

SIP Progress Report

SIP 2012-2017

Date: March 2013; Year 1 Update

I. Stakeholder Participation

To engage internal CWS staff we:

- Held interactive SIP presentations meetings in each region/program.
 - 18 total presentations at supervisors' meetings have been completed. Feedback was gathered on how staff felt their day-to-day work would change with SIP goals in mind. The presentations helped to inform staff of the SIP goals. Staff were excited about the next five years and were eager and committed to engage in the process.
 - A link to the SIP report as well as our current SIP data was provided.
 - Staff were given a handout that summarized all SIP goals, strategies and also provided a snapshot of what data numbers needed to change (e.g. to attain the SIP placement stability goal, an increase of 33 more children Countywide with 2 or fewer placements in the first 12 months, the 83% SIP goal would be met; to reach the Reunification SIP goal, of 47% will require only 54 more children Countywide to reunify within 12 months of removal to make that goal a reality). The number of children was also broken down by regions. The regions were thereby inspired to keep doing well and/or support neighboring regions that needed more children to meet the goal. The SIP presentations provided an opportunity to share best practices that can assist all regions in achieving the goals.
 - The presentation is available to all social work units by supervisor request. So far five supervisors have scheduled SIP presentations.
 - Presentations began in July 2012 and concluded in February 2013. Only one program has yet to be fully apprised of the SIP goals. Their presentation was re-scheduled beyond February 2013 due to program scheduling conflicts.
- Held interactive SIP presentation for CWS Executive Team (Managers, Assistant Directors and CWS Director at Program Integrity Meeting).
- Held interactive SIP presentation for all CWS Policy and Program Support staff.
- Posted a new SIP strategy every two weeks on the home page of the CWS intranet. The CWS intranet is the electronic entry point for social worker staff accessing policy and resource information.

To engage external partners:

- Interactive SIP presentations were held with community partners including:
 - Blue Ribbon Commission (including attorneys, CASAs, mental health, education, and the court),
 - Juvenile Court
 - Foster Care Services Committee (including foster parents)
 - Juvenile Justice Commission (including the public)
 - Child Abuse Prevention Coordinating Council (CAPCC)
- The full SIP report is posted on the CWS internet site and in October 2012 the link to the completed SIP report was e-mailed to all SIP stakeholders (those that attended the workgroup)

meetings leading up to the creation of the SIP). This informative e-mail included a one page summary of SIP Goals.

The main San Diego County website for C-CFSR is:

http://www.sdcounty.ca.gov/hhsa/programs/cs/child_welfare_services/child_welfare_improvements_C-CFSR.html

The link to the SIP 2012-2017 report is as follows:

http://www.sdcounty.ca.gov/hhsa/programs/cs/documents/SIP_Report_5-15-12.pdf

II. Outcome Measures, Goals, Strategies, Action Steps

A. County's current performance

• C4.1 Placement Stability

- Baseline = 80.8%; National Standard = 86%; SIP Goal = 83%
- **Current Performance = 82.9% for the period 10/1/11-9/30/12**
- The County's performance is moving in the right direction and we are now at 96% of the federal goal. The County recently completed a Six Sigma Black Belt project on the relative search and relative home approval processes and is beginning to implement recommendations that are consistent with the SIP strategies. Research has shown placement stability is promoted by kin placements and we believe that improvement on the placement stability measure has been supported by the County's focus on increasing the percent of children placed with relatives or NREFMs. The performance on Measure 4B First Placement with Relative jumped from 14.6% on September 30, 2011 to 19.8% on September 30, 2012. Likewise, the performance on Measure 4B PIT Placement with Relative increased from 36.2% to 38.4%, the highest percentage achieved over the last 10 years.

• C1.3 Reunification within 12 Months (entry cohort)

- Baseline = 43.6%; National Standard = 48.4%; SIP Goal = 47%
- **Current Performance = 43.1% for the cohort of children who entered between 4/1/11-9/30/11**
- The County's performance on this measure has remained steady and has not yet shown improvement. However, median time to reunification (C1.2) has improved and is now at 8.8 months compared to 10.2 months one year prior, so although the County struggles to meet the 12 month timeline, continuous improvement in timeliness of reunifications overall is evident. Barriers include court continuances and the number of cases that are set for trial. It will take time to implement our SIP reunification strategies and additional time for the impact to be reflected in the data.

B. Status of Strategies / Action Steps

Placement Stability (CWS)

Strategy 1: Maintain a child's connection to familiar environments and culture by ensuring consistency in CWS placement process

Action steps on this strategy commenced in July 2012.

A Lean Six Sigma Black Belt Project was conducted with the scope of evaluating policy and procedures and the results were presented to the CWS director. Regional placement workers and supervisors provided input to the Lean Six Sigma project.

A presentation was completed for Program Integrity in November 2012 (presentation to CWS Executive Team). Two workgroups were created to develop recommendations.

The two work groups have begun to meet. One work group will review the criminal history section of the Relative Home Approval (RHA) process and make recommendations for improvement. The second workgroup is examining the RHA process as a whole and evaluating our current procedures and policies. The workgroups are also working to create a standard documentation form for use across all CWS regional offices. The work groups have met twice and have begun to identify areas of improvement to the current practices and policy.

The work groups will also be reviewing the need for support and services for the relative caregivers in each region (strategies 5, 6 and 7 below).

In March 2013, a Special Notice (policy) will be published to review and solidify the documentation requirements for a RHA. The new policy will help with consistency in documentation of the RHA.

Strategy 2: Maintain a child's connection to familiar environments and culture by improving the relative search process

Action steps on this strategy commenced in July 2012.

The Lean Six Sigma Black Belt project which occurred during 2012 included an evaluation of the relative search process. The results and recommendations were presented to the CWS Director for approval. A search workgroup was established to oversee the implementation of the approved recommendations with the first monthly meeting held in December 2012.

The recommendations were broken down into the following categories:

- Communication
- Training
- Performance measures
- Documentation

Work has begun on implementation in these categories to include improved training for search clerks and review of the search clerk forms.

Strategy 3: Maintain a child's connection to familiar environments and culture by ensuring a child remains connected to school, community (friends, activities)

Action steps for this strategy commenced in October 2012

CWS Policy Analysts for court procedures and placement regularly review practice and policy concerning the use of eco maps. Genogram policy has been reviewed and social workers are required to conduct a genogram with families at the time their children come to protective custody. Current policy does not require the completion of eco maps. After further research and consideration an eco-map policy will be established.

A planning meeting is scheduled for April 2013 to make suggestions regarding eco-map and genogram policy and the implementation process. Once suggestions are created, the suggestions will be forwarded to the Policy and Program Support Manager for approval. One likely possibility is that a workgroup will be formed to help incorporate and integrate genograms and eco maps into the placement process.

Strategy 4: Improve placement support and services by utilizing emergency funds for relatives to include child care, respite, transportation

Action steps for this strategy commenced in July 2012

To address respite care, contracts were reviewed to ensure that services set to start January 2013 were meeting client needs. Meetings were held to identify any needs to change the contract scope. A review of PQCR and CSA respite care recommendations informed our discussions and actions to fine tune the respite contract. A new respite support services contract is in place that commenced January 1, 2013. Relative caregivers of a dependent child are potentially eligible to receive up to 25 hours of respite support each calendar quarter.

CWS met with external and internal kinship support partners to brainstorm what service and support needs are unmet or what needs fine-tuning. Ideas for tangible goods (e.g. cribs, car seats) were also discussed.

Barriers to placing children with relatives have been identified and a tiger team (a focused action team) may be formed to address the barriers.

A meeting will be scheduled to address kinship support funds and planning for a kinship contract. San Diego County will be involved in the 211 Kinship Navigator program to improve outcomes of kinship caregivers and children. The grant is a collaboration between 211, iFoster, CDSS, and County of San Diego HHSA CalWORKs and CWS.

Strategy 5: Improve placement support and services by utilizing kinship specific support activities (e.g. Kinship Navigators and support groups)

Action steps for this strategy commenced in July 2012

The YMCA Federal Kinship Navigators grant ended Dec 30, 2012. CWS supported the YMCA in applying for a new Kinship Navigator Grant. The Grant was not awarded to the YMCA. A meeting was held in November 2012 to look at planning for the future without the federal funds.

In January 2013, a meeting with community Kinship support partners (Casey, YMCA and the lead agency for foster parent/caregiver training) along with internal CWS Placement Specialists was held. This meeting served to review the past Kinship navigator accomplishments and success

findings and then create a wish list for future Navigator-type support given funding changes. Brainstorming information was compiled and will be used to inform future decisions.

The State was awarded a Navigator grant and San Diego County applied and was accepted to be one of the initial counties to participate in this program. San Diego County will be involved in the 211 Kinship Navigator program that will help with resources for relatives and a collaboration between iFoster, 211, and County of San Diego HHSA CalWORKs and CWS. It is undetermined when San Diego will begin the implementation process of this program. In December 2012 a meeting was held with lead agencies to discuss this new initiative.

Kinship support resource ideas from other jurisdictions were researched, compiled and sent to the SIP implementation team in November 2012 to consider. This included kin caregiver trainings that other California Counties provide and information from a relative caregiver mentor program in Clark County, Nevada.

CWS is participating in a multi-agency initiative which began in 2012 called Grandparents (and other relatives) Raising Children which is identifying ways to support both formal and informal caregivers. Participation is providing CWS an opportunity to leverage the resources and expertise of other agencies to address the needs of kin providers caring for children in the dependency system. CWS participated in a multi-site symposium for caregivers on April 21, 2012 and is in the development of a handbook for caregivers which is available in both English and Spanish on the initiative's website at <http://www.211sandiego.com/grandparents>. CWS is also participating in several ongoing workgroups in support of this effort.

Support is available to kin caregivers through the standard foster parent support (education, support groups, etc, provided by Grossmont College). There is a need for support better tailored to kin care specifically and their unique challenges.

Strategy 6: Improve placement support and services by implementing quick response teams

This strategy is due to commence in January 2014.

Strategy 7: Improve placement support and services by enhancing trauma-informed practice

Action steps for this strategy commenced in September 2012

The brochure: "Understanding Child Trauma" (in English and Spanish) was distributed to placement staff in all regions/programs at the Relative Home Approval (RHA) staff meeting on 8/15/2012. A CWS presenter discussed with RHA staff how the brochure should be used and answered questions from the group.

The trauma brochure was also made a part of the placement packet (given to all caregivers). The trauma brochure is easily available to staff on the CWS intranet. This brochure was developed as by The Breakthrough Series Collaborative Series on using Trauma Informed Child Welfare Practice to Improve Placement Stability which ended October 2012. (A breakthrough series targets and addresses system issues; the team tests ideas on a small scale and provides continuous improvement).

In December 2012, a meeting was held with the foster parent training lead regarding providing Safety-Organized Practice training to foster parents in the fall of 2013.

In February 2013, an online training focusing in trauma was developed for all HHSA staff. CWS policy staff provided input and feedback. The training is expected to be available to staff in an online training format before July 2013.

Strategy 8: Improve placement support and services by evaluating and expanding use of Family Team Meetings (TDM, Family Group Conferencing, Safety Networks)

Action steps for this strategy commenced September 2012.

TDM meetings have been in place Countywide since 2006. All placement decisions require a TDM as per policy. However, regional culture and support impacts staff utilization of this process. Additionally, most TDM facilitators have other tasks (or even case loads) assigned to them which dilutes their ability to deepen their practice and strengthen TDM efforts in their region/program.

Team Decision Making (TDM) meetings continue to be offered for every placement decision. Ongoing conversation occurs with TDM facilitators at bi-monthly facilitator supervision group regarding practice issues, and ensuring staff compliance as per policy.

CWS policy staff and CWS data staff have met to look at TDM trends and utilization. Data was reviewed and will be shared with TDM facilitators in March of 2013 and an action plan will be created.

The YMCA Families United – Family Group Conferencing (FGC) Project rolled out in the first San Diego County Region in September 2012. The YMCA Families United project is one of seven federally funded “projects of importance” aimed at testing if/how Family Group Conferencing (FGC) impacts outcomes for families involved with Child Welfare Services. Each subsequent month an additional region was brought into the project. All voluntary cases in participating regions are to be referred to the YMCA. San Diego’s Memorandum of Agreement (MOA) is for voluntary cases only at this point. Of the six regions in San Diego, two regions are pending implementation.

Safety Networks are the main focus of Module 8 in the 12 Module Safety-Organized Practice (SOP) training series. Most sites have trained Module 8. Over 500 staff are participating in the module series. Safety-Organized Practice is an umbrella term for the blending of solution focused techniques (tools from Signs of Safety developed by Andrew Turnell, Steve Edwards and others, Structured Decision Making (SDM) and trauma-informed practice). This approach is designed to enhance our skills in family engagement; and create sustained safety for children.

The evaluation component to our SOP module series includes a post-survey completed at the conclusion of the Module series as well as a follow-up questionnaire sent from UC Davis to staff six months after the conclusion of the training. The follow up questionnaires will be sent in June 2013 and will be sent to staff at different times depending on when their cohort concluded the module series.

Strategy 9: Improve placement support and services by improving initial and ongoing assessments of children to promote and maintain first/ best placement and support placement fit

Action steps for this strategy commenced in January 2013.

Existing assessment practice is being reviewed to determine what is currently in place regarding the placement of children.

Placement Stability (Probation)

Strategy 10: Improve kinship support services

Action steps for this strategy commenced in January 2013.

The Probation Placement Unit staffing has been enhanced by one Deputy Probation Officer and one Senior Probation Officer during the past year, thereby allowing for reduced numbers in Probation Officer caseloads. The result is that the number of visits required for youth placed in kinship care has been increased from one time per month to two visits per month. The focus is on providing expanded support for caregivers. An additional action step for improving outcomes in the area of kinship care is the expanded population being served by wraparound providers for youth in kinship care who are at risk of entering a higher level of care. The result of the strategy has yielded an increase of youth in kinship care, and more stable placements.

Strategy 11: Fully implement Relative Noticing Process to Aid in Placing Youth with Family Members

Action steps for this strategy commenced in January 2013.

The first step towards the full implementation of relative notification process is still in progress. There have been several staffing changes in the past year, due to Public Safety Realignment (AB 109), and specific staffing has not fully been identified. The policy and procedure are in place to ensure adherence to AB 938, but further evaluation and training is needed to ensure that full staffing and implementation is achieved.

Strategy 12: Implement Team Decision Making Strategies to improve placement stability

Action steps for this strategy commenced in July 2012.

A presentation was made to Deputy Chief Probation Officer Kim Allen on 11/2/2012 regarding the Team Decision Making approach to assessing the needs of youth and decisions on placement and care. A full presentation has not been scheduled for the full executive team including the Assistant Chief and Chief Probation Officer. Regarding the identification of funding streams to support TDMs has been discussed. The possibility of utilizing CWSOIP funds has been considered. Further discussion and an action plan will be developed in the coming months. Policy and procedure has not been developed as of this date. The full presentation will be made to executive staff within the next quarter.

Reunification

Strategy 13: Strengthen social work practices

Action steps for this strategy commenced in July 2012.

All Social Worker Initial Training (SWIT) classes receive Structured Decision Making (SDM) training and information regarding Safety-Organized Practice (SOP). There was an effort to blend the SOP information into the SDM training for SWIT. This did not replace the full module SOP series but serves to better blend the concepts. A recommendation was made for SWIT classes to receive the one day trauma training (Viewing Child Welfare Through a Trauma Lens) just before or just after the SDM/SOP training to better link the three key components of SOP together. As of April 2013, the SWIT classes will receive a 3-day SOP training. Additionally staff receive a day and a half of SDM training and a full day of trauma training.

Five hundred line staff and supervisors were trained on 12 SOP modules over the course of 2012. The modules were delivered in the office by peers who had attended a Training for Trainers series. The Module series will begin March 2013. The Public Child Welfare Training Academy (PCWTA) is offering the 12 SOP modules beginning in March 2013. Four regional CWS offices will continue to offer the modules "in-house"; meaning the modules will be offered in the office by peers who were previously trained in the SOP modules.

Supervisor Learning Circles are being established to carry forward SOP learning and implementation. Trainings for identified supervisory staff to function as facilitators for the PSS (Protective Services Supervisors) Learning Circles were held in September and October 2012 and January 2013. The PSS Learning Circles kick-off meeting was held in February 2013. Supervisors from all regions/programs had the opportunity to sign up for a cross-regional learning circle. There were seven PSS Learning circles held with 77 PSSs enrolled. Each learning circle included two facilitators. There is also one Managers Learning Circle. The PCWTA is supporting this effort through classroom training and field-based learning (Coaching). The Learning Circles will begin March 2013.

Strategy 14: Strengthen social work practice by supporting coaching and field-based instruction

Action steps for this strategy commenced in July 2012.

The first quarter of implementation covered the following:

- 1) Agreement established with PCWTA to support field-based learning (coaching);
- 2) Working on converting advanced training days to coaching hours;
- 3) PCWTA consultant was hired and began work;
- 4) Continued to have support from Casey for in-house coaching. Transition to in-house coaching began January 2013.

In February 2013, PCWTA hired a coach to help support SOP implementation in San Diego CWS. Coaching will begin in March 2013.

Strategy 15: Strengthen social work practice by enhancing engagement through family-centered meetings

Action steps for this strategy commenced in July 2012.

TDM Meetings continue to be offered for every placement decision (not all case decisions). YMCA Families United – Family Group Conferencing (FGC) Project is providing FGC for some of the families receiving voluntary services (this information is offered in more detail under strategy #8).

The tenets of Safety-Organized Practice include family-centered meetings referred to as safety/support networks involving the extended family members, friends, or community members who can support the family and help ensure the safety of the children.

Strategy 16: Improve access to immediately available family specific services by researching best practices nationwide

Action steps for this strategy commenced in February 2013.

Staff met in February 2013 and developed a plan to begin the research phase of this strategy. Intern assistance will be used to research information on nationwide best practices.

Strategy 17: Improve access to immediately available family specific services by developing the “resource specialist” concept

Action steps for this strategy commenced in October 2012.

An intern has begun a review of the literature on nationwide best practices related to resource specialists and resource hubs.

CWS staff met with Probation and IT staff in February 2013 to learn more about their new community resource directory application that is linked to their adult case management system and assessment tools. They have plans to link to expand to juvenile probation in the future.

Barriers/Challenges: Very little has been found in the literature related to resource specialists or resource hubs, especially information that is specific to child welfare services.

Future: The County of San Diego Health and Human Service Agency (HHSA) will be releasing an RFP in March 2013 to begin to develop an electronic information exchange that will include capabilities for viewing and sharing information across County programs and will include an electronic referral management function. Full functionality and use by CWS staff is several years away.

Strategy 18: Improve parent-child interaction/visitation by evaluating current visitation services and practices

Action steps for this strategy commenced in January 2013.

A meeting was held with the Data Unit to find out if CWS/CMS can be used to monitor use of Visitation Plans. Unfortunately it cannot because of various technical reasons. However, we were able to read a cross-regional sample of the Case Review Tool (form 04-79) that the Quality Assurance supervisors complete monthly. Question #3 on that Tool requires the following to be evaluated:

- Level of visitation and whether or not appropriate changes were made
- The quality of visitation being documented
- Whether or not the SW attended any of the visits, noting that best practice is for the SW to attend 2-3 visits every six months.

Emergent themes and identified areas to target for improvement as a result of that review:

- Post-PP visits were rarely documented (unclear if visits were/were not actually occurring, regardless of documentation)
- SWs rarely attended/observed visits
- When SWs attended, they didn't always document the salient information
- SWs often relied only on the caregiver's input for how visits were going
- SWs rarely described the parent/child interaction during visits (including whether or not children appeared to be attached to their parents and vice versa)
- SWs didn't always use SOP tools to help move from unsupervised visits to return home
- When a parent has a TRO against the other parent, SWs rarely documented the parent/child contact (if any) with the "offending" parent
- SWs rarely documented the parent/child contact with a non-reunifying parent (e.g., when parents live apart from each other with the "main" reunification efforts focusing on the mother, we rarely mentioned the father's relationship/visitation with the child)
- When moving to unsupervised visits, SWs rarely documented that they'd observed any of the previous visits
- SWs rarely documented that there was a case consultation prior to reunification (or unsupervised visits with a high-risk infant)
- TDM meetings weren't always held prior to moving to unsupervised visits or return home

Work continued on the Part 2 (Visitation Plans) and Part 3 (Graduated Visitation) Lectora (online) trainings for staff. Part 1 (Communication) has already been completed. All three parts were sent to our CWS training supervisor for review and incorporation into the visitation training for new social workers.

Identified the following online policy files, resource files, and forms, which are being reviewed for consistency and to ensure that the information is current:

- Visitation
- Visitation – Supervised Visits
- Contacts – Child and Family
- Visitation – SW Responsibilities
- Placement Visitation
- Family Visitation Centers (Resources)
- Graduated Visitation (Resources)
- Visitation Plan (Form 04-36, and 04-36sp in Spanish)
- Topics for Discussion of Visitation at Supervisory Meeting (Form 04-37)

A review of other counties', CWLA's, and online sources' research, visitation policies, and best practices has begun.

Actions to consider in future implementation:

- Need to revise policies and procedures to ensure clarity and consistency that:

- Visitation is usually still important when a case is post-permanency planning
- Termination of reunification services does not equal termination of visitation
- Relevant visit details (and how to discern them) must be documented
- SWs know how to communicate visitation expectations to caregivers
- Consider mandating:
 - TDM meetings prior to moving to unsupervised visits
 - Visitation Plans (04-36 and 04-36sp)
 - Producing a hard copy (carbon copy) version of the Visitation Plan that can be taken into the field; the hidden text offering direction/instruction currently on the soft copy would need to be addressed.
 - The Discussion of Visitation at Supervisory Meeting form (04-37)

Strategy 19: Improve parent-child interaction/visitation by developing a plan to improve visitation

Action steps for this strategy are scheduled to commence in March 2013.

Strategy #18 above outlines actions that feed into this strategy.

Agency Collaboration

Strategy 20: Strengthen communication and coordination with community partners by reviewing confidentiality guidelines to improve information sharing and ensure appropriate disclosures

Action steps for this strategy commenced in January 2013.

Feedback is being gathered on the effectiveness of current confidentiality/information sharing tools. Policy staff will be attending a national information sharing conference in Washington, DC in March 2013 to gather ideas/tools/knowledge from the nation's leaders in cross-agency information sharing.

Strategy 21: Strengthen communication and coordination with community partners by exploring co-location of County and community service providers

Action steps for this strategy commenced in July 2012.

All of the current co-location of workers has been identified, both where a partner has staff located in a CWS facility and where CWS staff are out stationed in the community. A spreadsheet was developed in October 2012. The spreadsheet chart included information on the programs, location, positions and staff numbers.

After mapping the various co-locations, CWS staff recommended new co-locations opportunities (some were past co-locations that could be re-evaluated). These included:

- CWS SWs to be co-located at Kinship centers, FRC centers and on school campuses
- Contracted DV staff to be co-located at all CWS locations (due to the high number of DV cases)

The benefits of co-location includes:

- Giving children and their families greater access to services at a time when they need it most
- Increasing clinician's understanding of the context and circumstances of children's trauma
- Allows the organizations to share administrative costs.
- Greatly enhances the working relationship and partnership between the family and CWS and service providers ; creates momentum as providers collaborate

Different co-location models have been researched (e.g. from Walsh et al., 2008 possible options are: the co-governance model, the cooperative model, the lead agency management model and the amalgamation model).

One challenge with co-location can be that CWS facilities often do not have the extra physical space for community staff members to sit alongside CWS staff.

Strategy 22: Develop a shared definition of child abuse prevention and intervention through community engagement and dialogue to support community child abuse/neglect prevention framework

Action steps for this strategy commenced in July 2012.

In October 2012, a review of child abuse/neglect prevention strategies was conducted. A chart was developed that listed:

- Reference state/jurisdiction
- Developers
- Definition of Prevention
- Definition of Intervention
- Main Goals
- Model
- Links to that state's website or supporting documents
- Administrative standards and practice standards
- Additional Notes

Also in October 2012, a presentation was given to the Child Abuse Prevention Coordinating Council (CAPCC) outlining the SIP with particular emphasis on the systemic factor of Agency Collaboration. The CWS presenter expressed to the group of community members the desire to continue to work with them on the strategies of the SIP. The response of those in attendance was very positive. The assembled group of 30 included representatives from the military, contractors, interested community members, foundation, tribes, education, law enforcement, County Board of Supervisors aides among others.

During the CAPCC meeting on January 15, 2013, a PowerPoint "Overview of Child Abuse Prevention – Feedback from the Field: A Protective Factors Framework" was presented. The goal was to optimize the development of children and families and minimize risk

factors. The co-coordinator of San Diego Family Strengthening Network gave a brief history of Healthy Start, a school-based social services program that continues to operate with local support.

During this meeting the CAPCC approved funding to support the following prevention activities:

- Child Abuse Prevention Month Awareness Campaign - The Council will be partnering with the State Office of Child Abuse Prevention and the federal efforts to get child abuse materials and information out to the community.
- Safe4Baby Public Awareness Campaign – Safe Sleep campaign, to coordinate with County Departments, Family Resource Centers and the Court. Campaign advertisements may be added to public service messages that will be shown on televisions in the lobby.
- Professional Training on Child Abuse Evidenced-Based Practices – Suggested training topics include Trauma-Informed, Trafficking of Minors as Child Abuse, training for Law Enforcement and school districts.
- Prevention Training Strategy – to partner with Strategies, an organization that provides technical assistance to Child Abuse Councils and Family Strengthening Organizations. They will provide training on principles of family support and special education and continue development network in San Diego.
- Facilitate Community Dialogues on Child Abuse Prevention to develop a shared vision for child abuse and neglect.
- Parent Engagement and Family Support – help parent partners and families participate in conferences and trainings as needed.

Strategy 23: Develop a shared definition of child abuse prevention and intervention through community engagement and dialogue to understand and support alternative response

Action steps for this strategy commenced in January 2013.

Differential Response was discussed during the January 15, 2013 CAPCC meeting. Differential Response is one of the three evidence-based frameworks CDSS OCAP commissioned Strategies (Strengthening Organizations to Support Families & Communities) to evaluate. This is not currently implemented in San Diego.

C. Obstacles and Barriers to Future Implementation
CWS

Challenges were addressed above in the strategy updates.

Probation

For Probation, an obstacle to future implementation, specific to timelines, is the potential movement in staff as additional units are created and resources are shifted to meet the demands of Public Safety Realignment (AB 109).

III. Other Successes/Promising Practices

CWS

Child Welfare Services has undertaken the development of a practice framework to define what, how and why CWS does what they do and why they do it.

The practice framework establishes how CWS works internally and partners with families, service providers, and other stakeholders to focus on Safety, Permanency and Well-Being. Ultimately the practice framework links CWS values and priorities to daily practice.

Practice Framework supports.....	By....
Placement Stability	focusing on practices that enhance respect, communication and support of caregivers to improve the quality of the placement and promote placement stability.
Reunification	focusing on practices that enhance respect of and communication with parents in every interaction to improve all services to families including timely reunification.
Agency Collaboration	clarifying the what, why and how of CWS work. With this clarity, agencies can collaborate with CWS in harmony of propose and practice in support of families.

An additional promising practice has been CWS sharing dependency reports and information with public defenders in delinquency cases. This has assisted with less service duplication and a better understanding of a child’s dependency history before creating a service/outcome trajectory in delinquency. The public defenders are better able to provide a defense for a former dependent who has been accused of committing a crime. The background history proved useful in the defense and in providing more focused rehabilitation services.

Probation

Probation has embarked in two major initiatives during this past year. One of the initiatives in Juvenile Field Services, the Crossover Youth Practice Model focuses on youth who cross over into the delinquency system from Child Welfare. Probation is working closely with Child Welfare, as well as other justice and community partners to identify youth at risk to cross over, and to direct them to appropriate services. The second initiative is the Positive Youth Justice Initiative (PYJI) project, where Probation is attempting to obtain additional grant funding in order to provide enhanced services to probation youth who have child welfare histories, or other high need areas. Another area is the continued implementation of the Integrated Behavioral Intervention Strategies (IBIS). The goal is to implement and expand the use of Evidence Based Practices (EBP) within the juvenile justice system. The strategies include education and training for probation officers and community stakeholders on EBP; training for probation officers IBIS, which includes motivational interviewing and cognitive behavioral coaching to better engage youth and family, and a continuous quality improvement process.

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

Following is a description of the outcome measures for which the County of San Diego's performance is below 95% of the federal or state goals and/or that show a consistent trend in the wrong direction. Data were obtained from the CWS Outcomes System Summary for San Diego County; Data extract Q3 2012, dated 12-18-12 (http://cssr.berkeley.edu/ucb_childwelfare).

Reunification Composite Measures

Measure	Performance 1 Yr Prior	Current Performance	Federal Standard	% of Federal Standard Achieved
C1.1 Reunification within 12 months (Exit Cohort)	58.5%	62.7%	75.2%	83.4%
C1.2 Median Time to Adoption (in months)	10.2	8.8	5.4	61.4%
C1.4 Reentry following Reunification	8.5%	10.8%	9.9%	91.5%

While the County has not yet achieved the federal standard for measures C1.1 and C1.2 above, the County is moving in the right direction and has made significant progress due to the focus on reunification in the 2009-2012 System Improvement Plan (measure C1.1) and in the current 2012-2017 System Improvement Plan [measure C1.3, Reunification within 12 months (entry cohort)]. Although the County was below the federal standard for measure C1.4 Re-entry in the Q3 2012 Outcome Report, the County is often at or above the federal standard on this measure each quarter. This is quite remarkable given that counties often see an increase in re-entries when they decrease the median time to reunification. This reflects the effectiveness of the County's balanced approach to returning children home as soon as possible while maintaining child safety.

Some of the continued obstacles to achievement of these measures include identifying and linking families to the most appropriate services and supports, ensuring timely access to these services, identifying and creating safety networks for families, parental compliance with case plans, and court timelines including continuances and the number of cases that go to trial. Many of these obstacles are being addressed through current SIP strategies.

Probation Reunification composite measures

Measure	Performance 1 Yr Prior	Current Performance	Federal Standard	% of Federal Standard Achieved
C1.3 Reunification within 12 months	10.5%	0	48.4%	NA
C1.4 Reentry following Reunification	14.3%	16.7%	9.9%	59.4%

Probation's performance in the reunification within 12 months is showing a decrease, while the reentry is increasing. Both measures are moving in the wrong direction. Probation's SIP focus has not been on these measures.

Adoption Composite Measures

Measure	Performance 1 Yr Prior	Current Performance	Federal Standard	% of Federal Standard Achieved
----------------	-------------------------------	----------------------------	-------------------------	---------------------------------------

C2.1 Adoption within 24 Months	25.1%	22.4%	36.6%	61.1%
C2.2 Median Time to Adoption (in months)	33.6	32.8	27.3	83.2%
C2.5 Adoption within 12 Months (legally free)	51.7%	41.8%	53.7%	77.9%

While the County has not yet achieved the federal standard for the measures above, the County is generally moving in the right direction and has made significant progress due to the focus on timely adoption in the 2009-2012 System Improvement Plan. During that time the County improved from a baseline of 17.4% for Measure C2.1 in 2007 to reach and exceed the SIP goal of 20%. However, significant obstacles to achieving the federal standards remain including court delays due to parents and attorneys exercising their rights to continuances and trials which extend timelines for finalization.

Long Term Care Composition Measures

Measure	Performance 1 Yr Prior	Current Performance	Federal Standard	% of Federal Standard Achieved
C3.3 In Care 3 Years or Longer	74.2	72.5%	37.5%	51.7%

The County of San Diego is not moving in the “right” direction on this measure. Despite continued efforts to seek permanency for all children, as evidenced by the county’s performance on measure C2.3 Adoptions for Children in Care 17 Months or More where performance exceeds the federal standard, this long term care measure has not been improving. This may be due in part to the passage of AB12, the Fostering Connections to Success Act. While this act provides important support for youth who otherwise would age out foster it also provides an incentive for teens to remain in foster care to receive extended benefits, rather than exit to permanency (San Diego has a high participation rate in Extended Foster Care).

Probation Long Term Care Composition Measures

Measure	Performance 1 Yr Prior	Current Performance	Federal Standard	% of Federal Standard Achieved
C3.1 In Care 24 months	2.3%	0%	29.1%	N/A

Youth on Probation are often placed in foster care due to treatment needs associated with a delinquent act, versus a dependency issue. Therefore, family reunification is most often the case plan goal. However, reunification within 12 months does not show favorable performance according to the data. Further analysis into the trends is needed.

Placement Stability Composite Measures

Measure	Performance 1 Yr Prior	Current Performance	Federal Standard	% of Federal Standard Achieved
C4.2 Placement Stability (12 to 24 Months in Care)	58.9%	60.7%	65.4%	92.8%
C4.3 Placement Stability (at least 24 months in care)	27.0%	30.1%	41.8%	71.9%

While the County has not yet achieved the federal standard for these measures, the County is moving in the right direction. Successful implementation of 2012-2017 SIP strategies to improve Measure C4.1

Placement Stability (8 days to 12 months in care) will impact the results for these measures as well over time. Challenges and obstacles are being addressed through current SIP strategies.

Well-Being: Timely Dental Exams

Measure	Performance 1 Yr Prior	Current Performance	State Standard	% of Standard Achieved
5B Rate of Timely Dental Exams (children aged 3 or older)	65.9%	64.6%	90%	71.8%

The County’s performance on this measure has been fairly steady over the last few years and is below the State standard of 90%. Performance is somewhat impacted by data entry lag time; Safe Measures, which is updated more frequently, currently shows County performance for this same time period as 70.5%. Obstacles and systemic issues that impact this measure, identified by the County’s Public Health Nurse Supervisor and the CWS Health Policy Analyst, include:

- Not enough Denti-Cal providers willing to take foster children due to:
 - Child behavior - providers are not trained in providing trauma-informed services and do not know how to manage children’s behavior
 - Low Denti-Cal reimbursement rates
- Providers wanting payment in advance (requesting County funding) because potential Denti-Cal denial
- Issues with BIN through the State System such as invalid numbers, eligibility confirmation/verification issues
- Children/youth refusing treatment
- Children/youth may go to the appointment, but decide at the last minute to refuse treatment due to:
 - Emotional, mental health issues
 - Just wanting to get out of school for the day
- Children/youth with special medical conditions (medically fragile cases) have their own unique dental needs and funding for these types of services and the number of specialized providers who accept Denti-Cal are limited.
- Scheduling challenges such as...
 - Limited availability of after hour appointments and difficulties caregivers may face in taking time off of work to get children to appointments during business hours
 - Several children in household requiring appointments
 - The need to schedule child care for other children in home during the appointment

Dental care may be given a lower priority by caregivers who may be overwhelmed with stressors and multiple appointments

V. Link to the Program Improvement Plan

The state PIP and our County’s SIP remain unchanged from the original SIP report previously submitted. Our SIP goals continue to align with and support the PIP.

Every strategy in San Diego’s SIP supports at least one of the California Department of Social Services (CDSS) Program Improvement Plan (PIP) strategies. All of the PIP strategies have at least one SIP strategy in support of it. The PIP uses strategies and initiatives to address safety, permanency and well-being. The SIP links to the PIP with a tailored, locally appropriate and responsive plan for the county.

In the area of **Placement Stability:**

PIP Strategy	SIP Strategies
1. Expand use of Participatory Case planning	#8 and #12
2. Sustain and enhance permanency efforts across the life of the case	#1, #2, #3, #9, and #11
3. Enhance and expand caregiver recruitment, training, and support efforts	4, #5, #6, and #10
4. Expand options and create flexibility for services and supports to meet the needs of children and families	4, #5, #6, and #7
5. Sustain and expand staff/supervisor training	#7
6. Strengthen implementation of the statewide safety assessment system	

In the area of **Reunification:**

PIP Strategy	SIP Strategies
1. Expand use of Participatory Case planning	#15, #18, and #19
2. Sustain and enhance permanency efforts across the life of the case	
3. Enhance and expand caregiver recruitment, training, and support efforts	
4. Expand options and create flexibility for services and supports to meet the needs of children and families	#16 and #17
5. Sustain and expand staff/supervisor training	#13, #14, and #15
6. Strengthen implementation of the statewide safety assessment system	#13 and #14

In the area of **Agency Collaboration:**

PIP Strategy	SIP Strategies
1. Expand use of Participatory Case planning	#23
2. Sustain and enhance permanency efforts across the life of the case	
3. Enhance and expand caregiver recruitment, training, and support efforts	
4. Expand options and create flexibility for services and supports to meet the needs of children and families	#20 and #21
5. Sustain and expand staff/supervisor training	
6. Strengthen implementation of the statewide safety assessment system	#22

VI. SIP Chart

San Diego's SIP chart goals remain unchanged.

An error was corrected in Strategy 17B. This correction was confirmed with CDSS on 10/25/12 during San Diego's Quarterly Call. The wording for Strategy 17B was slightly modified. CDSS agreed to this edit. That edit is reflected below in the updated SIP Chart on the following pages.

<p>CWS</p> <p>Priority Outcome Measure or Systemic Factor: C4.1: Placement Stability: Two or Fewer Placements National Standard: 86%</p> <p>Initial Performance: 80.8% (1536 of 1900)</p> <p>Current Performance: 82.9% (1699 of 2049) (for the period 10/1/11-9/30/12)</p> <p>Target Improvement Goal: 83% (1577 of 1900) (41 additional children)</p>
<p>PROBATION</p> <p>Priority Outcome Measure or Systemic Factor: 4B: Relative Placement: Point in Time¹ National Standard: N/A</p> <p>Initial Performance: 19%</p> <p>Current Performance: 27%</p> <p>Target Improvement Goal: 24%</p>
<p>CWS</p> <p>Priority Outcome Measure or Systemic Factor: C1.3: Reunification within 12 months (entry cohort) National Standard: 48.4%</p> <p>Initial Performance: 43.6% (332 of 762)</p> <p>Current Performance: 43.1% (330 of 766) (for the cohort of children who entered between 4/1/11-9/30/11)</p> <p>Target Improvement Goal: 47% (358 of 762) (26 additional children)</p>
<p>CWS</p> <p>Priority Outcome Measure or Systemic Factor: Agency Collaboration</p> <p>National Standard: <i>None has been determined</i></p> <p>Initial Performance: <i>To be determined; evaluating measurement techniques</i></p> <p>Current Performance: <i>see narrative; measure is qualitative rather than quantitative</i></p> <p>Target Improvement Goal: <i>To be determined</i></p>

¹ Because Probation is already meeting the federal standard for measure C4.1: Placement Stability, the target improvement goal for Probation will address State measure 4B: Relative Placement.

Update: Completed / Ongoing / Postponed

Placement Stability		
Strategy 1: Maintain a child’s connection to familiar environments and culture by ensuring consistency in CWS placement process (PQCR Recommendation)	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1: Placement Stability: Two or Fewer Placements
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Evaluate current policy, procedures and get regional feedback re: actual practice vs. policy	July 2012 <i>Update: Completed</i>	Central Child Welfare Services(CCWS) and CWS Operations
B. Provide recommendations for changes to Executive Management Team	January 2013 <i>Update: Ongoing</i>	CCWS
C. Implement approved recommendations	March 2013	CCWS and CWS Operations
D. Evaluate and monitor implementation	July 2013	CCWS

Placement Stability		
Strategy 2: Maintain a child’s connection to familiar environments and culture by improving the relative search process	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1: Placement Stability: Two or Fewer Placements
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Evaluate current policy and procedures regarding relative search and obtain regional feedback on actual practice	July 2012 <i>Update: Completed</i>	CCWS and CWS Operations
B. Provide recommendations for changes to Executive Management Team	January 2013 <i>Update: Ongoing</i>	CCWS
C. Implement approved recommendations	March 2013	CCWS and CWS Operations
D. Evaluate and monitor implementation	July 2013	CCWS

Placement Stability		
Strategy 3: Maintain a child’s connection to familiar environments and culture by ensuring a child remains connected to school, community (friends, activities)	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1: Placement Stability: Two or Fewer Placements
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Evaluate current policy, procedures and practice regarding Eco-Maps and Genograms	October 2012 <i>Update: Ongoing</i>	CCWS and CWS Operations
B. Incorporate/integrate into placement process	March 2013	CCWS and CWS Operations
C. Identify child’s cultural needs (location, language, ties, religion) in placement process	March 2013	CWS Operations

Placement Stability		
Strategy 4: Improve placement support and services by utilizing emergency funds for relatives to include child care, respite, transportation	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1: Placement Stability: Two or Fewer Placements
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Explore use of community philanthropic organizations/ support for goods such as beds, mattresses, car seats, etc.	January 2013 <i>Update: Ongoing</i>	East Region (lead), CWS Operations and CCWS
B. Develop resource sharing venue (e.g. social media)	July 2013	CCWS, CWS Operations and Community Providers
C. Explore partnerships with community child care providers and after school programs	July 2013	CCWS, CWS Operations and Community Providers
D. Evaluate the scope of current respite services in relation to need and develop and release a new solicitation for respite services with a new contract start date of January 1, 2013.	June 2012 <i>Update: Completed</i>	CCWS

Placement Stability		
Strategy 5: Improve placement support and services by utilizing kinship specific support activities (e.g. Kinship Navigators and support groups)	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1: Placement Stability: Two or Fewer Placements
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Support and sustain Kinship Navigator concepts based on available funding	Fiscal Year 2012/13 <i>Update: Ongoing</i>	CCWS
B. Explore caregiver mentor program for kinship caregivers (in lieu of or in addition to support groups)	October 2012 <i>Update: Ongoing</i>	CCWS
C. Develop Kinship placement support program	January 2013 <i>Update: Ongoing</i>	CCWS, CWS Operations and Community Providers
D. Ensure existing resources are advertised/known	October 2012 <i>Update: Ongoing</i>	CCWS, CWS Operations and Community Providers
E. Create a plan to encourage kinship caregivers to attend caregiver training(s)	October 2012 <i>Update: Ongoing</i>	CCWS, CWS Operations and Community Providers

Placement Stability		
Strategy 6: Improve placement support and services by implementing quick response teams	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1: Placement Stability: Two or Fewer Placements
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Define purpose, composition and when/how to provide services	January 2014	CCWS, CWS Operations and Community Providers
B. Make recommendations to executive team	July 2014	CCWS
C. Implement approved recommendations	September 2014	CCWS, CWS Operations and Community Providers
D. Evaluate and monitor	September 2015	CCWS

Placement Stability		
Strategy 7: Improve placement support and services by enhancing trauma-informed practice	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1: Placement Stability: Two or Fewer Placements
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Provide "Caring for Children Exposed to Trauma" training for all relative caregivers	September 2012 <i>Update: Ongoing</i>	CCWS and Community Provider
B. Distribute and review "trauma" brochure with caregiver	September 2012 <i>Update: Complete</i>	CWS Operations
C. Acknowledge and address secondary trauma with/ to caregivers (resources for caregiver therapy/ education/ group support)	September 2012 <i>Update: Ongoing</i>	CCWS, CWS Operations and Community Providers

Placement Stability		
Strategy 8: Improve placement support and services by evaluating and expanding use of Family Team Meetings (TDM, Family Group Conferencing, Safety Networks)	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1: Placement Stability: Two or Fewer Placements
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Evaluate current utilization/ processes and develop recommendations	September 2012 <i>Update: Ongoing</i>	CCWS
B. Implement recommendations	July 2013	CCWS, CWS Operations and Community Providers
C. Partner with YMCA on FGDM (Family Group Decision Making) federal grant	July 2012 <i>Update: Ongoing</i>	CCWS, CWS Operations and YMCA
D. Evaluate effectiveness	January 2014	CCWS and YMCA

Placement Stability		
Strategy 9: Improve placement support and services by improving initial and ongoing assessments of children to promote and maintain first/ best placement and support placement fit	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1: Placement Stability: Two or Fewer Placements
Action Steps:	Timeframe:	Person Responsible:
A. Evaluate existing contracts/ providers for initial and ongoing assessment services.	January 2013 <i>Update: Ongoing</i>	CCWS-Contracts
B. Identify gaps	March 2013	CCWS – Contracts and Policy
C. Develop recommendations for comprehensive initial and ongoing assessment program to support placement stability	July 2013	CCWS – Contracts and Policy
D. Implement pilot program as funds available	July 2014	CCWS

Placement Stability		
Strategy 10: Improve kinship support services (probation)	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1: Placement Stability: Two or Fewer Placements
Action Steps:	Timeframe:	Person Responsible:
A. Increase number of staff and frequency of in-home visits aimed at providing resources and supports to families.	January 2013 <i>Update: Complete</i>	Probation Placement Unit
B. Develop training model/program for kinship caregivers (similar to the YMCA or CHOICE program) with youth involved with the juvenile justice system.	July 2014	Probation Placement Unit
C. Evaluate effectiveness of strategy as it relates to placement stability	July 2015	Probation Placement Unit Supervisor

Placement Stability		
Strategy 11: Fully implement Relative Noticing Process to Aid in Placing Youth with Family Members (probation)	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Least Restrictive Placement C4.1: Placement Stability: Two or Fewer Placements
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Ensure designated staff for evaluating family placements	January 2013 <i>Update: Ongoing</i>	Probation Placement Unit
B. Ensure county probation staff are aware of Relative Notification Processes through trainings, supported by the Resource Center for Family Focused Practice at UC Davis or internal training.	July 2015	Probation Placement Unit
C. Monitoring and Evaluation	January 2017	Probation Department Placement QA

Placement Stability		
Strategy 12: Implement Team Decision Making Strategies to improve placement stability (probation)	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1: Placement Stability: Two or Fewer Placements
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Present recommendations to Chief Probation Officer and Executive Staff regarding Team Decision Making process, the benefits to youth and improved stability that will be provided	July 2012 <i>Update: Ongoing</i>	Probation Placement Unit
B. Identify funding stream to support TDM's, develop policy and procedures for identification of appropriate candidates for TDM's and implementation.	December 2012 <i>Update: Ongoing</i>	Probation Placement Unit
C. Partner with Child Welfare Services to develop training for Probation Officers in the process of TDM's.	Fiscal Year 2013/2014	Probation Placement Unit
D. Complete Training for Probation Officers	Fiscal Year 2015/2016	Probation Placement Unit
E. Monitoring and Evaluation	January 2017	Probation Department Placement QA

Reunification		
Strategy 13: Strengthen social work practices	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.3: Reunification within 12 months (entry cohort)
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Continue implementation of integrated Structured Decision Making (SDM)/ Safety Organized Practice (Signs of Safety) begun from previous SIP	July 2012 <i>Update: Ongoing</i>	CCWS and CWS Operations
B. Evaluate training delivery and transfer of learning strategies for 13A.	July 2013	CCWS
C. Implement changes based on evaluation completed in 13B	January 2014	CCWS and CWS Operations
D. Monitor SW monthly contacts with children in family reunification services to develop and implement practice improvements.	July 2013	CCWS and CWS Operations

Reunification		
Strategy 14: Strengthen social work practice by supporting coaching and field-based instruction	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.3: Reunification within 12 months (entry cohort)
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Assess partnership with Public Child Welfare Training Academy to implement expanded field-based instruction	July 2012 <i>Update: Complete</i>	CCWS and Public Child Welfare Training Academy (PCWTA)
B. Evaluate feasibility of in-house coaching positions	July 2012 <i>Update: Complete</i>	CCWS
C. Implement items 14 A and B as resources permit	January 2013 <i>Update: Ongoing</i>	CCWS and PCWTA
D. Evaluate effectiveness of 14 C if implemented	July 2015	CCWS

Reunification		
Strategy 15: Strengthen social work practice by enhancing engagement through family-centered meetings	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.3: Reunification within 12 months (entry cohort)
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Evaluate current TDM utilization/ processes and develop recommendations (Ensure use at case decision points)	September 2012 <i>Update: Ongoing</i>	CCWS
B. Expand use of other family team meetings	July 2013	CCWS CWS Operations and Community Providers
C. Partner with YMCA on FGDM (family group decision making) federal grant – existing grant	July 2012 <i>Update: Ongoing</i>	CCWS, CWS Operations and YMCA
D. Evaluate effectiveness of 15C	January 2014	CCWS and YMCA

Reunification		
Strategy 16: Improve access to immediately available family specific services by researching best practices nationwide	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.3: Reunification within 12 months (entry cohort)
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Evaluate practice models	Feb 2013 <i>Update: Ongoing</i>	CCWS
B. Assess local service gaps	July 2013	CCWS
C. Assess funding needs to implement appropriate practice models	November 2013	CCWS
D. Develop implementation plan and present recommendations to CWS Director and Executive Team	February 2014	CCWS
E. Implement plan as funding available	January 2015	CCWS, and CWS Operations
F. Evaluate implementation	July 2015	CCWS

Reunification		
Strategy 17: Improve access to immediately available family specific services by developing the “resource specialist” concept	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.3: Reunification within 12 months (entry cohort)
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Gather information: nationwide best practices, local practices	October 2012 <i>Update: Ongoing</i>	CCWS
B. Evaluate current resource hubs (in lieu of or in addition to support groups) .*	December 2012 <i>Update: Ongoing</i>	CCWS
C. Complete needs assessment	June 2013	CCWS or Community Contractor
D. Make recommendations to executive team	September 2013	CCWS
E. Implement approved recommendations contingent upon available funding	March 2014	CCWS, CWS Operations and Community Providers
F. Evaluate implementation	September 2014	CCWS

**Update:* Action step “B” modified on 10/25/12 during Quarterly Call with State; corrected typo; Julie Cockerton & Erika Pixton approved revision by phone.

Reunification		
Strategy 18: Improve parent-child interaction/ visitation by evaluating current visitation services and practices	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.3: Reunification within 12 months (entry cohort)
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Review and monitor use of visitation plans	January 2013 <i>Update: Ongoing</i>	CCWS and CWS Operations
B. Demonstrate to social workers the effectiveness of graduated visitation (decreasing supervision as case progresses)	January 2013 <i>Update: Ongoing</i>	CCWS and CWS Operations
C. Review Visitation policy and procedures to ensure they reflect best practices and make recommendations to revise	January 2013 <i>Update: Ongoing</i>	CCWS
D. Revise policy and procedures to support recommendations	July 2013	CCWS

Reunification		
Strategy 19: Improve parent-child interaction/ visitation by developing a plan to improve visitation	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.3: Reunification within 12 months (entry cohort)
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Research nationwide best practices	July 2013	CCWS
B. Explore "Visitation Consults" (info sharing for best practices and case presentation)	September 2013	CCWS and Pilot Region
C. Utilize family support circles (safety network) to move families towards unsupervised visits	March 2013	CCWS, and CWS Operations

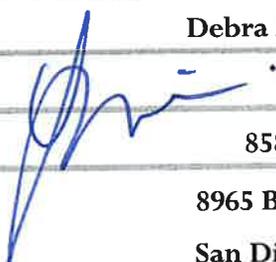
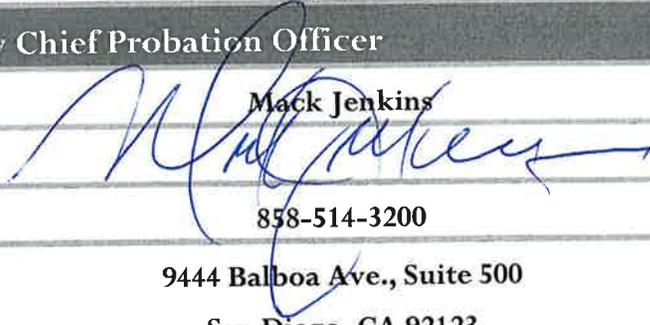
Agency Collaboration		
Strategy 20: Strengthen communication and coordination with community partners by reviewing confidentiality guidelines to improve information sharing and ensure appropriate disclosures	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Agency Collaboration
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Create tutorials for community and CWS staff	January 2013 <i>Update: Ongoing</i>	CCWS
B. Ensure consistency of practice	January 2013 <i>Update: Ongoing</i>	CCWS and CWS Operations

Agency Collaboration		
Strategy 21: Strengthen communication and coordination with community partners by exploring co-location of County and community service providers	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Agency Collaboration
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Identify current models that provide an array of services under one roof	July 2012 <i>Update: Ongoing</i>	CCWS
B. Conduct gap analysis	January 2013 <i>Update: Ongoing</i>	CCWS
C. Develop matrix of current co-located staff	January 2013 <i>Update: Complete</i>	CCWS
D. Evaluate researched nationwide programs and local programs and make recommendations to executive team	July 2013	CCWS
E. Implement approved recommendations contingent upon available funding	January 2014	CCWS and CWS Operations
F. Evaluate 21E	July 2016	CCWS

Agency Collaboration		
Strategy 22: Develop a shared definition of child abuse prevention and intervention through community engagement and dialogue to support community child abuse/neglect prevention framework	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Agency Collaboration
	<input checked="" type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Review state and national models and current research	October 2012 <i>Update: Ongoing</i>	CCWS
B. Convene community stakeholders to dialogue and provide recommendations	March 2013	County of San Diego Child Abuse Prevention Coordinating Council (CAPCC); CCWS
C. Develop and publish prevention framework	January 2014	County of San Diego Child Abuse Prevention Coordinating Council (CAPCC) and CCWS
D. Implement, monitor and evaluate 22C	January 2015	County of San Diego Child Abuse Prevention Coordinating Council (CAPCC) and CCWS

Agency Collaboration		
Strategy 23: Develop a shared definition of child abuse prevention and intervention through community engagement and dialogue to understand and support alternative response	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Agency Collaboration
	<input checked="" type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Assess readiness of community	January 2013 <i>Update: Ongoing</i>	County of San Diego Child Abuse Prevention Coordinating Council (CAPCC) and CCWS
B. Evaluate current efforts/ local demonstration projects	January 2013 <i>Update: Ongoing</i>	County of San Diego Child Abuse Prevention Coordinating Council (CAPCC) and CCWS
C. Engage partners for funding and leveraging opportunities	July 2013	County of San Diego Child Abuse Prevention Coordinating Council (CAPCC) and CCWS
D. Develop implementation plan	July 2013	County of San Diego Child Abuse Prevention Coordinating Council (CAPCC) and CCWS
E. Implement based on available funding	January 2014	County of San Diego Child Abuse Prevention Coordinating Council (CAPCC) and CCWS
F. If implemented, evaluate	July 2015	County of San Diego Child Abuse Prevention Coordinating Council (CAPCC) and CCWS

California – Child and Family Services Review Signature Sheet

County	San Diego
CSA Period Dates	
SIP Period Plan Dates	July 2012 – February 2013 for SIP 2012-2017
Outcome Data Period	Data extract Q3 2012, dated 12/18/12
County Child Welfare Agency Director	
Name	Debra Zanders Willis
Signature*	
Phone Number	858-616-5803
Mailing Address	8965 Balboa Avenue San Diego, CA 92123
County Chief Probation Officer	
Name	Mack Jenkins
Signature*	
Phone Number	858-514-3200
Mailing Address	9444 Balboa Ave., Suite 500 San Diego, CA 92123
Board of Supervisors (BOS) Signature	
BOS Approval Date	N/A
Name	
Signature*	

*Signatures must be in blue ink

Mail the original Signature Sheet to:	Outcomes and Accountability Bureau Children and Family Services Division California Department of Social Services 744 P Street, MS 8-12-91 Sacramento, CA 95814
---------------------------------------	---

Contact Information

Child Welfare Agency	Name	Leesa Rosenberg
	E-mail address	Leesa.Rosenberg@sdcounty.ca.gov
	Phone Number	858-616-5985
	Mailing address	8965 Balboa Avenue San Diego, CA 92123
Probation Agency	Name	Pablo Carrillo
	E-mail address	Pablo.Carrillo@scounty.ca.gov
	Phone Number	858-694-4331
	Mailing address	2901 Meadowlark Dr. San Diego, CA 92123
CAPIT Liaison	Name	Roseann Myers
	E-mail address	Roseann.Myers@sdcounty.ca.gov
	Phone Number	858-616-5989
	Mailing address	8965 Balboa Avenue San Diego, CA 92123
CBCAP Liaison	Name	Roseann Myers
	E-mail address	Roseann.Myers@sdcounty.ca.gov
	Phone Number	858-616-5989
	Mailing address	8965 Balboa Avenue San Diego, CA 92123
PSSF Liaison	Name	Roseann Myers
	E-mail address	Roseann.Myers@sdcounty.ca.gov
	Phone Number	858-616-5989
	Mailing address	8965 Balboa Avenue San Diego, CA 92123