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August 26, 2013

California Department of Social Services  
Outcomes and Accountability Bureau  
744 P Street, MS 8-12-91  
Sacramento, CA 95814  
Attn: Sarah Davis, LCSW

**RE: NEVADA COUNTY'S 2013 SYSTEM IMPROVEMENT PLAN UPDATE REPORT**

Dear Ms. Davis.

Enclosed, please find the original 2013 SIP Update Report for our five – year System Improvement Plan (SIP) for Nevada County Department of Social Services.

This document recaps the goals and strategies that are currently in place that are being utilized as tools for Nevada County's Child Welfare Services, Juvenile Probation, providers and the community to continue to improve outcomes for children. Additionally, the SIP updates the positive actions that have continued to ensure the safety of the children and improve services to Nevada County families. Due to our plan now encompassing five years we have also added additional measures that we hope to accomplish to improve outcomes for Nevada County children and families.

If you have any questions, please call Margaret Duffy, CPS Program Manager, at 530-265-1655 or Mike Dent, Probation Program Manager, at 530-265-1211. We appreciate all the help that CDSS has provided in the past and look forward to continued partnership in the future.

Sincerely,

Nicole Pollack, Director  
Department of Social Services  
County of Nevada

**California Outcomes and Accountability System**



# **Nevada County System Improvement Plan Update 2013**



**Families Growing Together**

## California's Child and Family Services Review System Improvement Plan

<b>County:</b>	<b>Nevada</b>
<b>Responsible County Child Welfare Agency:</b>	<b>Nevada County Child Protective Services and Probation Services</b>
<b>Period of Plan:</b>	<b>May 2012 to May 2013</b>
<b>Period of Outcome Data:</b>	<b>Q4 2012</b>
<b>Date Submitted:</b>	<b>July 1, 2013</b>
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<b>Submitted by each agency for the children under its care</b>	
<b>Submitted by:</b>	<b>Nevada County Department of Social Services Director (Lead Agency)</b>
<b>Name:</b>	<b>Nicole Pollack</b>
<b>Signature:</b>	
<b>Submitted by:</b>	
	<b>County Chief Probation Officer</b>
<b>Name:</b>	<b>Mike Ertola</b>
<b>Signature:</b>	

# Nevada County System Improvement Plan Update 2013

## Table of Contents

<b>System Improvement Plan</b>	
<b>Cover Sheet</b>	<b>2</b>
<b>Signature Page</b>	<b>3</b>
<b>SIP Nevada County Executive Summary</b>	<b>5</b>
<b>I. CWS Narrative (Outcome Measures, Goals, Strategies, Action Steps)</b>	<b>7</b>
<b>II. Probation Narrative (Outcome Measures, Goals, Strategies, Action Steps)</b>	<b>9</b>
<b>III. CWSOIP</b>	<b>9</b>
<b>IV. Stakeholder Participation</b>	<b>9</b>
<b>V. CWS/Probation Successes</b>	<b>10</b>
<b>VI. Obstacles and barriers to future implementation</b>	<b>10</b>
<b>VII. Other Outcome Measures Not Meeting State and/or National Standards</b>	<b>12</b>
<b>VIII. CWS/Probation Matrix</b>	<b>13</b>

NOTE: Updated Information in the Nevada County SIP Matrix will be in bold.

## **Executive Summary**

The Nevada County System Improvement Plan (SIP) Progress Report is a report on the progress Child Welfare Services (CWS) and Juvenile Probation Department in Nevada County have made since the implementation of the three year System Improvement Plan (SIP) submitted in October 2011.

The 2011 SIP outlined the strategies that CWS and the Juvenile Probation Department plan to implement over a three year period to improve outcomes for children and families. The 2011 SIP incorporated the findings of the 2011 County Self Assessment (CSA) and the 2010 Peer Quality Case Review (PQCR) and is operational from November 1st, 2011 through October 30<sup>th</sup>, 2014. Due to recent changes, our SIP is now extended to October 30<sup>th</sup>, 2016, with annual updates.

This SIP Progress Report will outline the progress Nevada County has made during the first phase of our 5-Year plan. Since our plan has been extended, Nevada County will also propose additional goals and shifting priorities to accommodate the additional timeframe and from lessons learned our first year.

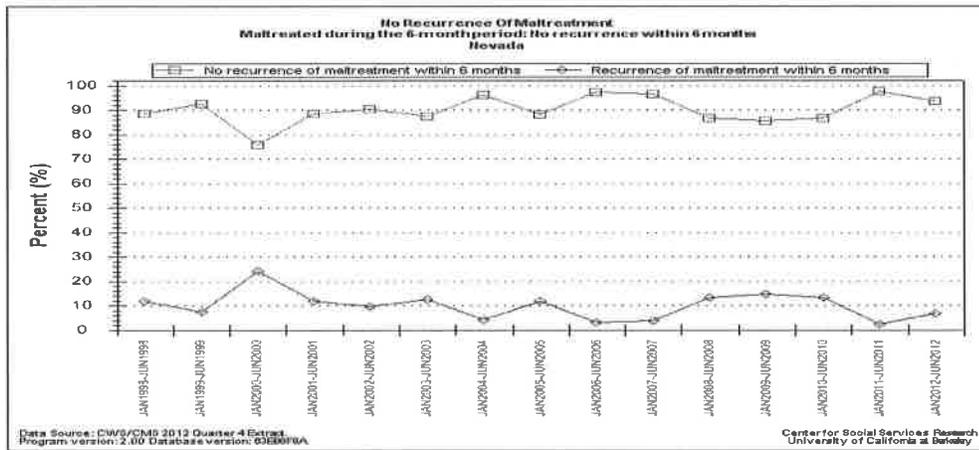
Our goal is to determine the effectiveness of our System Improvement Plan and we have done this by monitoring our Outcome Measures, Goals, Strategies and Action Steps. According to the most recent Berkeley Quarterly Report (2012 Qtr 4 Extract), Nevada County Child Welfare Services and Juvenile Probation continues to make strides at maintaining the SIP goals. It should be noted that with smaller counties, such as with Nevada County, 2-3 children frequently can produce spikes in either direction and can distort the numbers compared against the National Standard.

Nevada County has achieved many improvements during our first year but due to the economy our families are experiencing many hardships. Housing and transportation are huge obstacles that challenge parents in completing services necessary for reunification. Methamphetamine and heroin use continue to plague our county residents. Substance abuse, coupled with serious mental illness, frequently requires more intensive services and expertise than is available in our smaller, rural community.

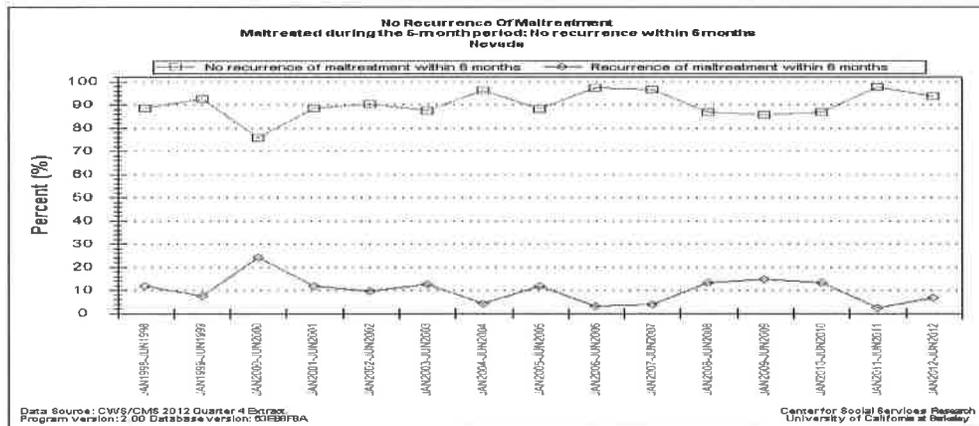
Nevada County is fortunate to have many non-profits and community partners who are willing to collaborate and work together to find solutions to these challenging issues. Child Welfare Staff and Probation Staff continue to look for ways to engage families and to utilize the services in our county to provide an effective web of support for our families. Through the continued expansion of Safety Organized Practice, CWS has also diligently increased families linkage to natural supports that will be with their families long after our involvement. The parents and children's voices are being sought out with greater regularity and case plans are being developed in their voice, creating a stronger network of safety and well-being for everyone involved.

The following are the outcomes on our proposed measures:

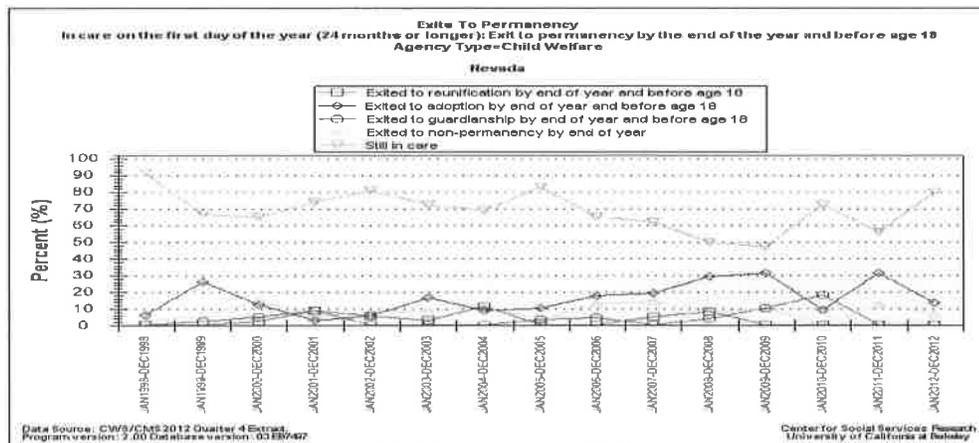
## S1.1 No Recurrence of Maltreatment



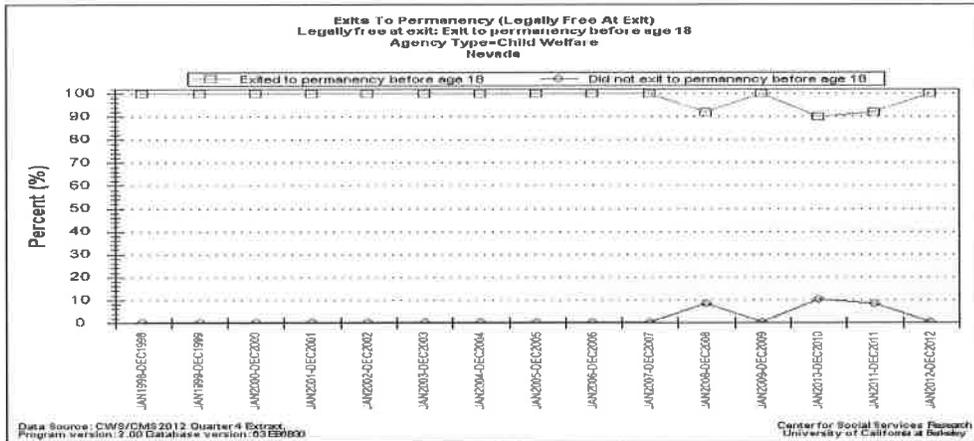
## C1.4 Reentry Following Reunification



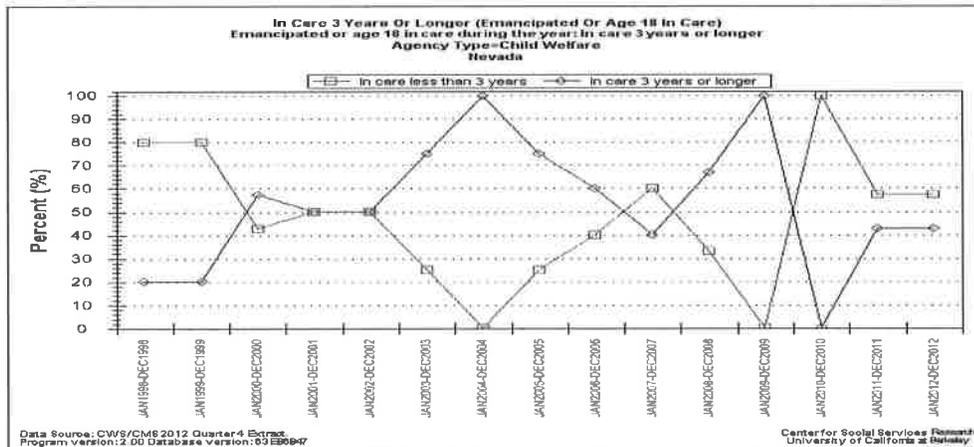
## C3.1 Exits to permanency (24 months in Care)



### C3.2 Exits to Permanency (Legally Free at Exit)



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



#### I. CWS Narrative (outcome measures, goals, strategies and action steps)

One of the biggest successes for Nevada County has been with the integration of Safety Organized Practice, as described in our Strategy 2.1: Implement Signs of Safety/Safety Organized Practice. Our staff has attended numerous trainings over the last year and has been integrating this holistic approach in their day to day collaboration with children and families. Our use of Family Group Meetings (Strategy 4.3) has increased over 400%. Our ER and On-going teams perform joint mapping on a weekly basis. We have included many of our community partners in these trainings. We have trained the courts and attorneys on SOP. Many of our partners are now attending and holding their own family meetings to strengthen their practice. Parent engagement has become the buzz word and linking families to their natural resources to strengthen their safety net is being utilized with increasing regularity. CWS has written contracts to

include the goals and objectives of SOP into the framework of our community partners action plans.

With the implementation of SOP several other practices have been enhanced. Our Case Plan tool and our Safety Plan tool, outlined in Strategy 4.2, have been completely revamped to integrate SOP language and practices into the development of comprehensive plans that involve the family's network and voice into the fabric of the plan. The by-product of this is increased buy-in and participation by families and increased security for children who feel more in control and involved in the process.

Our community partners have developed a bigger stake in the process as they have become true partners through the use of SOP. We are meeting collaboratively much more often and utilizing our time more effectively because we are now sharing a common language and a shared goal with our families. Trainings are attended by many more partners who hear the same message and begin to understand safety and risk better, understand what the actual harm & danger are, and understand their role better in helping a family establish acts of protection for their children over time.

CWS management has worked extensively with our AOD providers to streamline the AOD assessment process and to develop practices that support and are in alignment with reunification. With the implementation of Katie A., Nevada County is using this opportunity to further integrate services and to help families come up with a plan to support healing from the trauma for the whole family. NC CWS has now been trained in the Nurturing Parenting Program (NPP), an evidence-based, best practice. Through contracts, temp staff, AmeriCorps and CWS staff we have been able to develop a comprehensive program that provides NPP preventive services, NPP services during supervised visitation, and NPP after-care services that are able to follow families into their natural environment and help strengthen their nurturing capacities.

Although we have not been able to institute ITFC, as Nevada County had planned to in Strategy 5.1, we still have a very strong Destination Families Program, working on establishing permanent connections for youth 11-17 and with the institution of SOP we have increased our relative placements substantially. We are in the process of hiring another AmeriCorps worker whose primary duties will be to support Foster Parents and Relative Care-Givers and to develop a comprehensive Orientation and training program so that our providers feel supported for the work they do. With Project Chrysalis over the last year, we were able to provide many training opportunities to foster parents, FFA staff and CWS staff to understand each of our roles better and how we can be of support especially with some of our highest needs kids.

With the implementation of AB12, youth are staying in our system longer and services are needed to meet these changing needs. Nevada County is proposing to utilize our THP Plus funding to reach a broader group of youth. Currently our Independent Living Program (ILP) serves 150 plus youth and that number is continually growing. Nevada County is also planning for an AmeriCorps position to provide case management services and crisis intervention to transition age youth due to the high needs of this population. It is our belief that this is a critical time for our youth and it is essential to

help them develop the tools necessary to be successful at school, work, in relationships and for their life.

For CWS the first year of our System Improvement Plan has been a success. We have learned many things over the past year and have made lasting, concrete and significant changes that will have a lasting impact on the families we serve and for our community as a whole.

## **II. Probation Narrative (outcome measures, goals, strategies and action steps)**

The Nevada County Probation Department has worked on a number of items since submitting the System's Improvement Plan in November of 2011.

A new Placement Officer was assigned in September of 2012. He has since been fully trained at the Probation Officer Core Course through U.C, Davis Extension and has also received additional trainings in; Innovative Case Planning for Juveniles, Creating Title IV-E Compliant Case Plans, Extended Foster Care for Juvenile Justice Youth; and AB-12 implementation training. Additionally, the department has received initial and ongoing training in the CWS/CMS case management system and continues to work on full implementation of this system. Implementation of the use of the CWS/CMS system has presented significant challenges to the Placement Officer and efforts to maintain compliance are ongoing. Finally, the Probation Department has been successful in linking with more local foster care providers in the community.

Regarding Strategy 3.1, Implementation of a Sanction Matrix, the Probation Department has experienced some fidelity issues that have delayed the implementation of this goal. This will be further discussed in Section VI (below), but it is anticipated that the Matrix will be implemented fully by the end of this year.

## **III. CWSOIP**

Nevada County is using the Child Welfare Services Outcome Improvement Plan funding, along with other funding streams, to address outcomes and system improvements identified in the SIP. Our county supports resources and services that strengthen our families. We are able to leverage existing programming to help support social workers and to provide preventive and aftercare services to our children and their families that address trauma and support whole family healing and well-being.

## **IV. Stakeholder Participation**

Nevada County Child Welfare Services and Juvenile Probation continue to work closely with our community. Over the past year, the goals of the System Improvement Plan have been discussed regularly with our partners at the Western Nevada County Community Support Network Meetings and the Community Collaborative of Tahoe Truckee Meetings in Eastern Nevada County (each held monthly). Both of these groups represent the local Child Abuse Prevention Councils and are comprised of community members and service providers who serve children and families in Nevada County.

CWS and Probation are actively involved in many other community meetings, such as Children's System of Care, Placement/WRAP, SMART, (our multidisciplinary team), and Palm Tree, which actively engages the courts. These meeting always provide a forum for education, collaboration and the sharing of information and resources. More family involvement is encouraged at all meeting levels and across disciplines.

#### **V. CWS/Probation Successes**

CWS has had many successes over the last year. We have come together as a team and are much stronger for it. Staff like to come to work and feel supported for the work they do. They continue to believe in the families they serve and that change can happen at any point along the way. They go out of their way to encourage real, lasting change. They have embraced Safety Organized Practice. We have never mandated this practice but have let it grow from the ground up and have watched it flourish. Family Group Meetings are happening daily and families are actually asking for meetings when they don't understand something or feel stuck.

Our visitation program has expanded with the realization of the Nurturing Parenting Program in Nevada County. Staff from our local Family Resource Centers (FRC), FFA's, local contractors, AmeriCorps members and CWS staff attended training to become NPP facilitators. Since then we have began offering Nurturing Parenting to families during supervised visitations. Families have really embraced this and have made huge strides in their cases. They are beginning to see possibilities and gain hope that true healing can occur for them and their children. CWS has also been able to provide this to our Differential Response clients and to families exiting CWS but needing support during this transition.

A group from Nevada County has been attending the Multi-Disciplinary Collaborative Leadership Institute presented and held at UC Davis. Members from the schools, courts, attorneys, the Independent Living Program, WRAP, Family Preservation, Probation, CWS, AOD and Behavioral Health are attending. The goal of the institute is Improving Outcomes for Children and Families in Child Welfare. We were one of the smallest counties who are attending yet Nevada County has the largest group of participants. Our community partners come to the table. They are invested in our outcomes. Our county data was not available (off the Berkeley site) when we first attended but it was so important to our team that they requested the data be present so that we could work on the issues facing our families.

#### **Probation Successes:**

Since submitting the System's Improvement Plan in November of 2011, the Probation Department has been successful in linking with more local foster care providers in the community in an effort to avoid sending youth to a Group Home setting that is often a great distance from their local family support.

#### **VI. Obstacles and Barriers to Future Implementation**

Due to the poor economy and the reduction of staff, Nevada County has faced many challenges over the last year. Right after completing the System Improvement Plan

CWS lost their only Staff Analyst. There was also a four month period when there was no clerical/support staff for child welfare staff and management. There have also been many staffing changes which always mean there is a lag time in productivity and the loss of much institutional knowledge. There are also many competing interests for staff time and often the priorities do change.

With losing the Staff Analyst our plan was put on hold briefly to establish a Case Review Team in the manner planned, described in Strategy 1.3. It is still a valuable goal and the CWS Program Manager has interviewed all the CWS social workers on their current cases to look at fifteen different factors, looking for patterns and/or inconsistencies within practice, services provided, case complications, among other variables.

In our permanency composite we have done considerable leg work to institute ITFC in Nevada County but have continuously ran into roadblocks. The cost is one major prohibitive factor. Because we are a small county we alone cannot support an ITFC program. We did meet with Placer, Yuba and Sutter County staff to look at ways to integrate ITFC into county practice but have yet to find the balance that works for each partner. We had productive meetings with our community partners and local church groups and in the process formed an alliance that has proven beneficial to many other endeavors.

NC CWS is looking at the use of AmeriCorps members to develop a stronger relative and foster parent network and a more comprehensive Orientation/Training program. One local church has established a SAFE FAMILIES program for families in need of help through temporary placement without the involvement of CWS.

Family Finding continues to be a focus with the increase of relative placements. For Staff Training and the development of an accessible, up to date policy and procedure manual, the timeframe has been adjusted but the desire is still very strong and it is now one of the main goals of the entire Department of Social Services. Due to losing our analyst we lost the man power behind the plan. As the CWS Program Manager came on just before the SIP was to be completed some time was needed to get to know the department and to access the practices currently in place. Also our Information Systems were in the process of developing a new Enterprise Solution for our county and it has taken awhile for them to get to the point of CWS being able to move ahead with our plan. All those factors are now lined up and CWS is able to move ahead and accomplish these goals (training manual, p & p manual, paperless system, etc.)

**Probation Obstacles and Barriers to Future Implementation:**

The implementation of a Sanction Matrix for all clients on Juvenile Probation encountered an unforeseen obstacle in January, 2012, when a consultant for the Probation Department reported to the management team the matrix could not be accurately utilized as there was a critical fidelity issue in the Positive Achievement Change Tool (PACT) Risk Assessment tool used by Juvenile Probation Officers. The PACT is used to asses risk for re-offense. In a Sanction Matrix, risk for re-offense is

compared to the number and type of incidents of non-compliance to produce a standardized consequence for the act of non-compliance that is evidence based and not based on the impulse of the assessing officer or clouded in subjective analysis.

In their work on fidelity of implementation, the consultant analyzed the assessment data from the 16 Probation Departments in the Northern California Probation Consortium (NCPC), with which Nevada County is a member. The consultant found the average risk levels on the assessment completed in Nevada County were significantly lower than the 16 Probation Department Consortium average. Investigation into this anomaly revealed a causal link to PACT re-assessments lacking updated criminal history module. Additionally, the consultant found that prior CPS history, which is a strong indicator for family instability and subsequent risk for re-offense, was not being verified and risk for re-offense was being incorrectly assessed.

In February of 2012 the department provided remedial training to all Juvenile Probation Officers and re-assessments were conducted on all clients. This corrective process took approximately 10 months to complete. The consultant has since found that Nevada County's average risk scores have increase to a point of falling closer in line to the Consortium average.

In June of 2013 a meeting was scheduled within the Probation Department to select items for inclusion in the Sanction Matrix that will complete the Matrix's list of consequences. The last step is to finalize the Matrix and train staff on it use. It is anticipated that the Sanction Matrix will be implemented by the end of 2013.

#### **VII. Other Outcome Measures Not Meeting State and/or National Standards**

Nevada County is currently not meeting the National Standard in No Recurrence of Maltreatment but we are only off by 0.3% and during the last year have experienced a marked improvement. C1.2 Adoption within 24 months the National Standard is 5.4%, Nevada County CWS is at 7.1 % & C1.3 Reunification within 12 months the National Standard is 48.4%, Nevada County CWS is at 61.9%. On C2.1 & C2.2 we did not meet the National Standard but in each case this was because of only one child. Placement Stability has also been unstable and fluctuates usually based on low numbers having a great impact.

Nevada County continues to monitor these outcomes. We are strongly considering establishing an Adoptions Unit in our county to address many of the inconsistencies and fluctuations that occur in our adoptions composite and our long term care composite. Currently Nevada County contracts with State Adoptions but is undergoing an analysis to see if bringing adoptions in-house could ultimate improve our numbers and provide more consistency.

Nevada County has also experienced high turnover, losing 33% of our staff over the last year. This has been an on-going trend. We are surrounded by several bigger counties that offer better pay and greater opportunities. We find it difficult to recruit qualified social workers to our rural community. When the turnover is so high, some of our

families experience multiple social workers over the life of a case. Statistics show that every time the social worker changes on a case, the likelihood of reunification decreases.

**VIII. CWS/Probation Matrix**

**Priority Outcome Measure or Systemic Factor:**  
**Recurrence of Maltreatment in the first six months of the study year (S1.1 ) and Re-entry into Foster Care Following Reunification (C1.4)**

**National Standard:** S1.1 - 94.6% for No Recurrence of Maltreatment  
C1.4 - 9.9% for Re-entry into Foster Care Following Reunification

**Current Performance:** Nevada County's performance on these measures for the time period April 13 (Qtr4-12) was S1.1 – 94.3 % according to the data extracted from the Berkeley Quarterly Report. From a total of 53 children, 50 (94.3%) had no recurrence and 3 (5.3%) experienced a recurrence of maltreatment. The data shows that Nevada County has met their goal of improving this number to over 90% from the previous 85.5%. Nevada County is within .3% of meeting the National Standard and will continue to make strides in that direction. During the same period for C1.4 the data shows that Nevada County was at 9.1%, 108.9% of the National Standard. Of 33 children who exited Foster care during this period, 3 re-entered Foster Care after reunification. This is substantially lower than the 33.3 during the previous reporting period and this measure also exceeded our set goal.

**Target Improvement Goal:** Improve to 90+ percent by July 2013 and then at least maintain that level over the next 4 years for S1.1 & Decrease C1.4 by 5 % by July 2013 and sustain that level through July 2016.

**Priority Outcome Measure or Systemic Factor:**  
**Permanency Composite C3;**  
**C3.1 Exits to Permanency (24 months in care)**  
**C3.2 Exits to Permanency (Legally free at exit)**  
**C3.3 In Care 3 Years or Longer (Emancipated/Age 18)**

**National Standard:** C3.1 – 29.1% C3.2 – 98% C3.3 – 37.5%

**Current Performance:** For Nevada County we met the National Standard for all three of these measures. Great effort has been put in place to provide permanency for children in a timely manner and in the least restrictive environment.

**C3.1 – 36.2% 4 of 38**

**C3.2 – 102% 10 of 10**

**C3.3 – 57.1% 4 of 7**

**Target Improvement Goal:**

**Improvement Goal 2.0** Improve Exits to Permanency by maintaining or increasing C3.1 through July 2016, By maintaining outcomes for C3.2 throughout the duration of the SIP, and Decreasing C3.3 by at least 5% in July 2013, working toward the goal of being within 10% of the National Standard by July 2016.

**Priority Outcome Measure or Systemic Factor:**  
**Staff/Provider Training**

**National Standard:** For Systemic Factor there is no National Standard but there is a great need to focus on comprehensive on-going training for social workers to support retention and best practice whenever reasonably possible.

**Current Performance:** Nevada County is in the process of developing a more comprehensive training unit for all Child Welfare Staff. This will be accomplished through a Policies and Procedures Manual and a Formalized Child Welfare Training Unit.

**Target Improvement Goal:**

Complete and maintain policy and procedure manual that supports social worker best practices. Complete one policy and procedure monthly and update one policy and procedure monthly throughout the cycle.

Improve staff efficiency, competency, and morale through effective use of training resources.

<p><b>Strategy 1.1:</b>  <b>Maintain robust community-based services that provide supports to families with more complex needs, including AOD, Family Preservation and WRAP services</b></p>	<p><input checked="" type="checkbox"/> CAPIT  <input checked="" type="checkbox"/> CBCAP  <input checked="" type="checkbox"/> PSSF  <input type="checkbox"/> N/A</p>	<p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b>  <b>Strategies: Reunification composite, S1.1, S2.1, C1.1, C1.4</b></p>
<p><b>Action Steps:</b></p>	<p><b>Timeframe:</b></p>	<p><b>Person Responsible:</b></p>
<p><b>A.</b> Increase communication and collaboration between community and CPS service providers. CPS management regularly attends Community Support Network and Truckee CAPC meetings.</p>	<p>Q 1 2012 and on-going  Update: On-going</p>	<p>Program Manager, Supervisors</p>
<p><b>B.</b> Include services in CBCAP/PSSF/CAPIT RFP that support families with complex needs.</p>	<p>Spring 2012  Update: Complete and On-going</p>	<p>RFP Committee</p>
<p><b>C.</b> Community provider presentations at monthly CPS staff meetings and at PLEAG meetings for parents. These presentations will focus on client's services and how we target services specific to harm and danger. Staff and parents will receive a short pre/post evaluation to assess knowledge level and evaluate planned usage.</p>	<p>Q 1 2012 and on-going  Update: Complete and On-going</p>	<p>On-going and Emergency Response Supervisors,  Community Service Providers</p>
<p><b>D.</b> Provide on-going training on Safety Organized Practice, Nurturing Parenting Program, Trauma Informed Care so that community partners are speaking the same language as CWS for our families.</p>	<p>Fall 2012</p>	<p>UCDavis, CWS Management</p>
<p><b>E.</b> Hold Family Group Meetings (FGM) and provide trained facilitators (FGM) to support family involvement in there treatment plan and helping service providers to understand what action a family need to take to mitigate safety and risk.</p>	<p>Fall 2012</p>	<p>Contractors, CWS staff, CWS Supervisors</p>

<p><b>Strategy 1.2:</b>  <b>Improve utilization of thorough and early assessments that include more comprehensive assessment of mental health and AOD issues.</b></p>	<p><input type="checkbox"/> CAPIT  <input type="checkbox"/> CBCAP  <input type="checkbox"/> PSSF  <input checked="" type="checkbox"/> N/A</p>	<p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b>  Strategies: Reunification composite, S1.1, S2.1, C1.4</p>	
<p><b>Action Steps:</b></p>		<p><b>Timeframe:</b></p>	<p><b>Person Responsible:</b></p>
<p><b>A.</b> Supervisors review SDM utilization and ensure fidelity and timeliness; attain 90% or above.</p>	<p>January 2012 and maintain through out SIP implementation  Update: Complete and On-going</p>	<p>Supervisors to review; All social workers to implement.</p>	<p>Supervisors to review; All social workers to implement.</p>
<p><b>B.</b> Finalize, implement and adhere to new ER assessment outline. This outline is a tool to streamline the emergency response process while offering a thorough assessment of the needs for the client.</p>	<p>Finalize new tool January 2012; &amp; fully implement by April 2012.  Update: Complete and On-going</p>	<p>ER supervisor; Program Manager; ER social workers to implement</p>	<p>ER supervisor; Program Manager; ER social workers to implement</p>
<p><b>C.</b> Provide ongoing technical assistance on SDM.</p>	<p>November 2011 integrate SDM into Weekly Case Reviews – on-going  Update: Complete and On-going</p>	<p>Program Manager, supervisors</p>	<p>Program Manager, supervisors</p>
<p><b>D.</b> CWS will work in collaboration with our AOD partners to establish a more thorough assessment process with feedback and a plan occurring within 48 hours. Staff will share the case plan and treatment plan and coordinate services across disciplines.</p>	<p>Completion of Assessment Tool Spring 2013, implementation and on-going monitoring monthly.</p>	<p>CoRR staff, Common Goals Staff, CWS Management</p>	<p>CoRR staff, Common Goals Staff, CWS Management</p>
<p><b>E.</b> With the implementation of Katie A., Behavioral Health and CWS are collaborating to develop an assessment &amp; policies and procedures to provide comprehensive services to youth involved with CWS, inclusive of the whole family. Potential for a co-located BH worker at CWS, and the on-going implementation and delivery of the Nurturing Parenting Program, WRAP and Family Preservation.</p>	<p>Completion of Assessment Tool May 2013, Identification of Katie A current case June 2013, Training of providers and staff July 2013, Implementation August 2013 then on-going.</p>	<p>PM BH, PM CWS, BH &amp; CWS Staff and Community Providers.</p>	<p>PM BH, PM CWS, BH &amp; CWS Staff and Community Providers.</p>

<p><b>Strategy 1.3:</b>  <b>Establish case review team to analyze all return referrals (S1.1 data) on an ongoing basis.</b></p>	<p><input type="checkbox"/> CAPIT  <input type="checkbox"/> CBCAP  <input type="checkbox"/> PSSF  <input checked="" type="checkbox"/> N/A</p>	<p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b>  Strategies: S1.1, S2.1, C1.4, Reunification and Long term care composite.</p>	
<p><b>Action Steps:</b></p>		<p><b>Timeframe:</b></p>	<p><b>Person Responsible:</b></p>
<p><b>A.</b> Identify representatives from each unit (ER and ongoing).</p>	<p><b>May 2014</b>  Update: Revised Completion Date</p>		<p>PM, Supervisor; 1 staff from each unit.</p>
<p><b>B.</b> Hold first meeting and establish meeting schedule.</p>	<p><b>July 2014</b>  Update: Revised Completion Date</p>		<p>PM, Supervisor; 1 staff from each unit.</p>
<p><b>C.</b> Report to full CPS staff; Placement Committee, or other relevant stakeholders on any identified trends or improvement areas.</p>	<p><b>June 2015</b>  Update: Revised Completion Date</p>		<p>Analyst and case review team</p>
<p><b>D.</b> Team will analyze results and establish strategies to streamline service delivery. New policies and procedures will be put in place based on the results and indicators found.</p>	<p><b>August 2015 and maintain throughout SIP implementation</b></p>		<p><b>Case review team</b></p>

<p><b>Strategy 2.1: Implement Signs of Safety.</b></p> <p><b>Integrate Safety Organized Practice (SOP) into the on-going daily practice for all Social Workers in Nevada County &amp; Provide On-going support to our community partners for integrating SOP into their own practice with CWS clients.</b></p>	<p><input checked="" type="checkbox"/> CAPIT</p> <p><input checked="" type="checkbox"/> CBCAP</p> <p><input checked="" type="checkbox"/> PSSP</p> <p><input type="checkbox"/> N/A</p>	<p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b></p> <p>Strategies: Reunification composite, Placement Stability composite, Adoptions composite, S1.1, S2.1, C1.4</p>
<p><b>Action Steps:</b></p>	<p><b>Timeframe:</b></p>	<p><b>Person Responsible:</b></p>
<p><b>A.</b> Send one staff from each unit to 40-hour training; PM and Supervisors to 24 hour training.</p>	<p>Immediately</p> <p>Action: Complete</p>	<p>ER supervisors/ 1 staff; Ongoing supervisor/1 staff; PM</p>
<p><b>B.</b> Attend convening to share best practices with other counties.</p>	<p>November 2011</p> <p>Action: Complete</p>	<p>ER supervisors/ 1 staff; Ongoing supervisor/1 staff; PM</p>
<p><b>C.</b> Implement group supervision with case consult on all ongoing cases.</p>	<p>Immediately and ongoing</p> <p>Action: Complete</p>	<p>On-going supervisor</p>
<p><b>D.</b> Contract with UCD N. Cal training academy for ongoing technical assistance and establish evaluation protocol with UC Davis team.</p>	<p>October 2011</p> <p>Action: Complete</p>	<p>CWS - PM and Training Academy Staff</p>
<p><b>E.</b> Provide on-going training and coaching, design office with SOP focus, create meeting space at CWS, and continue UC Davis coaching focusing on depth of practice.</p>	<p>Immediately, Meeting space established in June 2013, on-going coaching, training and support.</p>	<p>CWS – PM, UC Davis, community partners, CWS staff, Probation PM and staff</p>

<b>Strategy 2.2:</b> Introduce new case plan tool and after-care planning tool to increase parent engagement and implementation of case plan goals and more efficiently use social worker time. Early engagement also leads to timely outcomes in reunification or toward timely permanency for youth.	<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> S1.1, S2.1, C1, C4
<b>Action Steps:</b>	<b>Timeframe:</b>	<b>Person Responsible:</b>
<b>A.</b> Research current tools in counties using family focused strategies.	November 2012  Action: Complete	Program Manager; Juvenile Placement PM; Analyst
<b>B.</b> Draft improved case plan for circulation	May 2012  Action: Complete	PM, Analyst
<b>C.</b> Hold meetings with court, attorneys, parents, and relevant community to elicit input on case plan elements.	June and July 2012  Action: Complete	Placement Committee
<b>D.</b> Implement new case plan.	December 2012  Action: Complete	CWS staff

<p><b>Strategy 3.1:</b>  <b>Implement a Sanction Matrix for all violations of Juvenile Probation</b></p>	<p><input type="checkbox"/> CAPIT  <input type="checkbox"/> CBCAP  <input type="checkbox"/> PSSF  <input checked="" type="checkbox"/> N/A</p>	<p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b>          Improve placement stability by providing constant sanctions for violations of probation orders, including placement orders, by choosing the least restrictive means of addressing a violation based on risk of re-offense and severity of the pending violation of probation</p>
<p><b>Action Steps:</b></p> <p><b>A.</b> Research Sanction Matrix utilized by other Probation Department in the State of California (the sanction matrix is a system to determine level of sanctions for offenders)</p> <p><b>B.</b> Create local Sanction Matrix for violations of probation. Establish Business Rules for Probation Staff to follow.</p> <p><b>C.</b> Implement Sanction matrix based on risk and severity of probation violation.</p>	<p><b>Timeframe:</b></p> <p><u>Original Goal:</u> April 2012</p> <p><u>Update:</u> January 2012- Located several Matrix options from other California Probation Departments for use in creating our own matrix.</p> <p><u>April 2013:</u> Project expanded to also include a Sanction Matrix for adult offender population.</p> <p><u>Original Goal:</u> June 2012</p> <p><u>Update:</u> January 2012- Learned from a consultant with department that Sanction Matrix would not be very accurate/useful as fidelity of use of PACT Risk Assessment tool by Juvenile Probation Officers was not consistent with other 15 Probation Departments in the Northern California Probation Consortium. We would need to correct fidelity issues first.</p> <p><u>February 2012:</u> Efforts to correct fidelity issue on PACT risk tool initiated throughout Juvenile Supervision Unit.</p> <p><u>June 2013:</u> Meeting scheduled to select items for inclusion in Sanction Matrix that was using the same tool.</p> <p><u>Original Goal:</u> July 2012</p> <p><u>Update:</u> Implementation of Matrix in September of 2013</p>	<p><b>Person Responsible:</b></p> <p>Juvenile Probation PM</p> <p>Juvenile Probation PM</p> <p>Juvenile Probation PM</p>
<p>20</p>		

<b>Strategy 4.1:</b> <b>Implement Family Finding (FF) thoroughly (following AB12).</b>	<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> <b>Adoptions Composite, C1.4, Long Term Care Composite</b>
<b>Action Steps:</b>	<b>Timeframe:</b>	<b>Person Responsible:</b>
<b>A.</b> Contract with community based providers to provide family finding services.	<b>June 2014</b>  <b>Update: Revised Completion Date</b>	PM and Analyst
<b>B.</b> Develop work-group to improve coordination between agencies and providers related to family finding.	<b>September 2014</b>  <b>Update: Revised Completion Date</b>	PM and Analyst
<b>C.</b> Host joint-training (CPS/Probation) in family finding and engagement of extended family members.	<b>December 2014</b>  <b>Update: Revised Completion Date</b>	Juvenile Probation Program Manager, CWS Ongoing Supervisor

<b>Strategy 4.2:</b> <b>Improve and formalize concurrent planning processes.</b>	<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> <b>Adoptions Composite, Long Term Care Composite, Placement Stability Composite.</b>	
<b>Action Steps:</b>		<b>Timeframe:</b>	<b>Person Responsible:</b>
<b>A.</b> Train all social workers on concurrent planning and work with the Foster Family Agencies (FFA) to train their staff also.	Begin 2012 and ongoing.  Action: On-going		CWS PM and supervisors
<b>B.</b> Develop case planning tool that includes concurrent plan and then develop policies and procedures specific to Nevada County's concurrent planning process.	October 2012.  Action: Complete		QPI Team
<b>C.</b> Social work supervisors will monitor case plan/concurrent plan through case staffing held weekly and at court status reviews for the case.	November 2012  Action: Complete and On-going		CWS PM and Analyst
<b>D.</b> CWS will look into the pros and cons of bringing adoptions in-house to better streamline services and establish more thorough protocol around concurrent planning.	January 2014		CWS Program Manager

<p><b>Strategy 4.3:</b> <b>Establish Team Decision Making Processes:</b> Since Nevada County Choose to be a Safety Organized Practice (SOP) County we have adopted and trained to Family Group Meetings (FGM).</p>	<p><input checked="" type="checkbox"/> CAPIT <input checked="" type="checkbox"/> CBCAP <input checked="" type="checkbox"/> PSSF <input type="checkbox"/> N/A</p>	<p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> S1.1, C1.4</p>
<p><b>Action Steps:</b></p>	<p><b>Timeframe:</b></p>	<p><b>Person Responsible:</b></p>
<p>A. Support family team meetings or team decision making processes through contracted service providers.</p>	<p>March 2012 Action: Complete and On-going</p>	<p>PM, supervisors and family preservation team</p>
<p>B. Research use of Early and Periodic Screening, Diagnosis, and Treatment (EPSDT) funding to support Team Decision Making (TDM) processes.</p>	<p>January 2012 Action: Continuing to look at different funding and blending of resources</p>	<p>Program Manager, Analyst, Behavioral Health</p>
<p>C. Establish protocol for TDM's in Nevada County using the Signs of Safety mapping tool. This tool targets the danger statement for that particular family and looks at strengths, strategies and contributing factors that target specific outcomes to promote safety. <b>Establish policies and procedures around SOP protocols.</b></p>	<p>June 2012 Fall 2013 Action: Revised Date</p>	<p>UCD provides TA; contractor provides support. <b>New Analyst, CWS - PM</b></p>
<p>D. Train community providers in Family Group Meeting Facilitation. With implementation of Katie A. Have WRAP, Family Preservation and BH staff also attend training.</p>	<p>Fall 2013 and on-going.</p>	<p><b>Community Partners, BH PM and staff, CWS PM and staff</b></p>

<p><b>Strategy 5.1:</b> <b>Implement Intensive Treatment Foster Care (ITFC).</b></p>	<p><input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A</p>	<p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> <b>Placement Stability, S2.1</b></p>
<p><b>Action Steps:</b></p>	<p><b>Timeframe:</b></p>	<p><b>Person Responsible:</b></p>
<p><b>A.</b> Develop contract for pilot ITFC with community-based provider and possibly neighboring Placer County.</p>	<p>July 2012 Action: Changing plan to accommodate feasibility</p>	<p>Behavioral Health Program Manager, Juvenile Probation Program Manager, Social Services Director, HHSA Director Placer County Director and staff</p>
<p><b>B.</b> Formally assess first year outcomes and come back to the team with strategies that may be needed for such things as recruitment, training, and continued collaborations</p>	<p>October 2013 Action: Changing plan to accommodate feasibility</p>	<p>Behavioral Health Program Manager, Social Services Director, HHSA Director, CWS PM, ITFC Task Force</p>
<p><b>C.</b> Maintain regular ITFC Task Force meetings with relevant stakeholders including faith-based community, foster parent association, Probation, &amp; CPS.</p>	<p>January 2012 and maintain through implementation. Action: Changing plan to accommodate feasibility (we still meet periodically to assess plan)</p>	<p>Children's Behavioral Health PM, Juvenile Probation Program Manager</p>
<p><b>D. Hire an AmeriCorps worker to work on developing a Relative Placement orientation and to provide on-going case management and placement stability support.</b></p>	<p><b>October 2013</b></p>	<p><b>CWS Program Manager</b></p>

<p><b>Strategy 5.2</b>  <b>Refine working relationships with FFAs.</b></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>  <b>S2.1, Placement Stability</b></p>	
<p><b>Action Steps:</b></p>		<p><b>Timeframe:</b></p>	<p><b>Person Responsible:</b></p>
<p><b>A.</b> Establish monthly meetings with the FFA's.</p>	<p>April 2012            Action: On-going, but with sporadic attendance by FFA's</p>	<p>CPS PM, Juvenile Probation Program Manager and FFA management</p>	
<p><b>B.</b> Sponsor "Implicit Bias" training for community, targeting FFA staff, CPS staff and foster parents. This training is about fostering the relationships between FFA and CPS staff and foster parents forming an effective partnership to support families.</p>	<p>May 2012            Action: Complete</p>	<p>Community partner</p>	
<p><b>C.</b> Secure facilitator to provide relationship building training for CPS/FFA staff through UC Davis. This will be developed and evaluated through a grant with <i>Mission Focused Solutions</i> &amp; UC Davis staff.</p>	<p>Jan-June 2012            Action: Complete</p>	<p>PM, Northern CA Training Academy</p>	
<p><b>D.</b> <i>Mission Focused Solutions</i> will continue to look for funding opportunities to support the QPI process and support CWS in strengthening the FFA partnerships. The MFS staff will meet monthly with the CWS Program Manager.</p>	<p>Summer 2013 and on-going</p>	<p>Director MFS and CWS Program Manager</p>	

<p><b>Strategy 5.3:</b> Use placement committee meetings to further all placement goals (above).</p>	<p><input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A</p>	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): Placement Stability</p>
<p><b>Action Steps:</b></p>		
	<p><b>Timeframe:</b></p>	<p><b>Person Responsible:</b></p>
<p>A. Maintain regular weekly meetings</p>	<p>On-going Action: On-going</p>	<p>Placement team</p>
<p>B. Establish standing agenda review items that will support the above goals.</p>	<p>November 2012 Action: Complete, will be further revised with the implementation of Katie A.</p>	<p>Probation PM, Gail Johnson-Vaughan; Behavioral Health; CWS PM</p>
<p>C. With the recent implementation of Katie A. the Placement/WRAP team meeting will serve as the avenue to address the overall plan for youth involved in Child Welfare Services and to develop strategies, with family input, for effective Trauma Informed Services.</p>	<p>Summer 2013, on-going</p>	<p>CWS, Probation, WRAP, Family Preservation, Schools, &amp; Behavioral Health</p>
<p>D. Behavioral Health along with Child Welfare will look at funding avenues for supporting a BH Therapist being co-located at CWS to work directly with CWS social workers and families.</p>	<p>Fiscal Year 2013-14</p>	<p>BH Program Manager, CWS Program Manager, Fiscal Staff</p>

<p><b>Strategy 6.1:</b>  <b>Improve and refine relationships and processes between courts and child welfare through monthly meetings with the courts and through collaboration with the community advocacy group &amp; Palm Tree Advisory Board.</b></p>	<p><input type="checkbox"/> CAPIT  <input type="checkbox"/> CBCAP  <input type="checkbox"/> PSSF  <input checked="" type="checkbox"/> N/A</p>	<p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b>  Reunification Composite</p>
<p><b>Action Steps:</b></p>	<p><b>Timeframe:</b></p>	<p><b>Person Responsible:</b></p>
<p><b>A.</b> Engage courts in placement committee.</p>	<p>March 2012   Action: On-going process</p>	<p>County Counsel and CWS PM</p>
<p><b>B.</b> Meet with new, incoming dependency judge to review and refine court procedures.</p>	<p>January 2012   Action: On-going process, providing regular education/training in CWS staffing</p>	<p>HHSA Director, DSS Director, CWS PM and CC</p>
<p><b>C.</b> Explore feasibility of contracting with single (or very few) dependency attorneys.</p>	<p>June 2012   Action: On-going action of the court but it has not been finalized</p>	<p>Same as above</p>
<p><b>D. Provide on-going training to the courts to facilitate understanding of Safety Organized Practice methods, risk and safety, &amp; acts of protection and the role of SOP in CWS.</b></p>	<p><b>On-going</b></p>	<p><b>CWS Management and Staff in collaboration with UC Davis.</b></p>

<p><b>Strategy 7.1:</b> Ensure that the policies and procedures manual are completed and a system for updating it is in place. The manual will be housed on a shared directory that social workers can access daily.</p>	<p><input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A</p>	<p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> When staff have a comprehensive tool available that can answer practice questions and detail procedures, they can utilize their time more effectively.</p>
<p><b>Action Steps:</b></p>	<p><b>Timeframe:</b></p>	<p><b>Person Responsible:</b></p>
<p><b>A.</b> Develop, for new PM, a detailed list of what P&amp;P's are completed and what is left to complete, choose P &amp; P for each month to review/update.</p>	<p>July 2011 Action: Complete</p>	<p>Analyst</p>
<p><b>B.</b> Develop a systematic approach to completing the remaining Policies &amp; Procedures. Create a timeline and assign to the appropriate unit so that the Supervisor receives the P &amp; P on the 1<sup>st</sup>, submits edited draft on the 20<sup>th</sup> and is then completed and posted by the 30<sup>th</sup> of each month.</p>	<p><b>August 2013</b> <b>Update: Revised Completion Date</b></p>	<p>Analyst, Supervisors and CWS PM</p>
<p><b>C.</b> Develop and implement a system for on-going updates to the manual. Develop a tracking system to review P &amp; P's oldest to newest, each being flagged for updating on a monthly basis on same timeline as above.</p>	<p><b>August 2013</b> <b>Update: Revised Completion Date</b></p>	<p>Same as above</p>
<p><b>D.</b> All policies and procedures will be located on Sharepoint so that the Public and Social Workers can access information in the office and in the field. All appropriate attachments will be available to download or print and updates will be emailed in real time.</p>	<p><b>Fall 2013 – on-going</b> <b>Update: Revised Completion Date</b></p>	<p>New DSS Analyst, CWS OA, CWS Program Manager</p>

<p><b>Strategy 8.1:</b> Ensure that trainings are used efficiently identified to optimally support SIP outcomes. Implement a system to plan trainings that directly link to SIP identified outcomes and best-practices.</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):            Training resources (dollars and staff time) are limited, so trainings should be used judiciously and focus on best-practices that align with SIP goals.            Collaborative planning with CPS and Probation can ensure that training is put to its best use.</p>	
<p><b>Action Steps:</b></p>		<p><b>Timeframe:</b></p>	<p><b>Person Responsible:</b></p>
<p>A. Annual training plan includes space to identify related SIP goal.</p>	<p>Immediately  Update: Revised Completion Date</p>		<p>CWS PM, supervisors and staff</p>
<p>B. CPS and Probation meet annually at minimum to develop training plan.</p>	<p>Immediately  Update: Revised Completion Date</p>		<p>CWS PM and Probation PM</p>
<p>C. Hold trainings for CPS, Probation, and as possible, offer to community providers, on TDM; Family Finding; Signs of Safety. Family Group Facilitation, Nurturing Parenting, Safety Organized Practice, Trauma Informed Care, etc.</p>	<p>June 2012 – on-going  Action: Complete and On-going</p>		<p>UCD, Probation and CWS PM, community partners</p>
<p>D. Work in conjunction with the local CAPC boards to promote training and garner greater participation from the community. Hold trainings on Poverty, SOP, Trauma Informed Care, etc.</p>	<p>2012 and on-going</p>		<p>CAPC coordinators and CWS PM</p>
<p>E. Develop a multidisciplinary team to attend the UC Davis Leadership Training and then develop an on-going collaborative team to establish linkages throughout our different disciplines.</p>	<p>2013-14</p>		<p>Probation, Behavioral Health, School, ILP, FFA's, WRAP, Family Preservation, The Courts, Attorneys (children &amp; parents), AOD partners, CWS</p>

<p><b>Strategy 8.2:</b>  <b>Enhance collaboration and mutual support within CPS staff.</b></p>	<p><input type="checkbox"/> CAPIT  <input type="checkbox"/> CBCAP  <input type="checkbox"/> PSSF  <input checked="" type="checkbox"/> N/A</p>	<p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b>  <b>When staff feel valued and heard, they will make more positive contributions to their environment and will stay longer in their positions.</b></p>
<p><b>Action Steps:</b></p>	<p><b>Timeframe:</b></p>	<p><b>Person Responsible:</b></p>
<p>A. Create Staff Support workgroup.</p>	<p>December 2011  Action: Incomplete</p>	<p>CWS Staff</p>
<p>B. Staff support workgroup develops "informal best practices toolkit".</p>	<p>June 2012  Action: Incomplete</p>	<p>CWS ER &amp; On-going Staff</p>
<p>C. Out of workgroup begin developing a formalized training system for new staff. (Currently Nevada County does not have a formal training unit for new social workers coming into child welfare)</p>	<p><b>Summer 2013 – on-going</b>  <b>Update: Revised Completion Date</b></p>	<p>CWS Staff, CWS PM and New DSS Analyst</p>
<p>D. Put the training information in Sharepoint for universal access.</p>	<p>Begin Fall 2013</p>	<p>DSS Analyst, NC IS team and CWS PM</p>
<p>E. Clear out closed file room at CWS and develop the space into a Training Room / Family Group Facilitation room.</p>	<p>2013 Completion</p>	<p>CWS PM and team</p>

<p><b>Strategy 8.3:</b> Move toward a paperless file system.</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):          Currently CPS files are so cumbersome that SW's &amp; CASA's often use up valuable time looking for pertinent information. With a paperless file the information will be identically cataloged for each case and the information will be available immediately.</p>
<p><b>Action Steps:</b></p> <p><b>A.</b> Meet with Eligibility PM to look at CIV system and procedures developed for their paperless system.</p> <p><b>B.</b> Research other county practices then pick a test case to look at feasibility &amp; to help establish system and protocols..</p> <p><b>C.</b> Start a procedure of scanning and categorizing the files.</p>	<p><b>Timeframe:</b></p> <p>Immediately          Action: Complete</p> <p>January 2013          Action: Complete</p> <p><b>March 2014</b>  <b>Update: Revised Completion Date</b></p>	<p><b>Person Responsible:</b></p> <p>CWS PM &amp; Eligibility PM</p> <p>CWS PM, Analyst, CWS OA</p> <p>CWS PM, OA and Social Service Aid</p>