

County of Inyo



**HEALTH & HUMAN SERVICES DEPARTMENT**  
Aging Services, Behavioral Health, Public Health, Social Services, First 5, Prevention

Drawer H, Independence, CA 93525  
Telephone (760) 878-0247 FAX: (760) 878-0266

Or  
163 May St., Bishop, CA 93514  
Telephone (760) 873-3305 FAX: (760) 873-6505

JEAN TURNER, M.A., DIRECTOR  
jturner@inyocounty.us

---

Children's Services Outcomes and Accountability Bureau  
Attention: Bureau Chief  
Children and Family Services Division  
California Department of Social Services  
744 P Street, MS 8-12-91  
Sacramento, CA 95814

December 2, 2013

Dear Bureau Chief:

Enclosed please find one original cover sheet for Inyo County's 2013 System Improvement Plan update. The cover sheet is signed by the Inyo County Health and Human Services Director, Jean Turner, and the Inyo County Chief Probation Officer, Jeffrey Thomson. The entire 2013 SIP update was scanned in PDF format and emailed to our CSOAB consultant, Henry Franklin, and to the generic Children's Services email address this morning.

Please feel free to contact me at (760) 873-3305 or ascott@inyocounty.us if you have any questions.

Sincerely,

Anna Scott  
Management Analyst  
Inyo County Health and Human Services

RECEIVED DEC - 3 2013

## Appendix B: Part I - CWS/Probation Cover Sheet

## Cover Sheet

## California's Child and Family Services Review

### System Improvement Plan

<b>County:</b>	Inyo County
<b>Responsible County Child Welfare Agency:</b>	Inyo County Department of Health and Human Services, Social Services Division
<b>Period of Plan Update:</b>	August 1, 2012 to July 31, 2013
<b>Period of Outcomes Data:</b>	July 2013, Data Extract: Quarter 1, 2013
<b>Date Submitted:</b>	September 30, 2013

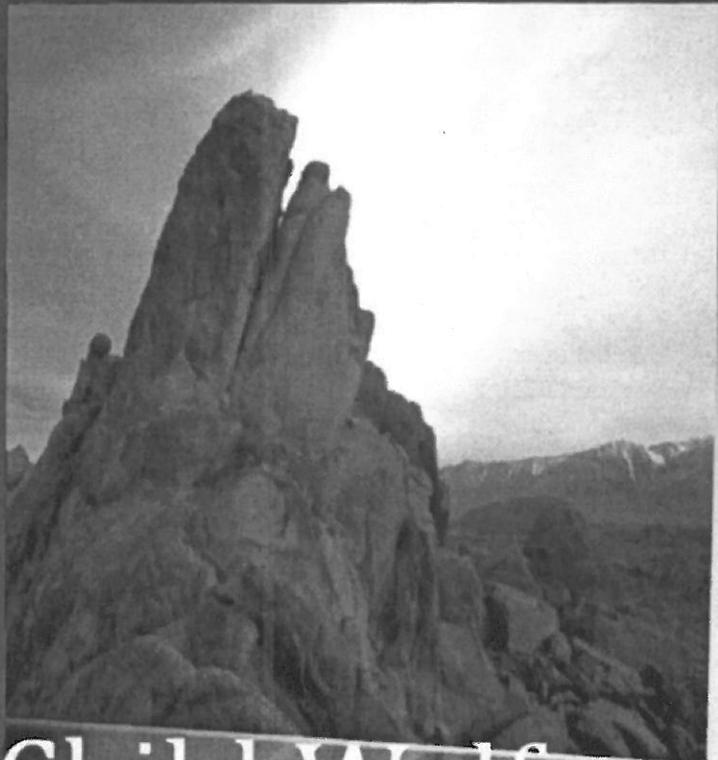
*County Contact Person for County System Improvement Plan*

<b>Name:</b>	Marilyn Mann
<b>Title:</b>	Social Services Division Director, Inyo County Health & Human Services Department
<b>Address:</b>	162 J Grove St., Bishop, CA 93514
<b>Phone &amp; Email</b>	760-872-2375 <a href="mailto:mmann@inyocounty.us">mmann@inyocounty.us</a>

**Submitted by each agency for the children under its care**

<b>Submitted by:</b>	<b>County Child Welfare Agency Director (Lead Agency)</b>
<b>Name:</b>	Jean Turner
<b>Signature:</b>	

<b>Submitted by:</b>	<b>County Chief Probation Officer</b>
<b>Name:</b>	Jeffrey Thomson
<b>Signature:</b>	



# Child Welfare System Improvement Plan Update

---

September 30, 2013

*Inyo County Health and Human Services and  
Probation Departments*

## Contents

### Contents

Introduction .....	2
CWS/Probation Progress Narrative.....	2
Outcome Measure C1.1- C1.4- Reunification .....	3
Outcome Measure C4 – Placement Stability .....	4
Outcome Measure 4B- Least Restrictive Placements .....	5
Summary of Strategies Implemented under the 2012 System Improvement Plan.....	6
Parenting Education.....	6
Wraparound Services.....	7
CWSOIP Narrative .....	7
Conclusion and Recommendations.....	7
References.....	8
Appendix B: Part I - CWS/Probation Cover Sheet .....	9
CWS/Probation SIP Matrix .....	10

## **Introduction**

This Progress Narrative will provide information outlining the System Improvement Plan (SIP) efforts that Inyo County has implemented for the initial twelve months of our five year plan of improvement.

This narrative will update Inyo County Health and Human Services and Probation Departments' SIP goals, strategies and timeframes to ensure the SIP is accurate and achievable; while demonstrating a clear plan on how we intend to implement systemic changes to produce improved outcomes in our designated outcome measurements.

## **CWS/Probation Progress Narrative**

Inyo County Health and Human Services (HHS) continues to emphasize the need for collaborative efforts to benefit the children and families we serve on a daily basis. As a health and human services agency, we coordinate internal multidisciplinary meetings which occur on a regular basis with our Behavioral Health Division (includes Mental Health and Substance Use Disorders programs), our First 5 Division, our Employment and Eligibility Division, our Public Health Division, and our Adult and Children's Social Services Division to address the needs of children and families. One example is our weekly Child and Family Meeting where HHS staff develop and coordinate appropriate service plans for our families.

Inyo County Probation and HHS collaborate at least weekly and sometimes daily in the provision of wraparound services. The majority of youth in the wraparound program at this point are on juvenile probation and may also have a history of some child abuse.

Probation and HHS have several ongoing multidisciplinary meetings with our partners, such as the Courts, Law Enforcement, all of our school districts, Toiyabe Family Services, Indian Child Welfare Act (ICWA) representatives, Wild Iris Family Services, and the County Office of Education. The meetings include but are not limited to, the Interagency Placement Team, Juvenile Cabinet, Foster Care Commission, Addictions Task force and the Juvenile Justice Commission. As an update, our Children's Services Council is being changed to reflect the growth and changes of our collaboration over the last twenty years and will be the Child Abuse Prevention Council (CAPC) with other task forces and committees reporting to the CAPC. Due to Inyo County's small population, we have close collaboration on issues related to children and families, especially as it relates to implementation of SIP activities. We continue to address the barriers and issues that come up and have been successful in resolving concerns as they occur.

As indicated in Inyo County's self-assessment, the demographic data and case specific data for the County illustrate a low number of residents, including minor youth in the community, as well as Child Welfare/Probation cases. Data analysis must take into consideration the numbers reported are often statistically unreliable and invalid and cannot be considered alone when identifying trends or service gaps. Additionally, statistics for Inyo County continue to be impacted by a backlog of data entry in the CWS/CMS system, as well as a substantial staff turnover during the time period when data was retrieved to complete this update. Also, data entry errors continued to impact the County's statistical outcomes, as a single entry error cannot be absorbed the same in Inyo County as it may be in other counties with larger populations. This results in the County appearing "out of compliance" within a targeted outcome goal; however, when cross-referenced with other data collection tools, such as SafeMeasures®, the county was often in compliance and above the State's or National goal for the specified outcome. Efforts continue to be made to more accurately assess where Inyo County is at in respect to consistently meeting the target outcome goals. Due to the county's smaller caseload numbers, Inyo County has the ability to retrieve information from CWS/Berkeley or SafeMeasures®, and assess this information by reviewing each referral and case pertinent to the reporting period. Social Workers, Specialists, and Supervisors also continued to strategize as how to enter case and referral data in a timelier manner so reporting tools reflected the level of work completed by Inyo County Child Protective Services.

For the preparation of the SIP, Inyo County used data from the July, 2013 CWS Outcomes System Summary Data Extract (Quarter 1 2013 extract), to assess how the County met specified outcome goals. The following is the progress in the priority Outcome Measures or Systemic Factors identified by Inyo County as areas to focus improvement efforts during the current 5-year SIP: Reunification, Placement Stability, and Least Restrictive Placements.

#### **Outcome Measure C1.1- C1.4- Reunification**

From April 1, 2012, through March 31, 2013, 50% of children (3 out of 6) who had been in foster care for eight days or longer reunified in less than 12 months from the date of the latest removal from their home. This was an improvement over the data reported in the SIP (Q3 2011 extract), where 25% of the children included in measure C1.1 reunified within 12 months. However, Inyo County is still below the national goal of 75.2% reunification in this cohort.

The median time to reunification increased from 13.1 months in the third quarter of 2011 to 14.5 months in the first quarter of 2013. This increase is likely a result of the larger number of infants taken into custody in recent years. As explained in the SIP, when very young children are taken into custody, reunification may be delayed in order to increase protective factors within the family and minimize the risk of re-victimization. If reunification efforts are unmet within the standard twelve month period, the Child Welfare will attempt to finalize reunification utilizing a

six-month extension which is the County's legal right when working with any child over the age of three years old.

Outcome measure C1.3 quantifies reunification for all children who enter the foster care system for the first time during the 12 months preceding the data extract. Inyo County showed a slight improvement, going from a 50% to 60% reunification rate for the entry cohort between quarter 3 of 2011 and quarter 1 of 2013. In both reporting periods, the county exceeded the national goal of 48.4%.

Unfortunately, reentry following reunification, as measured by C1.4, continues to be an area where Inyo does not meet the national standard or goal. In the quarter 1, 2013 extract, two out of four children reentered foster care within 12 months of reunification. As explained in the County Self-Assessment and SIP, data outcomes for Inyo County tend to lack validity and reliability due to small youth population numbers, with one or two cases skewing data in either a positive or negative direction.

As the ultimate goal for Child Welfare and Probation is to ensure children are safe in their home and biological family unit, Inyo County continuously looks for ways to improve these outcome numbers. The Child Welfare and Probation departments will continue to improve Family Finding efforts as well as incorporate Team Decision Making and Signs of Safety into case planning, as early as possible and practical for the family and case plan, in an effort to decrease the length of time to reunification.

### **Outcome Measure C4 - Placement Stability**

The C4 composite measures placement stability over different in-care timeframes. Overall, Inyo County has exceeded the national standard or goal for this composite in six of the past seven quarters.

For the period of April 1, 2012 to March 31, 2013, Measure C4.1 shows that 11 out of 12 children, or 91.7%, were in two or fewer placements from 8 days to 12 months in care. During this measurement period, Inyo was 106.6% of the national standard of 86%. This is an improvement over the measurement period reported in the SIP (where C4.1 was 89.4% of the national goal).

Measure C4.2, placement stability from 12 months to 24 months in care, was at 75% during the first quarter of 2013, compared to 60% during the third quarter of 2011. At 75%, placement stability for this timeframe was 114.7% of the national goal.

The final measure in the placement stability composite, measuring stability for children who have been in care for at least 24 months, was 33.3% for the period April 1, 2012 to March 31, 2013. While this outcome is below the national goal of 41.8%, the measure did improve by 33% over the reporting period discussed in the SIP.

Inyo County's ideal permanency and stability options continue to be first and foremost preventing the need for removal of a child and secondly, when removal occurs, to maintain the child within his/her community and with family members whenever possible. Upon initial removal by child welfare, children are placed with either a relative, extended family member (NREFM), or temporarily in a local foster home if an appropriate lower-level option is not available. These lower-level placements tend to be easier to facilitate for younger children, but it can be challenging to find a foster home placement for older children and teens. In recent years, most of the older children entering foster care are entering through the probation system. Fortunately, the implementation of Wraparound has greatly reduced the number of high level placements initiated by Probation.

Inyo County continues to make full use of the Relative/Non-Relative Extended Family Member (NREFM) approval process whenever possible. The ability to use this approval process for a specific child allows the County to maintain a higher number of children within their own community, as well as to maintain children together as sibling groups. Inyo County Child Welfare and Probation departments are utilizing family finding options, and have had great luck with using Facebook to search for family as a way to increase relative and non-relative placements when working with children involved with probation and/or child welfare.

Unfortunately, due to staff turnover in Child Welfare, the training for Team Decision Making (TDMs) had to be postponed but will be scheduled this fiscal year. TDM will assist CWS and Probation with case planning as another tool for increasing family engagement. Inyo County Child Welfare and Wraparound Services are currently utilizing Signs of Safety (SOS) in order to make decisions at key decision-making points with families in regards to safety. Probation has had intensive trainings this past year in other modalities but will begin to utilize SOS during this fiscal year.

### **Outcome Measure 4B- Least Restrictive Placements**

As indicated in the self-assessment, individualizing services to meet the needs of children and families which include maintaining children within the community and in proximity of family supports, continued to be one of Inyo County's greatest strengths. Collaborative relationships between Child Welfare, Probation, local Native American representatives, and community service providers are a strength that helps to support family relations and the connection of families to their communities. One of the most significant barriers to maintaining family

relationships and community connections continues to be the lack of appropriate local placement options, as well as residential treatment programs that allow parents to remain close to their community and to their children. While there is no national standard for the measure of least restrictive placement, Inyo County feels this is important to focus on maintaining children safely within their own community, with parents or family members whenever it is safe to do so.

As part of the County's strategy to place children in the least restrictive environment, the Wraparound team works closely with children and families in an attempt to decrease out-of-home placements. We have served a total of five youth this past year who would otherwise have gone to group homes out of the area. The Wraparound Team has been serving primarily probation youth since beginning the program as Child welfare has had mostly younger children in care for this period.

In order to support local placement efforts, Inyo County also hosts a monthly Foster Family Social to continue to build on the relationships Social Workers, Probation Officers, and Foster Family Parents have created. The social allows for staff to discuss changes in policy and/or practice pertaining to foster care and extended foster care, as well as provide a forum for open communication among all parties.

This year Probation's efforts to fully utilize Family Finding were successful as they have initiated the use of a new Positive Achievement Change Tool (PACT) case plan that meets Title IV-E and Division 31 Regulations. The Court will check for reasonable efforts in family finding as there is a comprehensive family finding section in the new case plans.

## **Summary of Strategies Implemented under the 2012 System Improvement Plan**

### **Parenting Education**

Parenting education utilizing the *Systematic Training for Effective Parenting (STEP)* program was implemented in April 2013. As stated in the Strategy Section below, it was decided, that due to First 5's success with their parenting classes (which we think may be due to the fact of not having the stigma of being directly connected with Child Welfare or Probation,) as well as First 5 Inyo changing the name of the classes to "Kid (or Baby) University," that placing the Prevention Specialist in the First 5 office might increase participation. Recruitment efforts began in November 2012, and interviews were conducted in December and the employee is based at the First 5 office.

## **Wraparound Services**

A wraparound supervisor was hired in August 2012, to increase capacity for facilitating family team meetings; provide intensive oversight and supervision of Wraparound services and staff; and provide quality assurance and ensure fidelity to the Wraparound model. The Wraparound Team has attended a Wraparound training in neighboring Mono County this year. Two members of the Team also attended the Wraparound Conference last year. The Wraparound Team, which includes a probation officer, has attended SOS training and routinely utilizes SOS at key decision-making junctures.

## **CWSOIP Narrative**

Inyo County intended to utilize CSWOIP funding during the first year of the SIP to bring Team Decision Making, Family Team Decision Making, and family finding training to child welfare and probation staff. However, due to conflicts with the regular training schedule in both divisions, and extensive staff turnover in child welfare, the training has been postponed until the second and third years of the SIP. Fortunately, since the CWSOIP funding was realigned in 2011, the funding will be available for future use.

## **Conclusion and Recommendations**

Inyo County's Child Welfare and Probation systems are continuing to look at ways to shorten reunification times for families while ensuring safety for children by utilizing Signs of Safety and by utilizing Team Decision Making as soon as training is provided. Additionally, we will continue to work collaboratively with our partners to ensure all available services are offered for our children and families in order to address the barriers to reunification.

In regards to the least restrictive placements for Inyo youth, Inyo County's Child Welfare and Probation systems will continue family finding options such as Facebook. Probation's new case planning has a comprehensive section on family finding that will assist the staff in ensuring they are compliant with family finding.

## References

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 Reports for California*. Retrieved [September 4, 2013], from University of California at Berkeley Center for Social Services Research website. URL: [http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare).

## Appendix B: Part I - CWS/Probation Cover Sheet

### Cover Sheet

<b>California's Child and Family Services Review</b> <b>System Improvement Plan</b>	
<b>County:</b>	Inyo County
<b>Responsible County Child Welfare Agency:</b>	Inyo County Department of Health and Human Services, Social Services Division
<b>Period of Plan Update:</b>	August 1, 2012 to July 31, 2013
<b>Period of Outcomes Data:</b>	July 2013, Data Extract: Quarter 1, 2013
<b>Date Submitted:</b>	September 30, 2013
<i>County Contact Person for County System Improvement Plan</i>	
<b>Name:</b>	Marilyn Mann
<b>Title:</b>	Social Services Division Director, Inyo County Health & Human Services Department
<b>Address:</b>	162 J Grove St., Bishop, CA 93514
<b>Phone &amp; Email</b>	760-872-2375 <a href="mailto:mmann@inyocounty.us">mmann@inyocounty.us</a>
<b>Submitted by each agency for the children under its care</b>	
<b>Submitted by:</b>	County Child Welfare Agency Director (Lead Agency)
<b>Name:</b>	Jean Turner
<b>Signature:</b>	
<b>Submitted by:</b>	
<b>Submitted by:</b>	County Chief Probation Officer
<b>Name:</b>	Jeffrey Thomson
<b>Signature:</b>	

## CWS/Probation SIP Matrix

**Priority Outcome Measure or Systemic Factor:** Permanency Composite 4- Placement Stability

**National Standard:** C4.1 Placement Stability (8 days to 12 months) 86%; C4.2 Placement Stability (12 to 24 months) 65.4%; C4.3: Placement Stability (24 months in care) 41.8%.

**Performance referenced in County SIP (CWS data extract Q3 2011):** C4.1 Placement Stability (8 days to 12 months) 76.9%; C4.2 Placement Stability (12 to 24 months) 60%; C4.3: Placement Stability (24 months in care) 25%.

**Current Performance (CWS data extract Q1 2013):** C4.1 Placement Stability (8 days to 12 months) 91.7%; C4.2 Placement Stability (12 to 24 months) 75%; C4.3: Placement Stability (24 months in care) 33.3%.

**Target Improvement Goal:** Meet or exceed placement stability national standard or goal in three out of every four quarters. Inyo has exceeded the composite national standard or goal in each of the past six quarters.

**Priority Outcome Measure or Systemic Factor:** 4B- Least Restrictive Placement (Entries, First Placement & Point in time)

**National Standard:** There are no national standards or goals established for least restrictive placement, but both Inyo County Child Welfare Services and Probation believe it is an important outcome to focus on.

**Performance referenced in County Self-Assessment (CWS data extract Q3 2011):**

Measure description	Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance <sup>1</sup>
Least Restrictive (Entries First Plc.: Relative)	01/01/11	12/31/11	12	14	85.7
Least Restrictive (Entries First Plc.: Foster Home)	01/01/11	12/31/11	2	14	14.3
Least Restrictive (Entries First Plc.: FFA)	01/01/11	12/31/11	0	14	0.0
Least Restrictive (Entries First Plc.: Group/Shelter)	01/01/11	12/31/11	0	14	0.0
Least Restrictive (Entries First Plc.: Other)	01/01/11	12/31/11	0	14	0.0
Least Restrictive (PIT Placement: Relative)	01/01/12	01/01/12	13	17	76.5
Least Restrictive (PIT Placement: Foster Home)	01/01/12	01/01/12	3	17	17.6

Least Restrictive (PIT Placement: FFA)	01/01/12	01/01/12	0	17	0.0
+Least Restrictive (PIT Placement: Group/Shelter)	01/01/12	01/01/12	0	17	0.0
Least Restrictive (PIT Placement: Other)	01/01/12	01/01/12	1	17	5.9

**Performance referenced in County Self-Assessment (*Probation* data extract Q3 2011):**

Measure description	Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance <sup>1</sup>
Least Restrictive (Entries First Plc.: Relative)	01/01/11	12/31/11	0	2	0.0
Least Restrictive (Entries First Plc.: Foster Home)	01/01/11	12/31/11	0	2	0.0
Least Restrictive (Entries First Plc.: FFA)	01/01/11	12/31/11	0	2	0.0
Least Restrictive (Entries First Plc.: Group/Shelter)	01/01/11	12/31/11	2	2	100.0
Least Restrictive (Entries First Plc.: Other incl. Wraparound)	01/01/11	12/31/11	0	2	0.0
Least Restrictive (PIT Placement: Relative)	01/01/12	01/01/12	0	12	0.0
Least Restrictive (PIT Placement: Foster Home)	01/01/12	01/01/12	0	12	0.0
Least Restrictive (PIT Placement: FFA)	01/01/12	01/01/12	0	12	0.0
Least Restrictive (PIT Placement: Group/Shelter)	01/01/12	01/01/12	4	12	33.3
Least Restrictive (PIT Placement: Other incl. Wraparound)	01/01/12	01/01/12	8	12	66.7

**Current Performance (*CWS* data extract Q1 2013):**

Measure description	Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance <sup>1</sup>
---------------------	------------------------	----------------------	-----------------------	-------------------------	--------------------------------------

Least Restrictive (Entries First Plc.: Relative)	04/01/12	03/31/13	7	9	77.8
Least Restrictive (Entries First Plc.: Foster Home)	04/01/12	03/31/13	2	9	22.2
Least Restrictive (Entries First Plc.: FFA)	04/01/12	03/31/13	0	9	0.0
Least Restrictive (Entries First Plc.: Group/Shelter)	04/01/12	03/31/13	0	9	0.0
Least Restrictive (Entries First Plc.: Other)	04/01/12	03/31/13	0	9	0.0
Least Restrictive (PIT Placement: Relative)	04/01/13	04/01/13	9	16	56.3
Least Restrictive (PIT Placement: Foster Home)	04/01/13	04/01/13	4	16	25.0
Least Restrictive (PIT Placement: FFA)	04/01/13	04/01/13	0	16	0.0
Least Restrictive (PIT Placement: Group/Shelter)	04/01/13	04/01/13	0	16	0.0
Least Restrictive (PIT Placement: Other)	04/01/13	04/01/13	3	16	18.8

**Current Performance (Probation data extract Q1 2013):**

Measure description	Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance <sup>1</sup>
Least Restrictive (Entries First Plc.: Relative)	04/01/12	03/31/13	0	1	0.0
Least Restrictive (Entries First Plc.: Foster Home)	04/01/12	03/31/13	0	1	0.0
Least Restrictive (Entries First Plc.: FFA)	04/01/12	03/31/13	0	1	0.0
Least Restrictive (Entries First Plc.: Group/Shelter)	04/01/12	03/31/13	1	1	100.0
Least Restrictive (Entries First Plc.: Other incl. Wraparound)	04/01/12	03/31/13	0	1	0.0
Least Restrictive (PIT Placement: Relative)	04/01/13	04/01/13	0	11	0.0
Least Restrictive (PIT Placement: Foster Home)	04/01/13	04/01/13	0	11	0.0
Least Restrictive (PIT Placement: FFA)	04/01/13	04/01/13	0	11	0.0

Least Restrictive (PIT Placement: Group/Shelter)	04/01/13	04/01/13	4	11	36.4
Least Restrictive (PIT Placement: Other, incl. Wraparound)	04/01/13	04/01/13	7	11	63.6

**Target Improvement Goal CWS:** Maintain focus on family finding in order to sustain current performance, focusing on placing children with relative or non-relative extended family member (NREFM).

**Target Improvement Goal Probation:** Increase Relative and NREFM placements for Probation-placed children who are not eligible for Wraparound, and significantly reduce group home placements of Probation-placed youth.

**Priority Outcome Measure or Systemic Factor: Permanency Composite 1- Reunification**

**National Standard:** C1.1- Reunification Within 12 Months (Exit Cohort)- 75.2%; C1.2- Median Time to Reunification (Exit Cohort)- 5.4 months; C1.3- Reunification Within 12 Months- 48.4%; C1.4- Reentry Following Reunification (Exit Cohort)- 9.9%

**Performance referenced in County Self-Assessment (CWS data extract Q3 2011):**

C1.1- Reunification Within 12 Months (Exit Cohort)- 25%; C1.2- Median Time to Reunification (Exit Cohort)- 13.1 months; C1.3- Reunification Within 12 Months- 50%; C1.4- Reentry Following Reunification (Exit Cohort)- 25%.

**Current Performance (CWS data extract Q1 2013):** C1.1- Reunification Within 12 Months (Exit Cohort)- 50%; C1.2- Median Time to Reunification (Exit Cohort)- 14.5 months; C1.3- Reunification Within 12 Months- 60%; C1.4- Reentry Following Reunification (Exit Cohort)- 50%.

**Target Improvement Goal:** With a focus on promoting successful reunifications and reducing reentries, our goal is to reunify families within 12 months and to meet or exceed the national standard or goal for reentry.

Strategy 1: Introduce Team Decision Making and/or Family Group Decision Making processes throughout each case at key decision points.	CAPIT		Applicable Outcome Measure(s) and/or Systemic Factor(s): Permanency Composite 4- Placement Stability Permanency Composite 1- Reunification 4B- Least Restrictive Placement (Entries, First Placement & Point in time)
	CBCAP		
	PSSF		
	N/A		
Action Steps:	Timeframe:	Person Responsible:	
<p>A. In conjunction with the Inyo County Placement at Risk Review Team (ICPARRT), identify appropriate staff and partners to be facilitators of Team and Family Group Decision Making processes.</p> <p>2013 Update: There is one person identified in probation and four wrap team members are identified as facilitators. We have had turnover in child welfare and the staff members previously identified are no longer available, therefore we will be identifying staff when they are hired and working in the agency.</p>	<p>By June 2013</p> <p>New timeframe: by January 2014</p>	<p>Marilyn Mann, Social Services Director</p> <p>Jacob Morgan, Probation Deputy Director</p> <p>ICPARRT Leadership</p>	
<p>B. Coordinate and complete an on-site training with UC Davis staff on how to facilitate Team Decision Making (TDM) and Family Group Decision Making (FGDM) processes.</p>	<p>By June 2013</p> <p>New timeframe: by June 2014</p>	<p>Marilyn Mann, Social Services Director</p> <p>Darcy Miller, Social Services Division Secretary</p>	

<p>2013 Update: Our request for training has been sent to our UC Davis consultant and is in the process of being scheduled. The process began in April, 2013, however, coordinating the Team Decision Making training time has been difficult due to staffing shortages. The goal is to have the training occur this fiscal year.</p>		
<p>C. Coordinate and complete ongoing internal Signs of Safety (SOS) training for Social Workers and Probation staff to utilize in conjunction with TDMs and other family decision making processes.</p> <p>2013 Update: CWS Social Workers had ongoing training on Signs of Safety during weekly staff meetings; UC Davis SOS coach who is assigned to Inyo provided an SOS training that was attended by the Wraparound Team, which includes a probation officer, and the CWS Social Workers. The Coach continues to provide telephone and in-person coaching.</p> <p>Due to the intensive training that Probation Officers have been attending this past year, we have not yet provided training to all members of probation in SOS. Ongoing training and coaching will be provided during the next fiscal year for probation staff.</p>	<p>Ongoing</p>	<p>CWS Supervisor- vacant</p>

<p>D. Implement decision making processes, including TDM, FGDM, and SOS in CWS, Wraparound, and Probation cases. These processes/tools are to be used throughout each case at key decision points, around placement decisions.</p> <p><b>2013 Update:</b> In CWS, SOS is implemented during investigations, with Safety Mapping and before filing a case, and before the Dispositional Hearing.</p> <p>In Wraparound, SOS is implemented at various junctures such as, during crisis situations, in order to identify appropriate planning and in safety mapping.</p> <p>The Wraparound program has mostly probation cases, therefore utilizing SOS impacts a majority of probation placements.</p> <p>Additionally, SOS is used by staff in discussions during the placement team meetings. As soon as the training for TDM occurs, we will of course, utilize this process as well.</p>	<p>By December 2013</p> <p><b>New Timeline: June 2014</b></p>	<p>CWS Supervisor – vacant</p> <p>Jacob Morgan, Probation Deputy Director</p> <p>Melanie Coleman, Wraparound Supervisor</p>
<p>E. Establish and implement a monitoring plan to ensure consistent utilization of decision making processes.</p> <p><b>2013 update:</b> Monitoring plan has been delayed pending training on the modalities.</p>	<p>By December 2013</p> <p><b>New Timeframe: June 2014</b></p>	<p>CWS Supervisor – vacant</p> <p>Jacob Morgan, Probation Deputy Director</p> <p>Melanie Coleman, Wraparound Supervisor</p>

<p><b>Strategy 2:</b> Implement family finding strategies in Probation cases to increase Relative and Non-Related Extended Family Member (NREFM) placements for Probation-placed youth; and continue family finding efforts in CWS cases to maintain the current use of least restrictive placements.</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b></p> <p>4B- Least Restrictive Placement (Entries, First Placement &amp; Point in time)</p>
<p><b>Action Steps:</b></p>	<p><b>Timeframe:</b></p>	<p><b>Person Responsible:</b></p>
<p>A. Research available family search databases to be used to locate and connect with families on behalf of clients.</p> <p><b>2013 Update:</b> The research has occurred and we have <i>People Search</i> available as well as utilizing <i>Face Book</i> to locate family members.</p>	<p>December 2012 Completed</p>	<p>Megan Solorio, CWS Human Services Supervisor</p>
<p>B. Plan, coordinate, and implement internal family finding training for Probation and CWS staff.</p> <p><b>2013 Update:</b> Child Welfare staff have been trained in family finding, however we have had staff turnover so new staff will be trained in this process.</p> <p>Probation is now utilizing a new PACT case plan format that is compliant with Title IV-E and Division 31 Regulations which has a comprehensive family finding section that is required to be completed. Probation was trained on how to utilize this component.</p>	<p>December 2012 Completed July 2013 and will be ongoing for new staff</p>	<p>Megan Solorio, CWS Human Services Supervisor</p>

<p>C. Develop policies and best practice tools in Probation to support family finding efforts, and to comply with CDSS requirement for 30-day family contact letters.</p> <p><b>2013 Update:</b> Probation's PACT case plan that is submitted to the Court has a comprehensive family finding section which ensures the probation officers are utilizing best practice tools to support family finding efforts. The report is submitted to the Court and the Judge will be ensuring the efforts are comprehensive.</p>	<p>July 2013 Completed July 2013</p>	<p>Jacob Morgan, Probation Deputy Director</p>
<p>D. Implement (Probation)/continue (CWS) Family Search and engagement efforts to identify least restrictive placement options for foster youth.</p> <p><b>2013 Update:</b> CWS is continuing to utilize family search and engagement efforts with great success for placement with family and non-relative extended family members. As stated above, probation is also now utilizing family finding efforts and our joint placement worker is also able to assist probation in their efforts.</p>	<p>Ongoing for CWS Implement by June 2013 in Probation Completed- Implemented in July 2013, for Probation and continued to be utilized in CWS</p>	<p>CWS Supervisor – vacant Jacob Morgan, Probation Deputy Director</p>
<p>E. IF time involved with family finding efforts exceeds staff availability, consider establishing a contract with Family Finding Organization to provide family search/engagement service.</p> <p><b>2013 Update:</b> This is still subject to ongoing assessment as Probation has only recently fully implemented the family finding component of their case plan. Probation staff were performing family finding activities on individual youth,</p>	<p>Ongoing assessment of available resources &amp; need for contract.</p>	<p>Jacob Morgan, Probation Deputy Director</p>

<p>however, the new case plan ensures compliance.</p>		
<p>F. Monitor quarterly data reports to ensure that most or all foster children are in least restrictive placements, including: Wraparound, relative or NREFM placements.</p> <p>2013 Update: Anna Scott is performing the monitoring of the above on a quarterly basis.</p>	<p>Quarterly, as part of data report conference between CWS, Probation and CDSS.</p> <p>Annually as part of SIP Update.</p>	<p>Anna Scott, Management Analyst</p>

<p><b>Strategy 3:</b> Implement parent education program.</p>	<input checked="" type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A	<p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b></p> <p>Permanency Composite 4- Placement Stability</p> <p>Permanency Composite 1- Reunification</p>
<p><b>Action Steps:</b></p> <p>A. Explore options to provide parent education classes through an existing Inyo County division, preferably through collaboration between Child Welfare, Probation, Behavioral Health and First 5.</p> <p><b>2013 update:</b> It was decided, in collaboration with the above agencies, that due to First 5's success with their parenting classes (which we think may be due to the fact of not having the stigma of being directly connected with Child Welfare or Probation,) as well as First 5 changing the name of the classes to "Kid (or Baby) University," that placing the employee in the First 5 office might increase participation. We began recruitment efforts in November 2012, and conducted interviews in December and the employee is based at the First 5 office.</p>	<p><b>Timeframe:</b></p> <p>By October 2012</p> <p>Completed September, 2012</p>	<p><b>Person Responsible:</b></p> <p>Marilyn Mann, Social Services Director</p>

<p>B. Identify an appropriate evidence-based parent education curriculum/model that complements other services offered in the community while specifically addressing the service gap identified during the Inyo County CSA.</p> <p><b>2013 Update:</b> Marilyn Mann researched several parenting curricula and the selected program is the <i>Systematic Training for Effective Parenting or STEP program</i>, an evidenced-based program. This program is also offered through First 5 Inyo for parents of children 0-5. Adding the 6-12 and teenager series of STEP as well as the Spanish version of the program, provides a continuum of the course and builds upon prior knowledge and helps reinforce what has been taught for many families. The parenting kits were purchased in January 2013. The program addresses family domestic violence, substance use disorders in families, alternative parenting behaviors, providing encouragement, etc., all of which are issues identified as needs in our county.</p>	<p>By October 2012 <b>Completed January 2013</b></p>	<p>Marilyn Mann, Social Services Director</p>
<p>C. Take steps necessary to hire a part-time County employee to implement parent education classes. Also provide curriculum to Tecopa-based HHS employees for use with isolated communities in southeastern Inyo County.</p> <p><b>2013 Update:</b> We began discussions in July 2012, for funding options for a Prevention Specialist that</p>	<p>By January 2013 <b>Completed April, 2013</b></p>	<p>Marilyn Mann, Social Services Director</p>

<p>would work part time conducting parent education classes, or "Kid (or Teen) University," We began recruitment efforts in November, 2012, and on February 28, 2013, the employee began work and immediately started prepping for classes. This year the parenting classes in the Tecopa area were provided by the Prevention Specialist. Staff in Tecopa will be trained on the STEP program this fiscal year. The first set of classes began in April 2013.</p>		
<p>D. Monitor services to ensure fidelity to chosen parent education curriculum; and monitor applicable outcome measures for impact.</p> <p><b>2013 Update:</b> Our staff member provides outcome information quarterly and supervision is the forum to ensure fidelity to the curriculum. Supervision occurs on a regular basis.</p>	<p>Quarterly, as part of data report conference between CWS, Probation and CDSS.</p> <p>Annually as part of SIP Update and OCAP annual report.</p>	<p>Anna Scott, Management Analyst Marilyn Mann, Social Services Director</p>

Strategy 4: Expand support of existing Wraparound Services to further reduce group home placements.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> Permanency Composite 4- Placement Stability Permanency Composite 1- Reunification 4B- Least Restrictive Placement (Entries, First Placement & Point in time)
<b>Action Steps:</b>	<b>Timeframe:</b>	<b>Person Responsible:</b>
<p>A. Hire a Wraparound Supervisor to: increase capacity for facilitating family team meetings; provide intensive oversight and supervision of Wraparound services and staff; and provide quality assurance and ensure fidelity to the Wraparound model.</p> <p><b>2013 Update: A Wraparound Supervisor was hired on August 16, 2012, and she is providing the above requirements.</b></p>	<p>By September 2012  <b>Completed August 2012</b></p>	<p>Marilyn Mann, Social Services Director          Wraparound Mid-Management Team</p>
<p>B. Continue training that includes Wraparound principles, facilitation skills, use of TDMs and other family decision making tools; and SOS.</p> <p><b>2013 Update: The Wraparound Team has attended a Wraparound training in neighboring Mono County this year. Two members of the Team also attended the</b></p>	<p>Ongoing</p>	<p>Wraparound Supervisor (vacant)</p>

<p>Wraparound Conference last year.</p> <p>The Wraparound Team, which includes a probation officer, has attended SOS training and routinely utilizes SOS at key decision-making junctures.</p>		
<p>C. Increase identification and engagement of natural family supports through use of family decision making tools, Wraparound family attendance at foster parent socials; and other strategies.</p> <p><b>2013 Update:</b> This continues to be an area of focus. The Wraparound team participated in training in natural family supports and will utilize skills gained in that training to enhance these efforts.</p>	<p>Ongoing</p>	<p>Wraparound Supervisor (vacant)</p> <p>Wraparound Team</p>