California – Child and Family Services Review Signature Sheet

For submittal of: CSA ☐ SIP ☐ Progress Report ☑

County	LAKE
SIP Period Dates	May 2012 – November 2013
Outcome Data Period	1/1/2012 – 3/31/2013 (through 7/1/2013 Quarterly Data Report)
County Child Welfare Agency Director	
Name	Carol J. Huchingson
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Phone Number	(707) 995-4260
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County Chief Probation Officer	
Name	Rob Howe
Signature*	
Phone Number	(707) 262-4289
Mailing Address	201 S. Smith St. Lakeport, CA 95453
Public Agency Designated to Administer CAPIT and CBCAP	
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Signature*	
Phone Number	(707) 995-4260
Mailing Address	P.O. Box 9000 Lower Lake, CA 95457
Board of Supervisors (BOS) Signature	
BOS Approval Date	(Not required for progress report)
Name	
Signature*	

logged and received 8-4-14 DK

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Mail the original Signature Sheet to:

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

*Signatures must be in blue ink

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California - Child and Family Services Review

Annual SIP Progress Report

MAY 2012 – NOVEMBER 2013

Rev. 12/2013

California – Child and Family Services Review Signature Sheet

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Introduction

INTRODUCTION

The Lake County Department of Social Services (LCDSS) Child Welfare Services (CWS) division is the county agency responsible for administering children's services, overseeing progress towards improvement goals, and ensuring children's safety, permanency, and well- being. Lake County Probation oversees youth who are wards of the court.

This System Improvement Plan (SIP) Progress Report updates outcome data from the Child Welfare Dynamic Report System maintained by the California Department of Social Services (CDSS) and the University of California at Berkeley and discusses the progress made since the 2012 SIP Update towards completing the improvement goals set forth in the original SIP.

The Lake County Department of Social Services (LCDSS) submitted its System Improvement Plan (SIP) to the California Department of Social Services (CDSS) on June 14, 2011, during the time when the SIP was completed in a three-year cycle. The SIP three-year time period is from July 1, 2011 through June 30, 2014.

The first progress report, entitled *Lake County System Improvement Plan Update*, was submitted to CDSS June 4, 2012, to cover the one year period from July 1, 2011 through June 30, 2012. As the California Child and Family Services Review (C-CFSR) process is now intended to span a five-year cycle, this progress report is due to CDSS on November 7, 2013, rather than one year from the date of the last progress report. This progress report covers the time period from July 1, 2012 through March 2014.

Five quarters of data reports from the CWS Outcomes System were published since the last Update and are discussed in this Progress Report. They span the calendar quarters from Q1-2012 through Q1-2013.

SIP Progress Narrative

STAKEHOLDERS PARTICIPATION

Stakeholder participation in achieving the goals set forth in the Lake County SIP has continued throughout the SIP cycle, including the time period covered in this progress report. The Lake County Department of Social Services (LCDSS) Child Welfare Services (CWS) division enjoys good working relationships with a wide array of County agencies and community partners.

Following is a summary of agencies and partners that meet regularly with CWS, thereby facilitating their input into CWS operations and the achievement of SIP goals.

Lake County Behavioral Health (BH), Alcohol and Other Drugs Services (AODS) meets weekly with CWS regarding clients receiving their services, and collaborated to build the Dependency Drug Court program for clients who meet established criteria. BH has an established relationship with LCDSS through the provision of CalWORKs mental and behavioral health services, which also encompass eligible CWS clients through Linkages. BH and CWS staff participates bimonthly on the Interagency Placement Review Team, which monitors children in group homes and in the Wraparound program. Most recently, BH has been collaborating with CWS to develop and enhance "Katie A." services. Katie A. collaborators also include Lake County Office of Education and foster family agency Redwood Children's Services, Inc.

Lake County Public Health provides a public health nurse to CWS to ensure children in care receive appropriate medical services.

The Differential Response service providers, Lake Family Resource Center and Lake County Office of Education – Healthy Start, meet regularly with CWS staff, with separate meetings that include line staff and others for management. The meetings also include staff from CalWORKs Employment Services (ES). ES line staff and supervisors also meet regularly with CWS social workers to collaborate on Linkages cases, and management from both meet for Linkages program monitoring and development.

Local tribe members, pursuant to the Indian Child Welfare Act (ICWA), meet with CWS staff for monthly ICWA Representative and quarterly ICWA Roundtable meetings. Additionally, CWS and the Lake County Tribal Health Consortium (LCTHC) collaborate on data collection and reports for LCTHC's home visiting program.

CWS staff participates in SART, monthly Multi-Disciplinary Team (MDT) with law enforcement, Health Leadership Networks 4-P's Project and Trauma Informed Project, and the Nurturing Parenting Program® Oversight Committee.

Finally, CWS participates in the Children's Council (the local Child Abuse Prevention Council) Executive Committee and open quarterly meetings. The Children's Council includes all of the above mentioned stakeholders plus a parent partner group. Additional Children's Council members include First Five, the Child Care Planning Council, North Coast Opportunities/Rural Child Care Initiative, Easter Seals, Redwood Coast Regional Center, and Probation.

CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS

The discussion of current performance will include figures for reference from the original SIP document and the 2012 Update, with current data added. Current performance was taken from *CWS Outcomes System Summary Report for Lake County*, Report publications July 2012, October 2012, January 2013, April 2013, and the most recent available report at the time of this writing, July 2013. Where the time period listed is a year, this refers to the calendar year.

The data is presented in tables for each measure, followed by analysis and explanation as needed.

S1.1 No recurrence of maltreatment (National standard is ≥ 94.6%)

SIP	CWS Outcomes Report publication date: Data extract date	Time Period	Outcome
Baseline	January 2011: Q2 2010 data extract	7/01/09 – 12/31/09	86.0%
2012 Update	April 2012: Q4 2011 data extract	1/1/11 – 6/30/11	98.1%
Current	July 2013: Q1 2013 data extract	4/1/12 – 9/30/12	100%

Data Analysis

The goal of CWS to achieve at least the national standard of more than 94.6% of children not experiencing recurrence of maltreatment was exceeded in the most recent data reported. Performance in this measure did fluctuate between the reporting periods. Analysis determined that all of the families experiencing recurrence of maltreatment during the periods July-December 2011 and January-June 2012 were families who were referred for Differential Response (DR) services. The percentages represent six families that include ten children. These families were in need of higher levels of support or intervention than average. When DR was unable to stabilize these families, they were referred again to CWS, not as a result of new incidents of abuse or neglect, but because of an inability to overcome ongoing general neglect. None of the referrals were for physical or sexual abuse or severe neglect. As a result of these findings, CWS has reviewed its screening and referral process to DR and determined that families with higher risk factors are better served through voluntary family maintenance cases, rather than Path I or Path II DR.

C1.4 Reentry following Reunification (National standard is ≤ 9.9%)

SIP	CWS Outcomes Report publication date: Data extract date	Study Time Frame	Outcome
Baseline	January 2011: Q2 2010 data extract	7/1/08 – 6/30/09	7.1%
2012 Update	April 2012: Q4 2011 data extract	1/1/10 – 12/31/10	5.6%
Current	April 2013: Q4 2012 data extract	1/1/11 – 12/31/11	0
Current	July 2013: Q1 2013 data extract	4/1/11 – 3/31/12	3.7%

Data Analysis

The goal of CWS to achieve the national standard of less than 9.9% of children who were reunified with their families reentering foster care during the year following reunification has been exceeded. Outcome data in this measure did fluctuate between the reporting periods, but has remained better than the national standard since the start of 2010. The most recent figure of 3.7% represents one child. Examination reveals that this was not a case that CWS would have handled differently. The parent completed services

and met case plan goals. The child was reunified with Wraparound services in place. Nonetheless, the parent was unable to be protective and the family reunification failed.

C2.1 Adoption within 24 months (National standard is >36.6%)

SIP	CWS Outcomes Report publication date: Data extract date	Study Time Frame	Outcome
Baseline	January 2011: Q2 2010 data extract	7/1/09 – 6/30/10	14.3%
2012 Update	April 2012: Q4 2011 data extract	1/1/11 – 12/31/11	16.7%
Current	July 2013: Q1 2013 data extract	4/1/12 – 3/31/13	44.0%

C2.2 Median time to adoption (National standard is <27.3 months)

SIP	CWS Outcomes Report publication date: Data extract date	Study Time Frame	Outcome
Baseline	January 2011: Q2 2010 data extract	7/1/09 – 6/30/10	40.2 months
2012 Update	April 2012: Q4 2011 data extract	1/1/11 – 12/31/11	28.9 months
Current	July 2013: Q1 2013 data extract	4/1/12 – 3/31/13	27.5

C2.5 Adoption within 12 months -legally free (National standard is >53.7%)

SIP	CWS Outcomes Report publication date: Data extract date	Study Time Frame	Outcome
Baseline	January 2011: Q2 2010 data extract	7/1/08 – 6/30/09	23.8%
2012 Update	April 2012: Q4 2011 data extract	1/1/10 – 12/31/10	25.0%
Current	July 2013: Q1 2013 data extract	4/1/11 – 3/31/12	64.3%

Data Analysis

The outcome measures reported for adoptions have improved since the 2012 Update, now exceeding the national standards in measures C2.1 and C2.5 for the first time. Measure C2.2 is almost at the national standard, missing the goal for median time to adoption by 0.2 months in the most recent data report. The improvement is attributed to CWS establishing its in-house adoptions unit on July 1, 2012, and reaching full staffing (one supervisor, two social workers, and one office assistant) of the unit by December 31, 2012. CWS plans to hire an additional social worker for the unit in the current fiscal year.

Consistent collaboration between CWS social workers and adoptions, with concurrent planning instituted at the opening of a case, has improved outcomes. Adoptions social workers are attending Family Team Meetings and educating families about concurrent planning at the outset of cases. The adoptions supervisor

and both social workers have been trained to use the SAFE method for home evaluations, including early assessments of relatives and non-related extended family members (NREFM).

Lake County still lacks concurrent planning homes and adoptive families. To address this ongoing systemic factor, the CWS Adoptions unit hopes to begin foster-adoptive homes recruitment this fiscal year and is considering licensing in the next fiscal year.

C4.1 Placement Stability (Children in Care at Least 8 Days but Less than 12 Months) (National Standard is ≥ 86%)

SIP	CWS Outcomes Report publication date: Data extract date	Study Time Frame	Outcome
Baseline	January 2011: Q2 2010 data extract	7/1/09 – 6/30/10	78.3%
Original (for comparison)	July 2011: Q4 2010 data extract	1/1/10 – 12/31/10	89.6%
2012 Update	April 2012: Q4 2011 data extract	1/1/11 – 12/31/11	71.2%
Current	July 2013: Q1 2013 data extract	4/1/12 – 3/31/13	85.0%

Data Analysis

In the most recent reported data, CWS fell slightly short (by 1%) of the goal of meeting the national standard of at least 86% of children having two or fewer placements during their first year in care. Nonetheless, CWS's most recent score of 85.0% is a marked improvement over all prior periods, except calendar year 2010 when the goal was met. The current figure, showing 15% having more than two placements, represents nine children. The nine cases consist of four sibling pairs, accounting for eight of the children, and one unrelated, single child. Analysis of the cases follows.

Five of the nine children experienced mental health issues needing a higher level of care, resulting in the foster parents becoming overwhelmed and releasing the child and, in some cases, the child's sibling. The five with mental health issues were placed in higher levels of care, and the siblings who were also moved as a result were subsequently returned to the homes they had left. Perhaps a comprehensive initial screening of children to determine their mental health needs before placement may have eliminated problems that resulted in placement changes. CWS has instituted mental health screening for all children upon entering the system, both as a SIP strategy (4.4) and for implementation of "Katie A." services, and is working towards screening children already in care.

Ongoing systemic factors that continue to impact this measure include the lack of in-county foster care homes and the inability of relatives and NREFMs to pass criminal and CWS history background checks. In the upcoming year, LCDSS will review and determine the feasibility of conducting licensing and recruitment in-house beginning fiscal year 2014/2015, as the assigned CDSS office is over three hours from the County and unable to provide the needed support for the process.

STATUS OF STRATEGIES

CWS STRATEGIES

S1.1 No recurrence of maltreatment

CWS developed three strategies with the goal of meeting the national standard for measure S1.1. Improvement has been noted and the goal has been met or exceeded.

The first strategy, integration of Safety Organized Practice (SOP), formerly called Signs of Safety, into Structured Decision Making (SDM) and case staffings to identify the best intervention for each family has been completed and review is ongoing. New Social Workers receive SOP training and continuing staff members attend outside SOP training, as well as in-house trainings from one Social Worker Supervisor who has completed "train the trainer" curricula.

The second strategy, enhancing Family Team Meetings (FTMs) with the use of SOP has been completed. The Social Worker IV who facilitates FTMs has attended trainings and the "train the trainer" supervisor is also a facilitator. FTMs are completely informed with SOP tools, such as mapping and SOP communication techniques. Reviewing and monitoring the use of SOP in FTMs is ongoing.

The third strategy, expanding and enhancing Differential Response (DR) services through a partnership with CalWORKs Employment Services (ES), is established and ongoing. The DR model has evolved into a collaborative effort between DR partner agencies and ES to ensure that all DR families are evaluated for public assistance eligibility, and benefit applications are facilitated by an ES social worker assigned to DR cases. To determine the effectiveness of DR, CWS has hired a professional evaluator to establish a system for collecting and evaluating data. CWS, ES, and DR partner agency staff have been meeting together with the evaluator on this project. So far, data elements have been identified, a logic model has been created, and client satisfaction and exit surveys have been designed.

C1.4 Reentry following Reunification

CWS developed six strategies to achieve the goal of meeting the national standard for this measure. The goal has been realized as of the most recent data report. Following is a discussion of each of the six strategies.

Strategy 2.1, the use of Safety Organized Practice (SOP) in risk assessment and safety planning prior to reunification, has been completed. As a result of ongoing practice review and revision, a policy was established that every family reunification case is staffed prior to six-month status review court hearings to determine a recommended course of action, followed by a FTM, using SOP tools, to discuss the recommendation with the family and to create a case plan accordingly.

Strategy 2.2, to increase access to mental health services is ongoing. CWS is increasingly using Linkages, a partnership with CalWORKs Employment Services (ES), to increase access and to fund behavioral health services for eligible families. CWS, ES, and other community partners are also meeting regularly with Lake County Behavioral Health Department to implement Katie A. services and protocols. One factor that continues to present difficulty is the lack of local therapists who can provide the specialized services needed by families in the CWS system, especially couples or family counseling and therapy for co-occurring disorders.

Strategy 2.3, enhancing collaboration between CWS and CalWORKs ES staff for coordinated case planning and services, has progressed well and ongoing reviewing and revision continues to improve the collaboration. CWS and ES meet monthly for case management, ES staff attends the family's FTM, and supervisory staff meet for program monitoring. The model has evolved to one in which the ES social worker continues to support the family after dismissal of the CWS case.

Strategy 2.4, to formalize a progressive visitation program for parents receiving family reunification services, is progressing. CWS has designated two social workers as visitation specialists. In addition to supervising or monitoring family visits, they teach Nurturing Parenting® techniques and help parents apply them during visits. Further, observation tools have been created to better assess parents' progress. In the upcoming year, a CWS work group will convene to develop criteria to determine progression for visitation, such as when to increase duration, change location, or move to a lower level of supervision.

Strategy 2.5, exploring creation of a parent partner mentoring program within CWS is ongoing. CWS provides opportunities for regular parent input and peer support through the continuum of groups offered to parents beginning with the Parent Engagement Group for parents newly entering the CWS system and concluding with the Parent Empowerment Group for parents nearing completion of services. The latter group often mentors or provides support to the newcomers. The Parent Engagement Group facilitator, a CWS Social Worker Supervisor, reports that parent mentoring is having a positive impact on the newcomers. She is attending trainings and gathering information on parent partner models to determine the best fit for Lake County.

Additionally, the Children's Council has formed a parent partner network that meets regularly and attends the Children's Council quarterly meetings. The Children's Council provides scholarship funds for Parent Partners to attend trainings and conferences. They attended the Prevention Summit on October 16 & 17, 2013, in Sacramento.

Strategy 2.6, creation of an aftercare program in collaboration with AODS for reunified families, is still in progress. CWS continues to meet with AODS and the group is looking for possible funding sources for such a program.

Some of the systemic factors affecting reentry, which were noted in the SIP, have been alleviated. The County now has clean and sober living spaces available, as well as drug and alcohol rehabilitation programs for men and women, including in-patient facilities. Also, CWS has located, used, and developed relationships with facilities in neighboring counties for Lake County CWS clients.

Adoption measures:

C2.1 Adoption within 24 months

C2.2 Median time to adoption

C2.5 Adoption within 12 months (legally free)

Adoption strategies for all three measures were combined in the SIP as the same strategies apply to them. CWS developed three strategies with the goal of improving the measures by modest amounts that still did not meet national standards. Those goals have been exceeded and the national standards are being met.

As previously reported, at the time of the SIP, CWS contracted with CDSS Adoptions, but beginning July 1, 2012 CWS established an in-house adoptions unit. This has facilitated the strategies set forth in the SIP as follows.

Strategy 3.1, formalizing a concurrent planning process with adoptions, has been completed and review and revision is ongoing. Collaboration between CWS social workers and adoptions staff includes referral to concurrent planning at the outset of a case, joint attendance at Family Team Meetings (FTMs), and joint assessment and SAFE home studies of relatives and NREFMs early in the case. Following is a description of SAFE from their website, http://www.safehomestudy.org/SAFE/SAFE-Overview.aspx:

> **SAFE is a structured evaluation process that assists practitioners in identifying and addressing both strengths and areas of concern that may impede current functioning as well as safe and effective parenting. SAFE provides home study practitioners with a structured methodology that supports the social work interview as well as provides a uniform methodology of interpreting and assessing the information gathered during the home study process.**

Strategy 3.2, expanding FTMs to adoptive families to overcome barriers and to assist with completion of adoptions, is an available resource although the need has not arisen since establishment of CWS's in-house adoptions unit.

Strategy 3.3, enhancing family finding and engagement to increase relative placements and family connections, is still in progress. Although family finding is used at the outset of a case for purposes of due diligence in locating a non-offending parent, the adoptions supervisor is reviewing other county procedures to determine the best model for Lake County CWS in order to increase concurrent planning options.

C4.1 Placement Stability (children in care at least 8 days but less than 12 months)

Seven strategies were developed to improve outcomes in the measure for placement stability, with the goal of maintaining the national standard of 86%, which had been reached per the most recent data (10/1/09-9/30/10) at the time the SIP was written.

Strategy 4.1, working with the local foster family agencies (FFA) to enhance collaboration, was reviewed and found to be lacking. CWS staff had been meeting regularly with FFA staff, but recently the meetings were suspended after determining that this needs to be a management meeting with authority to make policy decisions, rather than a meeting of line staff. As a result, CWS is behind on the timeframes for implementation of the steps for this strategy. CWS will work on restructuring and restarting the meetings in the upcoming year, and expects to have this completed by the time of the next SIP Update in 2014.

Strategy 4.2, offering Nurturing Parenting® classes to foster parents and relative/NREFM caregrivers, was started, but canceled due to lack of attendance. When CWS begins meetings with the FFAs, this issue will be discussed to consider retrying with ideas in place to promote attendance.

Strategy 4.3, enhancing family finding and engagement to increase relative placements and family connections, is ongoing. Relative/NREFM placements comprise 16.8% of placements (20 of 119 children in placement) for July 2013. The percentage has fluctuated, with July 2012 at 11.1%, down from July 2011, which was 13.0%. The Emergency Response (ER) unit, using SOP solution focused interviewing

techniques, is better able to communicate with parents to elicit information about relatives/NREFMs at the outset of a case. However, the inability of relatives/NREFMs to pass background checks due to criminal history or child abuse or neglect history of themselves or members of their households continues to impede placement with them.

Strategy 4.4, implementing mental health screening/assessments within 30 days for children entering the foster care system, is still in process. Step one, choosing a tool, is completed: Child and Adolescent Needs and Strengths (CANS) was chosen. CWS staff has been trained to conduct CANS screenings and a process for referral to screening is established. The first CANS screenings began in July 2013. Lake County Behavioral Health (LCBH) is on board to use the tool for comprehensive assessments of children referred to them. The second step, developing protocols with LCBH is still in process, with frequent meetings as a result of Katie A. collaboration.

Strategy 4.5, expanding Family Team Meetings (FTMs) to address placement issues and case planning throughout the life of the case, is ongoing. FTMs are in place for creation of case plans. With CANS screenings established, specialized FTMs are set to address children's needs. CWS is in the process of creating a continuum where the child is screened with CANS, referred to LCBH if needed, and assessed by LCBH, after which a FTM is conducted with inclusion of the child, and the child's therapist, social worker, and caregiver.

Strategy 4.6, developing protocols for social worker contacts with children and caregivers, is ongoing. The original intent behind this strategy was to create a template or a checklist for social workers to use during contacts and for writing their contact narrative in order to establish standards. This is still in process. Quality assurance (QA) reviews of social worker contacts is conducted at least monthly using SafeMeasures® and concerns are noted and discussed at least monthly in management/supervisor meetings and with line workers in their individual supervision meetings. Individual case load QA review restarted recently, since being suspended last year after the QA position was cut, as was reported in the 2012 SIP Update.

Strategy 4.7, soliciting input from foster youth and substitute caregivers through focus groups or questionnaires, is ongoing. The CWS Independent Living Program (ILP) coordinator holds monthly workshops for eligible youth and their feedback, questions and concerns are solicited and noted. CWS plans this fall to conduct a formal presentation and request for youth feedback regarding placement stability, as had been done during the County Self Assessment (CSA) process.

Input from substitute caregivers has not occurred formally. CWS had planned to conduct a focus group in conjunction with a series of Nurturing Parenting® classes for foster parents. The classes were scheduled and started, but attendance was poor and the classes were cancelled. However, most Lake County foster parents are licensed through three foster family agencies which have regular contact with CWS and freely offer their concerns or suggestions to CWS.

Probation Strategies

Strategy 1.1: Developing Family Finding Procedures for at-risk juveniles has been completed. Probation had issues with the implementing family findings in accordance with existing laws at first due to the inability to

find appropriate training to conduct family finding efforts. Probation sent Juvenile Supervisors to appropriate training with UC Davis. The training enabled Probation to utilize family mapping as part of each juvenile intake at juvenile hall that results in finding a juvenile at-risk for out-of-home placement. Probation is currently successful in completing family findings with each at-risk juvenile during the juvenile hall intake process.

Strategy 2.1: With the juveniles who were identified as being at-risk for out-of-home placement, Probation began using Family Team Conferences (FTC) as a means to prevent or slow the progression of juvenile placements. At FTC's a juvenile's anti-social and pro-social factors were identified for the family. Supportive friends, schools, and other agencies are able to add their information to assist Probation and the at-risk juvenile and his/her family to devise a case plan that is unique to that family. Probation has been successful in completing a FTC at least every six months, if not sooner.

Strategy 2.2: In developing a FTC facilitator worksheet, Probation was better able to facilitate a FTC so it is consistent and participants were able to follow and understand the progression of the meeting. It helped keep the conference on track and afterwards, the participants had a tangible plan they could take with them and use it for tracking the progress of the family. Since the implementation of the worksheet, Probation's FTC's have improved both in the facilitation and record keeping. They are now able to look at the data and information to see how effective the FTC's have been.

Obstacles and Barriers to Future Implementation

S1.1 No recurrence of maltreatment

Barriers have not prevented implementation of the strategies designed to improve outcomes in this measure.

C1.4 Reentry following Reunification

Some of the strategies developed to improve this measure have been implemented (2.1, 2.2, and 2.3). On strategy 2.4, formalizing a progressive visitation program, while practice is established, written protocols have yet to be completed. CWS has been working on an extensive project of writing a comprehensive policies and procedures manual for case work from "cradle to grave." Progressive visitation is one topic yet to be completed, and CWS plans to convene a work group in the upcoming year to address this issue.

A barrier to implementing strategy 2.5, creation of a parent partner mentoring program, is the difficulty of finding suitable parent partners who have successfully navigated the CWS system and are willing to remain connected with the system once released. Additionally, the parent would be a volunteer as no funding source has been discovered to create a paid position. Similarly, funding sources for strategy 2.6, creating an aftercare program for families following reunification, have not been found.

Adoption measures

C2.1 Adoption within 24 months

C2.2 Median time to adoption

C2.5 Adoption within 12 months (legally free)

While no barriers stand in the way of implementing the strategies for the adoption measures, which mostly involve deeper collaboration between CWS and adoptions staff, the lack of qualified adoptive families within the County continues to create hardships. Placement in out of county in fost/adopt families hinders reunification efforts with parents in-county. Additionally, criminal or CWS history hinders adoptive placements with relatives and NREFMs.

C4.1 Placement Stability (children in care at least 8 days but less than 12 months)

In this measure, strategy 4.1 and 4.2 involve working more closely with local foster family agencies (FFAs). While CWS enjoys good working relationships with the FFAs, formalizing a collaboration process has proven difficult over the past year, the main barrier being getting all the required parties to the table at once. As discussed above, regular meetings with the FFAs have been suspended, and a meeting to discuss revamping of the meetings has yet to be scheduled. In the upcoming year, CWS hopes to accomplish this, but at this time, working on implementation of Katie A. services and protocols has taken priority, as it involves many of the same players.

Probation did not encounter significant barriers to completing the SIP goals. One obstacle which was overcome was locating a family finding agency; an in-house program was developed. Probation does not anticipate any future obstacles or barriers to implementing the SIP.

Promising Practices/ Other Successes

CWS success include instituting Safety Organized Practice (SOP) at all levels of the agency; establishing a continuum of services for parents in the system beginning with the Parent Engagement Group proceeding to Nurturing Parenting®, and concluding with Parent Empowerment Group; using Family Team Meetings throughout the life of the case to ensure parent participation and empowerment; and creating an in-house adoptions unit that actively pursues concurrent planning at the outset of cases.

Promising practices include selecting a tool (CANS) to conduct screenings on children entering the system to determine the need for and begin mental health services early in the case and working closely with Lake County Behavioral Health to implement assessments of referred children and institute a spectrum of services in accordance with *Katie A.* protocols.

Probation collaborated with Lake County Office of Education (LCOE) to implement and sustain an intervention program (Probation Family Pro) modeled after CWS's Differential Response. This program is for youth who are criminal offenders and on informal probation. The goal was to have no more than 20 youth in the program; LCOE and Probation were able to successfully manage the youth and provide them with needed services. This is the second year of the program and it has proven to be successful, as only four of the 20 youth referred have reoffended on a criminal level.

OUTCOME MEASURES NOT MEETING STATE/NATIONAL STANDARDS

Outcome measures not included in the SIP which did not meet state or national standards are based on the most recent data available, *CWS Outcomes System Summary for Lake County*, Report publication July 2013. They are discussed below.

C1 Reunification Composite (discussed together)

C 1.1 Reunification within 12 months (exit cohort)

National standard is 75.2%. Most recent CWS performance is 36.8%.

C1.2 Median time to reunification (exit cohort)

National standard is 5.4 months. Most recent CWS performance is 13.1 months.

C1.3 Reunification within 12 months (entry cohort)

National standard is 48.4%. Most recent CWS performance is 17.6%.

Having found that shorter reunification times correlate to increased reentry following reunification, CWS has opted to extend time periods for the provision of family reunification services. Hence, while this results in failing to meet national standards for family reunification time frames, CWS exceeds the standards for reentry.

C3 Long Term Care Composite

C3.2 In Care 3 Years or Longer (Emancipated/Age 18)

National standard is 63.6%. Most recent CWS performance is 37.5%.

C4 Placement Stability Composite (discussed together)

C4.2 Placement Stability (12 to 24 months in care)

National standard is 65.4%. Most recent CWS performance is 50.0%.

C4.3 Placement Stability (at least 24 months in care)

National standard is 41.8%. Most recent CWS performance is 16.4%.

The systemic factors originally reported in the SIP continue to impact performance in the placement stability measures. Community Care Licensing does not assist with recruitment and licensing of homes within Lake County, and the County lacks sufficient foster care homes, especially fost/adopt homes. Relatives and NREFMs, when located, often have histories of child abuse or neglect or criminal records. CWS is exploring the feasibility of conducting in-house recruitment and licensing next fiscal year.

2B Timely Response (Immediate Response Compliance)

State standard is 90.0%. Most recent CWS performance is 86.4%.

Updated data for this measure as shown in SafeMeasures® for the same time period (1/01/13 to 3/31/13) is 100% in compliance. The reason for the substandard performance in the outcomes system is late data entry. Social workers timely investigated the allegations, and made notes on paper, but did not record them in CWS/CMS until much later. CWS has instituted desk days for social workers and taken steps to minimize interruptions to ensure social workers have sufficient time to complete data entry in a more

timely fashion. Please note, in the four quarters prior to this, CWS response is 100% timely for immediate referrals.

2B Timely Response (10-day Response Compliance)

State standard is 90.0%. Most recent CWS performance is 79.8%.

As discussed above for immediate response compliance, in the measure for 10-day response, SafeMeasures® shows an improvement, 87.4%, as compared to the outcomes system, which shows 79.8%. However, 87.4% is still below the standard.

2F Timely monthly caseworker visits (formerly measure 2C)

Although measure *2F Timely monthly caseworker visits* (formerly measure 2C) was in compliance in the most recent data, in prior quarters it was inconsistent. See chart below comparing CWS Outcome System data with SafeMeaures® data:

CWS Outcome System Summary Report Publication	Data Extract	Performance in month of	Percent	SafeMeasures® Data (9/6/2013)
July 2012	Q1 2012	January 2012	92.4	94.2
		February 2012	91.7	95.8
		March 2012	90.8	94.0
October 2012	Q2 2012	April 2012	90.3	94.1
		May 2012	70.2	93.2
		June 2012	73.1	97.5
January 2013	Q3 2012	July 2012	88.7	93.6
		August 2012	93.0	96.7
		September 2012	77.4	94.8
April 2013	Q4 2012	October 2012	88.7	94.3
		November 2012	85.9	92.8
		December 2012	77.9	95.9

Unlike the CWS Outcome System data, which is static once the report has been published, the SafeMeasures® data is continually updated and reflects the actual percentages of visits that were completed timely, but entered into the CWS Case Management System (CWS/CMS) later. Record of the visit was entered late due to social worker absence. To address this issue, CWS established desk days and measures to minimize interruptions for social workers to ensure they had sufficient time to complete paperwork and data entry in CWS/CMS.

Lake County CWS and Behavioral Health are collaborating to implement Katie A. services and protocols. Staff from Redwood Children's Services, Inc., a subcontractor for the provision of mental health services for children in care, also participates. Meetings are ongoing. To date, a CWS process for screening and referral to Behavioral Health has been implemented. The Child and Adolescent Needs and Strengths (CANS) tool has been chosen for assessments, and Behavioral Health is working on implementing it.

Probation is using the Fostering Connections After 18 Program to assist youth in transitioning to adulthood. First, Probation helps the minor obtain necessary documents, such as identification and Social Security cards. Probation assists the youth with filling out paperwork to obtain financial aid for college, enrolling in college, and feeling comfortable in the college environment. Additionally, Probation helps the youth find programs and housing in the area where they want to live. Transition assistance continues as the youth get used to living on their own. Probation connects them with a variety of resources in their area, such as locating the library or helping them sign up for other programs for which they may be eligible. The services continue until the youth reach age 21, if they choose to continue until then. In the past year, four probationers qualified for the services and all chose to use them. Three of the youth are now in college.

ATTACHMENT 1

5 – Year SIP Chart (CWS)

Priority Outcome Measure or Systemic Factor: S1.1 No recurrence of maltreatment

National Standard: ≥94.6% or more

Baseline Performance: 86.0% (January 2011 Quarterly Data Report for study time frame 7/1/09 - 12/31/09)

Current Performance: 2010 92.0%; Jan-Jun 2011 98.1%. Currently 100% (July 2013 Quarterly Data Report for time frame 4/01/12 - 9/30/12).

Target Improvement Goal: 94.6% or more

Priority Outcome Measure or Systemic Factor: C1.4 Reentry following reunification (exit cohort)

National Standard: ≤9.9%

Baseline Performance: 7.1% (January 2011 Quarterly Data Report for study time frame 7/1/08 – 6/30/09)

Current Performance: 2009 13.3%, 2010 5.6%. 2011 0%, Most recent: 3.7% (July 2013 Quarterly Data Report for time frame 4/01/11 - 3/31/12).

Target Improvement Goal: 9.9% or less

Priority Outcome Measure or Systemic Factor: Adoptions
C2.1 Adoption within 24 months
C2.2 Median Time to Adoption
C2.5 Adoption within 12 months (legally free)

National Standard:
C2.1 ≥ 36.6%
C2.2 ≤ 27.3 months
C2.5 ≥ 53.7%

Baseline Performance: (January 2011 Quarterly Data Report)
C2.1 14.3% (study time frame 7/1/09 – 6/30/10)
C2.2 40.2 months (study time frame 7/1/09 – 6/30/10)
C2.5 23.8% (study time frame 7/1/08 – 6/30/09)

Current Performance:
C2.1 2011 16.7%. 2012 40.9%; Most current: 44.0% (July 2013 Quarterly Data Report for time frame 4/01/12 - 3/31/13).
C2.2 2011 28.9 months. 2012 27.8; Most current: 27.5 months (July 2013 Quarterly Data Report for time frame 4/01/12 - 3/31/13).
C2.5 2010 25.0%. 2011 37.5%; Most current: 64.3% (July 2013 Quarterly Data Report for time frame 4/01/11 - 3/31/12).

Target Improvement Goal:
C2.1 To improve from baseline performance (14.3%) to at least 20.0%.
C2.2 To improve the best CWS performance (2009, 37.3 months) by a decrease of at least 20% to 29.8 months. (Improvement is a decrease in median time to adoption.)
C2.5 To improve the baseline performance (23.8%) by at least 20% to 28.4%

Priority Outcome Measure or Systemic Factor: C4.1 Placement stability (8 days to 12 months in care)

National Standard: ≥86%

Baseline Performance: 78.3% (January 2011 Quarterly Data Report for study time frame 7/1/09 – 6/30/10)

Current Performance: 2011 71.2%. 2012 76.0%; Most recent: 85.0%. (July 2013 Quarterly Data Report for time frame 4/01/12 - 3/31/13).

Target Improvement Goal: To maintain the Federal Standard of at least 86% of children having 2 or fewer placements in their first year in foster care

A Note about the 5-year SIP Chart:
The Baseline data (most current when original SIP was written, January 2011 CWS Outcomes System Summary) is in black font.
The 2012 updated information is in red font.
The current information for this 2013 progress report is in blue font (July 2013 CWS outcomes System Summary).

Strategy 1: Integrate Signs of Safety (SoS) into Structured Decision Making (SDM) and case staffings to identify the best intervention for each family	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): S1.1 No Recurrence of Maltreatment
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Train staff in SoS practice methodology (Since the writing of the SIP, SOS has been renamed "Safety Organized Practice" aka "SOP")	Current and ongoing √ Completed and ongoing 2013/14: As new staff are hired, provide training	CWS Program Manager CWS Supervisors CWS FTM Facilitator
B. Develop policy and procedure	Current and ongoing √ Completed and ongoing	CWS Program Manager CWS Supervisors CWS FTM Facilitator Staff Services Analyst
C. Implement and monitor	Current and ongoing √ Completed and ongoing	CWS Program Manager CWS Supervisors CWS Social Workers CWS FTM Facilitator Staff Services Analyst
D. Review outcomes and revise program practices as needed	April 2012 and ongoing √ Completed and ongoing 2013/14 Supervisors and Analyst will update policy and procedures as indicated by ongoing review of program practices	Deputy Director CWS Program Manager CWS Supervisors Staff Services Analyst

Strategy 2: Enhance Family Team Meetings (FTMs) with the use of Signs of Safety (SoS)	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): S1.1 No Recurrence of Maltreatment
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Train staff how to use SoS in FTMs	Current and ongoing √ Completed and ongoing 2013/14: As new staff are hired, provide training	CWS Program Manager CWS Supervisors CWS FTM Facilitator
B. Develop policy and procedure	Current and ongoing √ Completed and ongoing	CWS Program Manager CWS Supervisors CWS FTM Facilitator Staff Services Analyst
C. Implement and monitor	Current and ongoing √ Completed and ongoing	CWS Program Manager CWS Supervisors CWS Social Workers FTM Facilitator Staff Services Analyst
D. Review outcomes and revise policy and procedures as needed	April 2012 and ongoing √ Completed and ongoing 2013/14 In the upcoming year Supervisors and Analysts will continue to review and revise practice, and update policy and procedure as needed	Deputy Director CWS Program Manager CWS Supervisors Staff Services Analyst

Strategy 3: Expand and enhance DR services through a partnership with CalWORKs	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): S1.1 No Recurrence of Maltreatment

Action Steps:	Timeframe:	Person Responsible:
A. Develop plan of action with DR partner agencies, CWS, and CalWORKs. Create DR staff position in CalWORKs.	Current and ongoing √ Completed and ongoing	Deputy Director CWS Program Manager CalWORKs Program Manager Staff Services Analyst DR Partner Agencies' staff
B. Begin DR/CalWORKs pilot program	Current and ongoing √ Completed – this was a process integrated into practice over time, so no specific completion date is available. DR and CalWORKs staff now collaborate on a regular basis	Deputy Director CWS Program Manager CalWORKs Program Manager CalWORKs Supervisor CalWORKs DR Social Worker DR Partner Agencies' staff
C. Cross train participating staff, including training in Family Development Matrix and Nurturing Parenting® facilitation	Current and ongoing √ Initial staff members were trained, but due to staff turnover, current staff are in need of training, expected to occur during 2014/15	CWS Program Manager CalWORKs Program Manager CalWORKs DR Social Worker DR Partner Agencies' staff
D. Update contracts with DR partner agencies	July 2011 √ Contracts are in place to coincide with the SIP through June 2014. Contracts to be updated to coincide with transition to five year cycle: 7/1/14-11/7/15	LCDSS Director Deputy Director Staff Services Analyst Board of Supervisors DR Partner Agencies

E. Develop written policy and procedure	January 2012 Draft has been revised several times, finalization is still pending. Finalized 6/26/13. 2013/14 Revise as indicated by ongoing review of program practices	Deputy Director CalWORKs Program Manager Staff Services Analyst
F. Develop methodology for gathering and analyzing DR data	July 2012 and ongoing √ Currently working with a contracted evaluator to implement this step by 6/30/14.	Deputy Director CalWORKs Program Manager Staff Services Analyst DR Partner Agencies
G. Review data, monitor program, and revise as needed	July 2012 and ongoing √ In process – Data review to begin as soon as step "F." directly above is completed.	CWS Deputy Director CWS Program Manager CalWORKs Program Manager Staff Services Analyst DR Partner Agencies

Strategy 4: Use of Signs of Safety methodology in risk assessment and safety planning prior to reunification	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.4 Reentry Following Reunification (Exit Cohort)
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Develop policy and procedure in the use of SoS	Current and ongoing √ Completed and ongoing (Policy and procedures were developed over time through practice, rather than as a single event, so no specific date is available)	CWS Program Manager CWS Supervisors Staff Services Analyst
B. Train staff in SoS* methodology and effective use of interview and engagement tools (*now called Safety Organized Practice or SOP)	Current and ongoing √ Completed and ongoing – Various staff attended SOP trainings on 9/10/12, 9/28/12, 12/6/12, 12/10/12, 1/31/13, 2/12&2/13/13, 3/19/13, 3/20/13, 5/20/13, and 8/27-8/29/13 2013/14 Continue training current, both formally and through supervision and program practice. New staff will attend formal training.	CWS Program Manager CWS Supervisors Staff Services Analyst CWS Social Workers
C. Implement and monitor	Current and ongoing √ Completed as a gradual process integrated into practice during 2012/13. Ongoing implementation	CWS Program Manager CWS Supervisors CWS Social Workers
D. Review practice and revise as needed	July 2012 and ongoing √ Completed and ongoing Practice review will be conducted in January 2014.	CWS Program Manager CWS Supervisors Staff Services Analyst

Strategy 5: Improve access to mental health services to include couples and family counseling, and to address co-occurring disorders (substance abuse plus mental health issues)	☐ CAPIT ☐ CBCAP ☒ PSSF ☐ N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.4 Reentry Following Reunification (Exit Cohort)
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Explore local resources and treatment models	July 2011 – December 2011√ Difficulty finding local therapists who can provide the specialized services needed by CWS client families	Deputy Director CWS Program Manager Staff Services Analyst Mental Health and AODS partners
B. Develop plan and funding sources	July 2011 – December 2011 √ Using Linkages to increase access to Behavioral Health for parents eligible for CalWORKs/WTW funds	Deputy Director CWS Program Manager Staff Services Analyst Mental Health and AODS partners
C. Implement the plan	January 2012 √ Ongoing	Deputy Director CWS Program Manager Staff Services Analyst Mental Health and AODS partners
D. Monitor and revise as needed	October 2012 and ongoing Ongoing. Review of practice will be conducted by April 2012	Deputy Director CWS Program Manager Staff Services Analyst Mental Health and AODS partners

Strategy 6: Enhance collaboration between CWS and CalWORKs staff for coordinated case planning and services	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.4 Reentry Following Reunification (Exit Cohort)
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Explore Linkages models and best practices	July – September 2011 √ Completed	Deputy Director CWS Program Manager CalWORKs Program Manager CalWORKs Supervisor Staff Services Analyst
B. Develop Linkages model for Lake County	September 2011√ Completed	Deputy Director CWS Program Manager CalWORKs Program Manager CalWORKs Supervisor Staff Services Analyst
C. Develop policy and procedure, and train staff	October – December 2011 √ Completed – 11/18/13 policy and procedure meeting with staff input resulted in finalization of latest draft.	Deputy Director CWS Program Manager CWS Supervisors CalWORKs Program Manager CalWORKs Supervisor Staff Services Analyst
D. Implement and monitor	December 2011 √ Completed and ongoing	Deputy Director CWS Program Manager CWS Supervisors CalWORKs Program Manager CalWORKs Supervisor CWS & CalWORKs staff Staff Services Analyst

E. Review practice and case outcomes, and revise as needed	January 2012 and ongoing √ Ongoing Review of finalized procedures will be conducted in February 2013.	Deputy Director CWS Program Manager CWS Supervisors CalWORKs Program Manager CalWORKs Supervisor CWS & CalWORKs staff Staff Services Analyst

Strategy 7: Formalize a progressive visitation program for parents receiving family reunification services	☒ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** **C1.4 Reentry Following Reunification (Exit Cohort)**
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Develop policy and procedure, and train staff	January – March 2012 √ Development of a formal program is still in progress, though it is practiced informally.	CWS Program Manager CWS Supervisors Staff Services Analyst
B. Implement and monitor	March 2012 √ Implementation of formal practice will be completed by September 2014.	CWS Program Manager CWS Supervisors CWS Social Workers and Aides Staff Services Analyst
C. Review practice and revise as needed	April 2012 and ongoing √ Review of formal practice to be conducted from date of implementation forward.	CWS Program Manager CWS Supervisors Staff Services Analyst

Strategy 8: Explore the feasibility of creating a Parent Partner mentoring program, possibly in collaboration with AODS and/or the Children's Council	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.4 Reentry Following Reunification (Exit Cohort)
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Research and analyze programs, models, and costs. Develop white paper.	April 2012 √ Not completed. Target date October 2014.	Deputy Director CWS Program Manager CWS Supervisors AODS Deputy Director Children's Council Staff Services Analyst
B. If feasible, create proposal for implementation	October 2012 √ Not completed. Target date October 2014.	Deputy Director CWS Program Manager AODS Deputy Director Children's Council Staff Services Analyst
C. If proposal is accepted, implement, monitor and revise as needed	January 2013 To be determined after completion of steps A & B.	Deputy Director CWS Program Manager CWS and AODS staff Staff Services Analyst

Strategy 9: Explore the feasibility of creating an aftercare program in collaboration with AODS for reunified families	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.4 Reentry Following Reunification (Exit Cohort)
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Research aftercare programs, models and costs	April - September 2012 Still in progress Complete by October 2014	Deputy Director CWS Program Manager AODS Deputy Director Staff Services Analyst
B. If feasible, create proposal for implementation	October 2012 – April 2013 Complete by October 2014	Deputy Director CWS Program Manager CWS Supervisors AODS staff Staff Services Analyst
C. If proposal is acceptable, implement, monitor and revise as needed	April 2013 and ongoing Complete by December 2014	Deputy Director CWS Program Manager CWS and AODS staff Staff Services Analyst

Strategy 10: Formalize a concurrent planning procedure with CDSS Adoptions. The adoptions program is administered in-house beginning 7/1/2012.	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): C2.1 Adoption within 24 months (exit cohort), C2.2 Median Time to Adoption (exit cohort), and C2.5 Adoption within 12 months (legally free)

Action Steps:	Timeframe:	Person Responsible:
A. Collaborate with ~~CDSS~~ Adoptions through regular meetings to develop protocols to include joint relative/NREFM assessments	January 2012 – December 2012 √ Began 7/1/2012 – Adoptions unit and placement specialist began and continue collaboration on relative/NRFEM assessments.	CWS Program Manager CWS Supervisors Staff Services Analyst CWS Placement Specialist ~~CDSS~~ Adoptions
B. Develop policy and procedure, and train staff	January 2013 Completed 1/2/2013 and ongoing	CWS Program Manager CWS Supervisors Staff Services Analyst CWS Placement Specialist
C. Implement and monitor	February 2013 Completed 7/1/2012 and ongoing	CWS Program Manager CWS Supervisors Staff Services Analyst CWS Placement Specialist CWS Social Workers ~~CDSS~~ Adoptions
D. Include ~~CDSS~~ Adoptions participation in Family Team Meetings (FTM) for concurrent planning (PSSF funds)	February 2013 and ongoing Completed 7/1/2012 and ongoing – Adoptions staff regularly attend FTMs to educate families on concurrent planning	CWS Program Manager CWS Supervisors CDSS Adoptions Specialist CWS FTM Facilitator

E. Review and revise as needed	February 2013 and ongoing Review and revision is a continual process, begun with implementation 7/1/2012	Deputy Director CWS Program Manager CWS Supervisors CWS FTM Facilitator Staff Services Analyst ~~CDSS~~ Adoptions

Strategy 11: CWS Family Team Meetings (FTM) will be expanded and formalized to occur for adoptive placement families to overcome barriers to adoption and to assist them with completing the adoption process	☐ **CAPIT** ☐ **CBCAP** ☒ **PSSF** ☐ **N/A**	**Applicable Outcome Measure(s) and/or Systemic Factor(s): C2.1 Adoption within 24 months (exit cohort), C2.2 Median Time to Adoption (exit cohort), and C2.5 Adoption within 12 months (legally free)**
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Develop policy and procedure, and train staff	July 2012 Began 7/1/2012 and ongoing	CWS Program Manager CWS Supervisors Staff Services Analyst FTM Facilitator
B. Implement and monitor	September 2012 Began 7/1/2012 and ongoing	CWS Program Manager CWS Supervisors Staff Services Analyst FTM Facilitator
C. Review and revise as needed	October 2012 and ongoing Began 7/1/2012 and ongoing	CWS Program Manager CWS Supervisors Staff Services Analyst

Strategy 12: Enhance Family Finding and Engagement	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): C2.1 Adoption within 24 months (exit cohort), C2.2 Median Time to Adoption (exit cohort), and C2.5 Adoption within 12 months (legally free)
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Formalize policy and procedure, and train staff	October 2011 √ Training completed April 2011	CWS Program Manager CWS Supervisors CWS Placement Specialist Staff Services Analyst
B. Implement and monitor	November 2011 Implemented in Permanency and FM/FR Units; needs expanding to Emergency Response Unit Completed by ER 12/13/2012 and ongoing	CWS Supervisors CWS Placement Specialist CWS ILP Coordinator Staff Services Analyst
C. Review and revise as needed	January 2012 and ongoing √ Ongoing – Adoptions Supervisor is researching other county models to determine best fit for Lake County – Will report by August 2014	CWS Placement Specialist Case Carrying Social Worker CWS Supervisors CWS Program Manager

Strategy 13: CWS to work with the local Foster Family Agencies to enhance collaboration	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1 Placement Stability of children in care at least 8 days but less than 12 months
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Begin meeting monthly with FFA staff to coordinate case management, address concerns, verify available resources, and match children's needs with foster parents' skills	July 2011 √ Meetings, which were run by line staff, are currently on hold, as participation of management was needed. New program managers assumed duties on 11/4/13 and plan to resume meetings in March 2014.	CWS Program Manager CWS Supervisors CWS Placement Specialist Staff Services Analyst FFA management
B. Develop a Memorandum of Understanding with each FFA	October 2011 Pending. Request extension to October 2012. Request extension to April 2014.	CWS Director Deputy Director CWS Program Manager Staff Services Analyst FFA management
C. Formalize pre-placement meeting practices as appropriate for each child	January 2012 Pending. Request extension to January 2013. Request extension to April 2014.	CWS Placement Specialist Case Carrying Social Worker CDSS Adoptions Specialist FFA management
D. Monitor, review, and revise as needed	January 2012and ongoing Pending. Request extension to January 2013 and ongoing. Request extension to April 2014.	Deputy Director CWS Program Manager CWS Placement Specialist Staff Services Analyst FFA management

Strategy 14: Provide Nurturing Parenting® training to foster parents and relative/NREFM caregivers (This is not the CAPIT funded program offered to the public; this series will be arranged specifically for caregivers.)	☒ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1 Placement Stability of children in care at least 8 days but less than 12 months	
Action Steps:	**Timeframe:**		**Person Responsible:**
A. Train additional CWS staff to facilitate Nurturing Parenting® classes	May 2011 √ Two were trained in Sept. 2010 – those staff members have since left. Four more were trained April 2013.		CWS Program Manager CWS Social Worker
B. Determine appropriate Nurturing Parenting® curriculum	July 2011 √ Completed by July 2011		CWS Program Manager CWS Placement Specialist Staff Services Analyst
C. Work with FFA and CWS staff to develop selection and referral process	October 2011 Request extension to October 2012. Completed August 2012.		CWS Program Manager CWS Placement Specialist Staff Services Analyst FFA Staff
D. Schedule and publicize the classes	October 2011 Request extension to October 2012. Completed August 2012.		CWS Placement Specialist FFA Staff
E. Conduct the classes	January 2012 and ongoing Request extension to October 2012. Classes began Sept. 2012, but were cancelled due to low attendance. Unsure at this time if we will retry or abandon this strategy.		CWS Social Worker FFA Staff

Strategy 15: Enhance Family Finding and Engagement	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1 Placement Stability of children in care at least 8 days but less than 12 months
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Formalize policy and procedure, and train staff	October 2011 √ Staff training conducted April 2011	CWS Program Manager CWS Supervisors CWS Placement Specialist Staff Services Analyst
B. Implement and monitor	November 2011 √ December 2012	CWS Supervisors CWS Placement Specialist CWS ILP Coordinator Staff Services Analyst
C. Review and revise as needed	January 2012 and ongoing √ Ongoing informal process since December 2012. More formal review will be conducted by July 2014.	CWS Placement Specialist Case Carrying Social Worker CWS Supervisors CWS Program Manager

Strategy 16: Implement mental health screening/ assessments within 30 days of entry for children entering foster care	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1 Placement Stability of children in care at least 8 days but less than 12 months
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Collaborate with Lake County Dept. of Mental Health to determine best tool	January – July 2012 More time is needed to review tools. Request extension to March 2013. Tool selected is CANS.	Deputy Director CWS Program Manager Lake County Mental Health Staff Services Analyst
B. Develop protocols with Mental Health	July 2012 – December 2012 Request extension to December 2013. In process, during ongoing Katie A. collaboration. (Meetings began April 2013)	CWS Program Manager CWS Supervisors Lake County Mental Health Staff Services Analyst
C. Develop CWS policy and procedure, and train staff	December 2012 Request extension to December 2013. In process since April 2013.	CWS Program Manager CWS Supervisors Staff Services Analyst
D. Implement and monitor	December 2012 Request extension to December 2013. In process since April 2013.	CWS Program Manager CWS Supervisors Lake County Mental Health Staff Services Analyst
E. Review and revise as needed	December 2012 and ongoing Request extension to December 2013. Will begin review by April 2014 when Katie A Progress Report is due.	CWS Program Manager CWS Supervisors Lake County Mental Health Staff Services Analyst

Strategy 17: CWS Family Team Meetings (FTM) will be expanded and formalized to address placement issues and case planning throughout the life of a case	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1 Placement Stability of children in care at least 8 days but less than 12 months
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Develop policy and procedure, and train staff	July 2012 Completed (date unknown as this was a process developed over time). Development is continual as practice is reviewed.	CWS Program Manager CWS Supervisors Staff Services Analyst FTM Facilitator
B. Implement and monitor	September 2012 Completed (date unknown as this was a process over time of integration into practice) and ongoing	CWS Program Manager CWS Supervisors Staff Services Analyst FTM Facilitator
C. Review and revise as needed	October 2012 and ongoing Completed and ongoing – review of practices is continual	CWS Program Manager CWS Supervisors Staff Services Analyst

Strategy 18: Develop protocols for social worker contacts with children and substitute caregivers	☒ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1 Placement Stability of children in care at least 8 days but less than 12 months
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Research best practices for social worker contacts	July 2011 √ In process – projected completion date is September 2014	CWS Program Manager Staff Services Analyst
B. Develop policy and procedure, and train staff	September 2011 √ In process – projected completion date is September 2014	CWS Program Manager CWS Supervisors Staff Services Analyst
C. Monitor social worker contacts through currently existing quality assurance reviews	October 2011 and ongoing QA procedures will be reevaluated, as the QA position was cut. Currently using Berkeley data and Safe Measures to monitor that contacts were made, but expect to develop measures of the quality of contacts by the end of 2014.	CWS Program Manager CWS Supervisors Staff Services Analyst

Strategy 19: Solicit input from foster youth and substitute caregivers on a regular basis through focus groups and/or questionnaires	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1 Placement Stability of children in care at least 8 days but less than 12 months
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Research best practices for obtaining foster youth and caregiver input	January 2012 √ Decision was made to use focus groups. (Date of decision unknown.)	CWS Program Manager Staff Services Analyst
B. Develop a plan for obtaining foster youth and caregiver input and implement	February 2012 √ Plan is to conduct annual focus groups - The most recent focus group was held with ILP youth on 10/4/2013.	CWS Program Manager Staff Services Analyst CWS Placement Specialist CWS ILP Coordinator
C. Use the information obtained to train staff to improve casework practice	March 2012 √ Ongoing – Information provided by youth on 10/4/13 was discussed at Staff Meeting on 11/6/2013.	CWS Program Manager CWS Supervisors Staff Services Analyst

ATTACHMENT 2

5 – Year SIP Chart (Probation)

Priority Outcome Measure or Systemic Factor: Improve Family Finding Procedures to Provide Optimal Placement Options for Probation Youth. Previous family finding procedures were conducted with very little attention as to possible family members or close family friends with whom a youth could be placed. A backwards glance at Probation practices would reveal that almost 100% of Probation youth were placed outside of the home because of the lack of appropriate family finding procedures which lead to long-term out-of-home and out-of-county placements.

Despite current law requirements, with a few exceptions, Probation has had difficulty in carrying out family finding procedures to the point of making contact with family members when a child has been found at risk for out of home placement and is actually placing the child. In the past, Probation had been quick to find a suitable group/foster home placement without regard to potential family members who could be suitable placements for the child. Part of the problem included Probation's misplaced view of placement being entirely a result of the youth's criminal and delinquent behaviors. With continued training associated with Evidence Based Procedures, Probation has a focused vision to decrease the overall number of youth being placed outside of the home. We realize appropriate family findings have to be a basic step toward keeping a cohesive family unit.

As a result, in the past four years, Probation has steadily decreased the number of juveniles on formal probation. Despite this downward trend, the number of juveniles placed outside of the home has increased, not dramatically, but enough to indicate Probation is not doing as well as anticipated in keeping our families intact. This indicated the need for a systemic change in the progression of juvenile placement within the Juvenile Division. Probation's recognition of this issue has led to breaking down each step of a juvenile's process through Probation to identify and correct systemic flaws within our division. It is anticipated this process will be very involved and time-consuming. We have begun this process by instituting step-by-step procedures for both the intake and informal cases. Our intake cases are those youth who come to our attention by committing a crime and then are detained in juvenile hall. The informal youth come to our attention by committing a crime and a citation is received at Probation. The procedures for the informal cases have been completed. Isolating the issues at the intake are the most complicated as there is such a short timeframe in which decisions must occur. We are in the process of completing those procedures. Our next steps will include more in-depth case planning for those youth who are determined to be at imminent risk for out of home placement, working with outside agencies for increased family support, and increased Probation work with the involved families.

National Standard: N/A

Current Performance: Completed

Target Improvement Goal: To implement and sustain family finding procedures within the Probation Department.

Priority Outcome Measure or Systemic Factor: To improve the Facilitation of Family Team Conferences (FTC) to Increase Protective Factors in Juvenile Probationers Positive Achievement Change Tool (PACT) Assessments. Protective factors are necessary to increase a youth's resiliency in combating negative influences in their lives. By bringing those factors out during a FTC, Probation can be more effective in promoting those positive aspects in the youth and family.

National Standard: N/A

Current Performance: Completed 23 out of 23 family team conferences

Target Improvement Goal: To conduct a Family Team Conference on 23 Probation youth who are at imminent risk of out-of- home placement. Although Probation completed the goals of this factor, our job is not "complete" by any means. Although Probation's overall number of wards has dramatically decreased, the at-risk population has remained at consistent numbers. These 23 youth are slowly aging out and new youth are taking their place. It appears this factor was short-sighted as utilizing tools does not, in itself, improve an outcome, especially when other outside factors decrease the intended goal.
Our next step is to document which portions of the FTC's are most effective and disburse those into our current juvenile hall pre-release meetings and during our 6-month case plan updates.

Probation is currently facing a staff shortage and our family team conferences are slowing down as a result. Our focus has shifted from being pro-active to that of being reactive and Probation has to find an improved method if we are to remain effective in this measure.

Priority Outcome Measure or Systemic Factor: Develop a FTC facilitator worksheet as a guideline to conduct effective meetings.

National Standard: N/A

Current Performance: Completed

Target Improvement Goal: To use a worksheet with each FTC so an agenda is followed as well as capturing the data/goals which need to be followed up.

Priority Outcome Measure or Systemic Factor: Foster Care: C1.2 - Median Time to Reunification: Of all children discharged from foster care to reunification during the year who had been in foster care for 8 days or longer what was the median length of stay (in months) from the date of latest removal from home until the date of discharge to reunification?

National Standard: 5.4 months

Current Performance: 13.1 months

Target Improvement Goal: Decrease placement time to 12 months within 2 years

Strategy 1: Improve Family Finding Procedures to Provide Optimal Placement Options for Probation Juveniles	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** During the time-period 07/01/2010 – 02/28/2011, the Probation Department conducted over 80 intake, 30 detention, and 99 dispositional reports where less than 25% of the reports produced family findings other than the parents	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Meet to develop a family finding template for probation officers to use during intake, detention, and dispositional interviews. Develop training on family mapping and its use.	Target date: May 2011	Completed: May 2011	Supervisors and Line Staff of Juvenile Division
B. Finalize Family Finding Template	Target date: May 2011	Completed: May 2011	Chief Probation Officer and Supervisors of Juvenile Division
C. Format the inclusion of family finding efforts into court reports and review the results with the Chief Probation Officer	Target date: May 2011	Completed: May 2011	Chief Probation Officer and Supervisors of Juvenile Division
D. Implement family finding template and assess for improvements	Target date: May 2011	Completed: May 2011	Supervisors and Line Staff of Juvenile Division, and Juvenile Correction Officers (as directed)
E. Review results of the family findings and implement additional changes as necessary	Target Date: July 2011	Completed: July 2011	Supervisors of Juvenile Division

Strategy 2: To improve the Facilitation of Family Team Conferences to Increase Protective Factors in Juvenile Probationers Positive Achievement Change Tool (PACT) Assessments. Develop Comprehensive Family Team Conference Procedures to coincide with PACT assessment results	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** The Probation Department currently uses Family Team Conferences (FTC) when a juvenile probationer's status level and/or the PACT risk level changes. The FTC facilitator assists family, friends of the family, and support agencies to indentify anti-social and pro-social (or protective factors) behaviors of the juvenile and his/her family. This information is then used to devise a case plan to assist the juvenile in achieving and maintaining a higher level of success while on probation. During the time-period 07/01/2010 – 02/28/2011, the Probation Department conducted 15 family team conferences where PACT risk levels were noted but not specifically addressed as a means to increase protective factors for those juveniles. Evidence based practices indicate increasing protective factors can have a positive, lasting effect on juvenile probationers. There have not been any follow up reporting procedures to document the success or failure rate of the FTC's.	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Meet to develop Family Team Conference (FTC) procedures to optimize the efforts of FTC	Target date: June 2011	Completed: June 2011	Supervisors and FTC Facilitators
B. Implement FTC procedures	Target date: July 2011	Completed: July 2011	Supervisors and FTC Facilitators

C. Assess FTC procedures and recommend changes as necessary	Assessment Target dates: July – September 2011	Completed: December 2011 After a period of assessment, Probation found FTC's are more effective when a supervisor is the facilitator and appropriate training in FTC's was critical in maintaining the positive direction of the conference. Additionally, Probation found that including our PACT risk to reoffend on a criminal level assessment, addressing the stages of change in both the parent and child, and giving each of the participants an outline of the agenda which they can write in helped in creating a purposeful event.	FTC Facilitators
D. Monitor results of FTC and record in case notes and FTC results will be reviewed every six months in accordance with the associated PACT requirements	Target date: July 2013	Completed: July 2013 Although this is an ongoing process, Probation views this as completed as it is now an incorporated Juvenile Division procedure.	Supervisors and Line Staff of Juvenile Division, FTC Facilitators
E. If FTC review indicates the juvenile has been unsuccessful, a follow-up FTC will be scheduled	6 month intervals – Ongoing as needed		Supervisors and Line Staff of Juvenile Division, FTC Facilitators

Strategy 3: Develop FTC facilitator worksheet	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** During the time-period 07/01/2010 – 02/28/2011, the Probation Department conducted 15 FTC's. At each conference there was not a consistent format in which the FTC was conducted, thereby incurring more preparation time and less consistent information given and gathered. If Probation utilized a facilitator worksheet, the entire event would be better organized and produce greater results.	
Action Steps:	**Implementation Date:**	**Completion Date:**	**Person Responsible:**
A. Meet to develop and implement a FTC facilitator worksheet to use during FTC's that will incorporate PACT protective factors and criminogenic needs, input from family members, friends, and support agencies, and court orders.	Target date: June 2011	Completed: June 2011	Supervisors and FTC Facilitators
B. Finalize FTC facilitator worksheet	Target date: June 2011	Completed: June 2011	Supervisors and FTC Facilitators
C. Implement FTC facilitator worksheet and assess for improvements	Target date: July 2011	Completed: December 2011 Probation completed the FTC facilitator worksheets in July 2011 and assessed them for effectiveness in gathering information needed to address the groups needs for the family as well as the Court's requirement of the child. Additional items added to the worksheet were the stages of change block, PACT risk to reoffend assessment/top 3 criminogenic needs, and case plan goals.	Supervisors and FTC Facilitators

D. Assess FTC facilitator worksheet and recommend changes as necessary	Target date: July 2013	Completed: July 2013 Although this is an ongoing process, Probation views this as completed as it is now an incorporated Juvenile Division procedure.	Supervisors and FTC Facilitators

Strategy 4: Foster Care: C1.2 - Median Time to Reunification: Of all children discharged from foster care to reunification during the year who had been in foster care for 8 days or longer what was the median length of stay (in months) from the date of latest removal from home until the date of discharge to reunification?	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** During the time period of 04/01/2012-03/31/2013, the national goal for children to reunified was 5.4 months. During that period, Probation's median months in care was 13.1. Although it is unlikely that Probation will ever get to 5.4 months, it is our goal to reduce the median months in care to 12 months within the next 2 years (09/30/2015).	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Develop systemic steps to slow the process of ordering children into placement. i.e., utilize services such as Family Team Conferences, Wrap Around Services, and Intensive Supervision.	September 2013 – December 2013		Probation Supervisors Probation Placement Officers
B. Actively involve the child's family in placement selection beginning at the first Family Team Conference which first identifies a child's need for placement. Previously Probation would identify a child for placement and just utilize the child's case plan in order to identify the placement facility.	Continual		Probation Placement Officers Family members Placement Provider

C. Involve the child, his/her child's family, and placement care provider in the case planning development	Continual		Probation Placement Officers Family members Placement Provider
D. Review the child's progress on a monthly basis to ensure progress and make adjustments as necessary	Continual		Probation Placement Officers Family members Placement Provider