowledgeable of its resources are more likely to receive the support they need, thus reducing reoccurrence of maltreatment.	
		X	PSSF		
		<input type="checkbox"/>	N/A		
Milestone	3.1.1 Conduct an analysis of families referred to Children's Services due to insufficient resources such as food, clothing, shelter, medical, transportation, etc.	Timeframe	December 2011 August 2012 July – December 2014	Assigned to	Program Manager/Supervisors
	3.1.2 Develop a plan to address the above identified areas. This could include sending a follow-up letter or resource guide to families upon		December 2012 November 2014		Program Manager/Supervisors and Child Welfare Staff with the assistance of PCACC.

closure of referrals that were investigated as well as those that were not.		
3.1.3 Implement the above plan.	2013 August 2014	Children's Services Staff

Permanency Measure C3.1:

Long-Term Care Outcome: Exits to Permanency (24 Months in Care)

Improvement Goal 1.0					
Expand the type and use of Family Finding techniques to increase permanency options for children and youth in care.					
Strategy 1. 1		<input type="checkbox"/>	CAPIT	Strategy Rationale Family culture and values are important to a child's since of self and often they want to know their heritage. In locating family the goal is for the child to reconnect and possibly be a long term permanent placement for the child.	
The assigned social worker will be able to use family locator programs such as Axciom to research and find absent family members for possible connection or placement in a permanent setting.		<input type="checkbox"/>	CBCAP		
		<input type="checkbox"/>	PSSF		
		X	N/A		
Milestone	1.1.1 Emergency Response social workers will utilize family finding resources to try and locate family members within 60 days of initial case. Efforts will be required to be documented in Dispositional reports.	Timeframe	August 2011 Ongoing	Assigned to	Emergency Response social workers; Social Services Supervisor
	1.1.2 Assigned on-going social workers will complete/continue family finding, document efforts at each six month review hearing, which will be verified through case reviews.		August 2011 Ongoing		On-going social workers; Social Services Supervisor
	1.1.3 The social worker staff will be trained on new technologies, services and resources used to locate family.		July 2011 July 2012 Ongoing		All social work staff; Social Services Supervisor; Program Manager; Support Staff
Strategy 1. 2		<input type="checkbox"/>	CAPIT	Strategy Rationale If our families, care providers and youth are provided the proper training, support and guidance this will hopefully decrease the changes in placement for the minor, which supports permanency.	
Child Welfare staff will conduct Team Decision Making or interval meetings with involved participants for children who are at high risk of placement interruptions or children of sixteen years or older.		<input type="checkbox"/>	CBCAP		
		<input type="checkbox"/>	PSSF		
		X	N/A		
Milestone	1.2.1 The child welfare staff will be re-trained on how to conduct TDMs or interval meetings with all participants related to the child's placement It will be the	Timeframe	January 2012 July 2012 Completed	Assigned to	All social work staff Social Services Supervisor Program Manager

responsibility of the assigned social worker to incorporate the duties of the TDM facilitator and schedule, guide and structure meetings.			
1.2.2 Social workers will schedule TDMs on cases that are not in a permanent placement at least every six months to find a permanent connection for the child and to look at the barriers of not reaching permanency. This will be monitored through case reviews.		January 2012 August 2012 June 2014	On-going social workers Social Services Supervisor

Strategy 1. 3 Children’s Services staff shall work with the work with the Male Involvement initiative to coordinate training and technical assistance to identify and educate Calaveras County of the importance of male involvement in a child’s life.	X	CAPIT	Strategy Rationale Calaveras County seeks to change the community mindset by increasing the understanding of importance of male involvement in the development of children and increase the options for reunification with fathers or permanency with paternal relatives.
	<input type="checkbox"/>	CBCAP	
	<input type="checkbox"/>	PSSF	
	<input type="checkbox"/>	N/A	

Milestone	1.3.1 The Male Involvement Initiative administered by First 5 Calaveras will provide outreach and education to community agencies and families on the importance of male involvement in children’s lives.	Timeframe	July 2012 No Longer Applicable	Assigned to	All staff; Community Partners No Longer Applicable
	1.3.2 Social worker staff will try to locate and encourage a relationship between the children and the males in their lives. Paternity will be reviewed and the importance of the roles of step/significant others, grandfathers and other important males will be taken into account.		July 2012 Ongoing		All staff; All dependency attorneys; Superior Court Judge

Improvement Goal 2.0 Educate older youth, the community and resource families on permanency: what it is, and what is the difference between Long-Term Foster Care, Legal Guardianship and Adoption.			
Strategy 2. 1	<input type="checkbox"/>	CAPIT	Strategy Rationale

Children's Services and State Adoptions social workers, while under contract , will work collaboratively to educate and provide information to the community on permanency and the types of permanency options.		<input type="checkbox"/>	CBCAP	All children need to know what lies ahead and what their future is or can be. The older population often times feels unheard and their needs not addressed. In educating the youth, it allows them to be part of the process and the goal of permanence identified fully and hopefully reached.	
		<input type="checkbox"/>	PSSF		
		<input type="checkbox"/>	N/A		
Milestone	2.1.1 During monthly face to face contacts, Social workers will work with the youth, family members, care providers, counselors and all pertinent individuals on a monthly basis to try and identify and reach a more permanent placement for the children in long term foster care.	Timeframe	July 2011 Ongoing	Assigned to	On-going social workers; Social Services Supervisor; Program Manager
	2.1.2 Provide education to the Community and to the youth of other non-child welfare agencies that provides support and assistance in helping older youth such as Youth Mentoring, Fatherhood Initiative and Calaveras Crisis Center.		September 2011 Ongoing		All staff; Community partners
	2.1.3 Incorporate training on the importance of permanency for the older youth through mandated child abuse reporting training provided to all the school districts in Calaveras County.		October 2011 August 2012 September 2014		Program Manager or Supervisor; School districts
Strategy 2. 2 Educate youth on all options of permanency and ways to find permanency, such as adoption picnics, etc.		<input type="checkbox"/>	CAPIT	Strategy Rationale	
		<input type="checkbox"/>	CBCAP	Through collaboration with various community partners we can expand the areas for the youth to be exposed to and possibly assist in directing them in a more permanent home.	
		<input type="checkbox"/>	PSSF		
		X	N/A		
Milestone	2.2.1 Social workers will provide youth the opportunity to attend all adoptions picnics.	Timeframe	July 2011 On-going No Longer Applicable	Assigned to	Social workers; Adoptions workers; Youth No Longer Applicable
	2.2.2 The Calaveras Health and		July 2011 July 2012		Social Workers; Social Services Supervisor; Program Manager;

Human Services Agency will attend and encourage the older youth to participate as well in community events and fairs. The youth will be provided the opportunity to become involved in the community.	September 2015	Older Youth population
2.2.3 Kinship Advisory committee to be more involved with youth in the Calaveras County Area by providing training for Relative/NREFM caregivers and staff as needed.	July 2011 July 2012 November 2014	Social Workers ; Social Services Supervisor; Program Manager; Older Youth population

Improvement Goal 3.0

The Calaveras Works and Human Services Agency shall provide the older youth population a wider range of services that are focused on their population as well as program and services to assist them in making the decision on permanency. These services are through the ILP program, THP and THP Plus programs.

Strategy 3. 1

Social workers will be trained on all three above-mentioned programs and the opportunities they can provide to the youth they serve.

<input type="checkbox"/>	CAPIT
<input type="checkbox"/>	CBCAP
<input type="checkbox"/>	PSSF
X	N/A

Strategy Rationale

Children develop mentally at different rates, have different needs and choose different paths for their futures. It is expected that the youth will be able to have more advantages through these programs and will assist them in becoming a successful adult.

Milestone	3.1.1 Conduct a focus group with youth regarding their viewpoint on ILP and permanency.	Timeframe	January 2012 June 2012 Completed	Assigned to	Social Workers ; Social Services Supervisor; Program Manager; Older Youth population
	3.1.2 Create and implement evaluations of the ILP program and provide to the youth to capture the Youths perspectives/needs. Analyze the evaluations and make recommendations for changes in the program that enhance permanency.		September 2012 May 2014		Social Workers; Social Services Supervisor; Program Manager; Older Youth population
	3.1.3 Provide training to social worker staff regarding the analysis of the ILP evaluations.		January 2013 August 2014		Social Workers; Social Services Supervisor; Program Manager
	3.1.4 Social workers and youth aging out visit the THP Plus housing facility to receive training and		July 2013 October 2014		Social Workers; THPP+ Contract Provider; Older Youth population

	information about the program.				
Strategy 3.2		<input type="checkbox"/>	CAPIT	Strategy Rationale	
Classes that are designed to focus on teen issues or issues such as drug abuse, addiction, manners, respect and social skills will be developed, implemented and monitored.		<input type="checkbox"/>	CBCAP	Educating youth on these topics can be tailored more to meet their needs and focus on the troubled areas that are often the barriers or interruptions in placement and permanency.	
		<input type="checkbox"/>	PSSF		
		X	N/A		
Milestone	3.2.1 Social Skills classes designed to work with teen population will be provided on a regular basis.	Timeframe	January 2012 Ongoing	Assigned to	Social Workers ; Older Youth population
	3.2.2 "Courage to Change" model (program utilized by probation or penal system) to be reviewed and possibly incorporated. For example, past youth who have struggled can mentor classes about the struggles they face when exiting foster care.		January 2012 November 2014		Social Workers; Older Youth population
Strategy 3.3		<input type="checkbox"/>	CAPIT	Strategy Rationale	
The Children's Services staff will be more involved in Permanent Connections. The staff will work with youth to explore other avenues in finding permanence or self-sufficiency.		<input type="checkbox"/>	CBCAP	Children often do not have a safe and stable family to rely upon. In researching other ideas we can provide the youth with options other than returning to an unsafe place.	
		<input type="checkbox"/>	PSSF		
		X	N/A		
Milestone	3.3.1 TILPs will include a youth's response to family connections and will require input. This will be monitored through a review of all TILPs.	Timeframe	January 2012 Ongoing	Assigned to	Social Workers; Older Youth population; ILP Contractor
	3.3.2 Continue to identify male role models for youth and their importance to their future.		January 2012 Ongoing		Social Workers; Older Youth population

**Permanency Measure C4.2:
Placement Stability Outcome: Placement Stability (12 months to 24 month In Care)**

Improvement Goal 1.0

Increase placement stability of children through family finding efforts for relatives, fathers and other important people in children's life.

Strategy 1. 1 Family Finding and Engagement for relative placements	<input type="checkbox"/>	CAPIT	Strategy Rationale: To provide lifelong connections and stability placements for all children. Research finds that children placed with kin experience fewer moves than children placed in non-kin placements.
	<input type="checkbox"/>	CBCAP	
	<input type="checkbox"/>	PSSF	
	X	N/A	

Milestone	1.1.1 ER workers consistently inquire about family or friend connections that may be willing to provide placement within 24 hours of the initial placement.	Timeframe	December 2011 Ongoing	Assigned to	On-call and ER social workers
	1.1.2 On-going workers continue to inquire about any and all family/friends throughout the life of the case at least at six month intervals as measured through case reviews.		December 2011 Ongoing		Continuing social workers
	1.1.3 Social workers will accurately input information into CWS as measured by quarterly reports.		December 2011 Ongoing		All Children's Services staff

Strategy 1. 2 Engage non-custodial and custodial fathers into the lives of their children.	<input type="checkbox"/>	CAPIT	Strategy Rationale: Placement stability will improve with the establishment, enhancement and/or maintenance of paternal relationships by keeping the children connected with their fathers and their extended paternal family members.
	<input type="checkbox"/>	CBCAP	
	<input type="checkbox"/>	PSSF	
	X	N/A	

Milestone	1.2.1 Train staff to identify alleged, presumed and biological fathers as soon as possible when information is presented to worker.	Timeframe	January 2012 Ongoing	Assigned to	All staff
	1.2.2 Create a more male-friendly environment within the agency to help foster a positive working relationship with the fathers that we		July 2012 Ongoing		All staff

	work with by adding more male-oriented posters, artwork, and magazines.				
	1.2.3 Work with our service providers to create father/male oriented services.		December 2012 Ongoing		Program Manager
Strategy 1.3		<input type="checkbox"/>	CAPIT	Strategy Rationale: Substitute caregivers sometimes change their minds after children have been in placement for awhile regarding their permanency options. Placement stability will improve with increased time to keep the dialogue open regarding permanency for children between State Adoptions and the substitute caregivers.	
Engage Adoptions cases to be kept open longer in order to collaborate on permanency.		<input type="checkbox"/>	CBCAP		
		<input type="checkbox"/>	PSSF		
		X	N/A		
Milestone	1.3.1 Meet with State Adoptions Management and develop a collaborative action plan to seek permanency plans for children.	Timeframe	July 2011 Completed	Assigned to	Director; Program Manager; Supervisors
	1.3.2 Train CWS and State Adoptions staff, while under contract, to work collaboratively in developing permanency plans for children.		December 2011 Completed		Program Manager; Supervisors
	1.3.3 Track number of adoptions created through new collaborative working relationship.		December 2011 Ongoing		Analyst
Improvement Goal 2.0					
Improve placement stability through the use of youth mentoring for children in placement.					
Strategy 2.1		<input type="checkbox"/>	CAPIT	Strategy Rationale Placement stability will increase with the use of peers who can mentor or support older children and youth in placement.	
Develop a foster youth peer mentoring program to support children.		<input type="checkbox"/>	CBCAP		
		<input type="checkbox"/>	PSSF		
		X	N/A		
Milestone	2.1.1 Research foster youth peer mentoring programs in California and Nationwide.	Timeframe	January 2012 August 2012 Completed	Assigned to	Program Manager
	2.1.2 Engage youth in the development of a youth mentoring		August 2012 October 2012		Calaveras Youth Mentoring staff; Social Workers; Youth; ILP

	program by collaborating with Independent Living Skills Program.		Ongoing		Coordinator
	2.1.3 Implement youth mentoring program		July 2013 December 2014		Calaveras Youth Mentoring staff; Social Workers; Youth; ILP Coordinator
	2.1.4 Track mentoring relationships and evaluate the effectiveness of the program.		July 2013 September 2015		Analyst

Improvement Goal 3.0

Increase placement stability through the use of Ice Breaker Meetings.

Strategy 3. 1 Implement Ice Breaker Meetings between caregivers and birth parents.	<input type="checkbox"/>	CAPIT	Strategy Rationale Ice Breaker meetings are a promising practice which improve the transitions of children from birth family homes to out of home placements.
	<input type="checkbox"/>	CBCAP	
	<input type="checkbox"/>	PSSF	
	X	N/A	

Milestone	3.1.1 Research and develop Ice Breaker policy and procedures.	Timeframe	July 2012 September 2012 March 2015	Assigned to	Program Manager
	3.1.2 Train staff regarding Ice Breaker policy and procedures.		December 2012 July 2015		Program Manager; Supervisors; Social Workers
	3.1.3 Train substitute care providers regarding Ice Breaker meetings.		January 2013 September 2015		Program Manager; FFA staff; Substitute Care Providers
	3.1.4 Implement Ice Breaker Meetings.		December 2013 January 2015		Social Workers; FFA staff; Caregivers; Parents/Legal Guardians
	3.1.5 Develop and implement tracking mechanism for Ice Breaker meetings.		December 2013 May 2016		Analyst

Improvement Goal 4.0

Incorporate the Citizen Review Plan (CRP) recommendations that will be made in November 2011.

Strategy 4. 1	<input type="checkbox"/>	CAPIT	Strategy Rationale
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Review recommendations made by the Citizen's Review Panel to improve placement stability.		<input type="checkbox"/>	CBCAP	Placement stability will be improved through the implementation of select recommendations of the Citizen's Review Panel.	
		<input type="checkbox"/>	PSSF		
		<input checked="" type="checkbox"/>	N/A		
Milestone	4.1.1 Review and prioritize recommendations made by the Citizen's Review Panel.	Timeframe	November 2011 Completed	Assigned to	All staff
	4.1.2 Report back to the Citizen's Review Panel.		March 2012 May 2012 Completed		Program Manager
	4.1.3 Select and implement specific and appropriate recommendations.		May 2012-2013 May 2014		Program Manager; Supervisors
	4.1.4 Evaluate the effectiveness of implemented recommendations.		May 2014 May 2015		Program Manager

Outcome/Systemic Factor: Type of Placement - Measure 4B Juvenile Probation

Improvement Goal 1.0				
Increase the number of placement resources by two in the County that will receive probation youth.				
Strategy 1. 1		<input type="checkbox"/>	CAPIT	Strategy Rationale Placing youth in out of county group homes is difficult for the youth, family, and agency. If a youth requires placement, the only option is a group home, in or out of the county. This does not meet the needs of many youth, who would benefit from a foster home setting.
Increase the number of placements for Probation Youth in the county by examining two existing Child Welfare Services programs and determining whether Probation can access those services.		<input type="checkbox"/>	CBCAP	
		<input type="checkbox"/>	PSSF	
		X	N/A	
Milestone	1.1.1 Contact Child Welfare Services and the Foster Family Agency to explore the possibility of contracting for Intensive Treatment Foster Care for probation youth.	Timeframe	On-Going January 2013 Completed	Assigned too
	1.1.2 Obtain County approval of a contract with FFA and begin placing in ITFC homes.		July 2013 March – June 2014	
	Explore the "sweetheart" placement program for youth. Expand the use of Relative and Non-Relative Extended Family Member placements.		July 2013 Ongoing	
			September 2013	
Strategy 1. 2		<input type="checkbox"/>	CAPIT	Strategy Rationale Formalizing the process and documentation of Family Finding may help identify more relatives for placement. Including older siblings and other relatives whose status changes over time.
Increase the practice and documentation of Family Finding strategies.		<input type="checkbox"/>	CBCAP	
		<input type="checkbox"/>	PSSF	
		X	N/A	
Mil	1.2.1 Contact Child Welfare and	Time	October 2012 January –	Ass

	explore the possibility of utilizing their Family Finding Search Engine.		February 2014		Probation Officer
	1.2.2 Develop a formal Family Finding practice and documentation policy.		Winter 2013 January – March 2014		Probation Supervisor; Probation Staff
	1.2.3 Implement the strategy.		April 2013 April - June 2014		Probation Supervisor; Probation Staff
	1.2.4 Monitor and evaluate progress.		April 2013-2015 April 2014 forward		Probation Supervisor; Probation Staff
Strategy 1.3 Provide additional supports for families when they are identified and express an interest in placement.		<input type="checkbox"/>	CAPIT	Strategy Rationale Sometimes family members are identified but do not want the youth placed with them, due to a concern about a lack of support or the youth who have extreme behavior issues that would be a detriment to their family. Developing more supportive services for families may lead to an increase in relative placements.	
		<input type="checkbox"/>	CBCAP		
		<input type="checkbox"/>	PSSF		
		<input checked="" type="checkbox"/>	N/A		
Milestone	1.3.1 Assess the level of supportive services that are available to relatives that have youth placed with them.	Timeframe	Spring 2011 Ongoing	Assigned to	Probation Supervisor; Probation Staff
	1.3.2 Develop a plan to increase the level of support, e.g. counseling, mentoring (teens), faith based youth groups.		Summer 2011 Ongoing		Probation Supervisor; Probation Staff
	1.3.3 Do outreach to the community on an ongoing and case by case basis improve supportive services for families.		Summer 2011 Ongoing		Probation Supervisor; Probation Staff

OTHER SUCCESSES/PROMISING PRACTICES

The Child Welfare Services staff will be receiving training on – and implement – Safety Organized Practice, beginning in January of 2014 and continuing through February of 2015.

In October of 2013, the Calaveras Works and Human Services Agency merged with the Calaveras Health Services Department, which is comprised of Public Health, Mental Health and Substance Abuse. Our hope and expectation is that the merger will benefit families that we serve in common by increasing communication and decreasing administrative paperwork processes.

OUTCOME MEASURES NOT MEETING STATE/NATIONAL STANDARDS

According to the most recent Quarterly Data Report, Child Welfare Services is not meeting the Federal Standards in the following seven (7) areas (in addition to C3.1, which is already included above):

- C1.1: Reunification Within 12 Months: The National Goal for this measure is for 75.2% of children to be reunified with their parents within 12 months of entering foster care. We had 74.4% (29 of 39 children) that were reunified within 12 months (from 4/1/2012 through 3/31/2013).
 - According to SafeMeasures, from 10/1/12 through 9/30/13, we decreased to 64.7%, or 22 of 34 children). We missed the National Goal by 4 children.
- C1.2: Median Time to Reunification: The National Goal for this measure is for children to be reunified within 5.4 months of entering foster care. Our median timeframe from 4/1/2012 through 3/31/2013 was 6.0 months.
 - According to SafeMeasures, from 10/1/2012 through 9/30/2013, our median timeframe was 4.6 months, exceeding the National Goal by 0.8 months.
- C1.4: Reentry Following Reunification: The National Goal for this measure is for 9.9% of children or less to re-enter foster care after being reunified with a parent or Legal Guardian, although 12.0% (3 of 25 children) re-entered foster care in Calaveras County (from 4/1/2011 through 3/31/2012).
 - According to SafeMeasures, 2 of 31 children (6.5%) re-entered foster care from 10/1/2011 through 9/30/2012, which exceeds the Federal Goal by 1 child.
- C2.3: Adoptions Within 12 Months (17 Months In Care): The National Goal for this measure is for 22.7% of children to be adopted within 12 months (or within 17 months in care). We had 11.1% (2 of 18 children) who met this criteria.

- According to SafeMeasures, 3 of 22 children (13.6%) met this criteria from 10/1/2012 through 9/30/2013, missing the National Goal by 2 children.
- C2.4: Legally Free Within 6 Months (17 Months In Care): The National Goal for this measure is for 22.7% or more children to be legally freed for adoption within 17 months of being in out-of-home care. We had no children (of 13) who were between 4/1/2012 and 9/30/2012.
 - According to SafeMeasures, we also had zero of 20 children between 4/1/2013 and 9/30/2013 who met this criteria.
- C3.3: Placement Stability (At least 24 Months In Care): The National Goal for this measure is for 37.5% or less of children who have been in out-of-home care for at least 24 months to experience more than 2 placements, while we had 50%.
 - According to SafeMeasures, 7 of 21 children (30.4%) did not experience more than 2 placements, missing the National Goal by 3 children.

State and Federally Mandated Child Welfare/Probation Initiatives

Both Child Welfare Services and the Probation Department are actively working with the Mental Health program to comply with the requirements of the Katie A. v Bonta lawsuit. Our Mental Health partners have developed a referral form for the Child Welfare Services social workers to complete on behalf of every child age 4-years-old and older within 60 days of the cases being opened (for children under the age of 4-years, see paragraph below). Mental Health has designated a Single Point of Contact for all of these referrals to track and report back to the referring CWS social worker.

Additionally, in order to better comply with the provisions of the Child Abuse Prevention and Treatment Act (CAPTA), we are partnering with First 5 Calaveras to perform Ages and Stages Questionnaire (ASQ) developmental screenings for all children under the age of 6 within ninety days of opening the case. Any results that are below normal limits will be further referred to either the Valley Mountain Regional Center (VMRC) for further assessment, or to our Mental Health program for further mental health assessment (per Katie A.). The ASQ screenings will be funded with CAPIT and PSSF dollars.