

System Improvement Plan Annual Progress Report

August 2013



California-Child and Family Services Review (C-CFSR)

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SIP PROGRESS NARRATIVE

INTRODUCTION

The Tehama County Five-Year System Improvement Plan (SIP) for 2012-2017 was approved by the Board of Supervisors on February 5, 2013. Tehama County Child Welfare Services (CWS) has been actively engaged over the past six months in working to improve areas of the County's Child Welfare System identified in the initial Five-Year SIP. A combination of personnel changes in key positions and unfamiliarity with the SIP process posed several challenges in submitting the completed Five-Year SIP. This delay in submission shortened the window of opportunity to only six months to effectively engage community partners, including core representatives, and staff in the improvement process. While improvement has been made this year, there are still areas that will need attention and focus to continue to improve and produce better outcomes for children and families. This annual progress report will provide and update on the status, effectiveness of strategies, and improvement of the identified measures:

- S1.1 No recurrence of maltreatment
- 2B-2 Timely Response, Emergency Response 10-Day compliance
- 4B-1 Foster care placement in least restrictive settings least restrictive entries (first placement at point in time placement).

STAKEHOLDERS PARTICIPATION

The SIP stakeholders group last met in September of 2012 and will meet formally in September of 2013. Future meetings will be held prior to completion of the annual progress report. The group has agreed to meet on an annual basis to discuss progress towards outcomes and areas of strength and areas needing attention. Regular quarterly and monthly meetings are held with service providers and Child Welfare Services staff to ensure that services are being carried out as outlined in the SIP.

The CWS Leadership Team is comprised of the CWS Program Manager and CWS Supervisors, met in May 2013 to review SIP outcome improvement areas and discussed the progress towards identified goals in the SIP.

SIP TEAM COMPOSITION

Required core representatives are denoted in bold.

Child Abuse Prevention Coordination Council (CAPC)	Elaine Benwell, CAPCC Coordinator
County Children’s Trust Fund (CCTF)	Tehama County’s CAPCC acts as the CCTF Commission. See above.
County BOS designated agency to administer CAPIT/CBCAP/PSSF Programs	Charlene Reid, Director
Tehama County Department of Public Health	Involvement solicited; not engaged.
Tehama County Department of Mental Health	Involvement solicited; not engaged.
CWS administrators, managers, and social workers (including CAPIT/CBCAP/PSSF liaison)	Sherry Wehbey, Program Manager Steven Dickerson, Social Worker Supervisor Mindy Gonzalez, Social Worker Supervisor Cheryl Jackson, Social Worker Supervisor Sharon Roberts, Social Worker Supervisor Pia Van Kleef, Social Worker Supervisor Shelley Zimmerman, Senior Staff Services Analyst Lauren Miller, Staff Services Analyst
Foster Youth	Involvement solicited; none engaged.
Juvenile Court Bench Officer	Involvement neither solicited nor engaged.
Native American tribes served within the community	Involvement neither solicited nor engaged.
Parents/consumers	Involvement solicited; none engaged.
Probation administrators, supervisors, and officers	Greg Ulloa, Probation Division Director Sharon Lenahan, Probation Officer
PSSF Collaborative	Tehama County’s CAPCC acts as the PSSF Collaborative. See above.
Resource families and other caregivers	Involvement solicited; none engaged.
CDSS – Outcomes and Accountability Bureau (OAB)	Henry Franklin, Social Services Consultant David Brownstein, Social Services Consultant
Far Northern Regional Center	Involvement solicited; not engaged.
County Counsel	Paula Baca, Deputy County Counsel
First 5	Involvement solicited; not engaged.
Department of Education	Involvement solicited; not engaged.
Law Enforcement	Involvement solicited; not engaged.
Northern Valley Catholic Social Services (NVCSS)	Camilla Delsid, Director Tehama County

CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS

CHILD WELFARE SERVICES (CWS) CFSR MEASURE S1.1

No recurrence of maltreatment - (National Goal: 94.6%)

Of all children who were victims of a substantiated maltreatment allegation during the first 6 months of the year, what percent were not victims of another substantiated allegation within the next 6-month period?

	From: 07/01/2011 To: 12/31/2011	10/01/2011 03/31/2012	01/01/2012 06/30/2012	04/01/2012 09/30/2012
No recur. Of maltreatment w/in 6 mos. (%)	87.5	92.2	94.5	93.9
No recurrence of maltreatment w/in 6 mos. (n)	112	106	104	123
Recurrence of maltreatment w/in 6 mos. (n)	16	9	6	8
Total Children:	128	115	110	131

Data Source: CWS/CMS 2013 Quarter 1 Extract.*

Target Improvement Goal:

Tehama County's goal is to improve performance in this measure from 87.5% to 90% by January 20, 2014. Increases of 1.6% each subsequent year will allow Tehama County to attain a 94.6% quarterly average by June 20, 2017.

Current Performance:

According to the data from the Berkeley Dynamic Reporting System from 4/1/12 through 9/30/2012 (2013 Quarter 1 extract), Tehama County's no recurrence of maltreatment rate was 93.9%. This data reflects that eight (8) out of 131 children were maltreated within six months of returning home. This is a significant improvement in reducing the recurrence of maltreatment as compared to 87.5% between July 1, 2011 and December 31, 2011.

In determining why there was such an improvement, the most notable factor came from comparing the client-level data from 7/1/2011 to 12/31/2011 to client-level data from 4/1/2012 to 9/30/2012. In the period identified in 2011, one (1) family had six (6) children that had an allegation of maltreatment substantiated in the identified six-month period and were subsequently maltreated. This accounted for nearly half of the children who were maltreated. Since Tehama County is so small, large families have a significant impact on outcome measures such as this one.

*Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Williams, D., Yee, H., Hightower, L., Lou, C., Peng, C., King, B., Henry, C., & Lawson, J. (2013). *Child Welfare Services Reports for California*. Retrieved 7/29/2013, from University of California at Berkeley Center for Social Services Research website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

CWS CFRS MEASURE 2B-2

Timely Response 10-Day response compliance– (State Standard 90%):

Of all referrals requiring a 10-day response, what percentage was responded to within 10-days?

	From: 04/01/2012	07/01/2012	10/01/2012	1/1/13
	To: 06/30/2012	09/30/2012	12/31/2012	3/31/13
Timely Resp. (10-day resp. compliance)(%)	76.9%	80.5%	85.0%	77.0%
“10 days or less response” total referrals (n)	78	113	107	87
Seen by soc. Worker w/in 10 days (n)	60	91	91	67

Data Source: CWS/CMS 2013 Quarter 1 Extract*

Target Improvement Goal:

Tehama County will improve performance on this measure from 76.9% to 84% by June 20, 2013. With subsequent annual increases of 2%, 2%, 1%, and 1%, Tehama County will attain a 90% quarterly average by June 20, 2017.

Current Performance:

According to the data from the Berkeley Dynamic Reporting System from 1/1/13 through 3/31/2013 (2013 Quarter 1 extract), of the 87 referrals assigned for 10-day response, 67 were completed within the 10-day requirement. This is a 77% rate of timely 10-day responses. From 10/01/12 to 12/31/2012, Tehama County had drastically improved in this measure by increasing from 76.9% between 4/1/12 and 6/30/12 to 85% between 10/1/12 and 12/31/12.

Because the performance in this measure has gone down in quarter one of 2013 since the initial improvement, client-level data was assessed for indications as to why there was a drop in performance. In looking at the specific referrals that were not responded to within 10 days, a majority of them were investigated in the 11th day of the referral being open. For example, if the referral date was 10/5/12, the first contact was 10/15/12.

This measure will continue to be monitored by the Leadership team so that the CWS supervisors can work with staff to determine why timeliness is an issue and how to better support their social workers to improve timely data entry. Each quarter, there are typically 20 contacts that are not made within the 10-day timeframe.

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CWS CFSR MEASURE 4B-1

Foster care placement in least restrictive setting- least restrictive entries.

The level of restrictiveness of a foster care placement reflects the extent to which the placement provides and supports normalized daily living activities for children in a community-based, family setting. These data are reported exclusively in terms of a child's first placement (Measure 4B-1), rather than point in time placement (Measure 4B-2).

Placement Type	Interval		
	04/01/2009-03/31/2010	04/01/2011-03/31/2012	04/01/2012-03/31/2013
Kin	7.7%	20.7%	13.7%
Foster	69.9%	60.7%	64.9%
FFA	21.3%	16.3%	16.8%
Other	1.1%	2.2%	4.6%
Total	100%	100%	100%

Data Source: CWS/CMS 2013 Quarter 1 Extract*

Target Improvement Goal: Tehama County will improve performance on this measure from 13.7% to 24% by March 20, 2014. Tehama County will increase 1% more each subsequent year of the plan to attain a 27% quarterly average by June 20, 2017.

Current Performance:

According to the data from the Berkeley Dynamic Reporting System from 4/1/2012 through 3/31/2013 (2013 Quarter 1 extract), 18 out of 131 of children were placed with kin for their first placement. This is 13.7% of children being placed in the least restrictive placement at entry. Tehama County has amended the baseline performance intervals in the table above to reflect the most recent annual data available for this measure which is April 1, 2012 through March 31, 2013.

The SIP had not yet been approved in 2012 and focus was put on getting the SIP completed and approved which may be why the percentage of children placed with kin at first placement had decreased. Since December of 2012, there has been greater emphasis put on placing children with kin whenever possible. A large barrier to placing children with kin for the first placement is the lengthiness of the process of approving a relatives or Non-Related Extended Family Members (NREFM) when a child is detained after hours and sometimes in the middle of the night. The Placement Support Team is currently working on ways to streamline this process to encourage workers to place with kin whenever possible. A policy and procedure is being drafted to address this issue and eliminate any confusion that workers may have.

*Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Williams, D., Yee, H., Hightower, L., Lou, C., Peng, C., King, B., Henry, C., & Lawson, J. (2013). *Child Welfare Services Reports for California*. Retrieved 7/29/2013, from University of California at Berkeley Center for Social Services Research website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

PROBATION 8A

Probation: 8A Completed High School or Equivalency; Obtained Employment; Have Housing Arrangements; Received ILP Services; Permanency Connection with an Adult. After establishing a baseline, Probation will increase the percentage of youth completing or receiving the following services and/or milestones from 0% to 5% by 2017:

1. Completing High School or Equivalency
 2. Obtaining Employment
 3. Having Housing Arrangements
 4. Receiving ILP services
 5. Receiving Permanency Connection with an Adult
- National Standard: N/A
 - Baseline Performance: According to the October 2012 CWS Outcomes System Report for Tehama County Probation (Data Extract Q4 2010) prepared by the UC Berkeley Center for Social Services Research Tehama County's rate of Completed High School or Equivalency; Obtained Employment; Having Housing Arrangements; Received ILP Services; Permanency Connection with an Adult (At least 24 months) in the calendar year there has been no discernible baseline measurement data recorded for probation youth in out of home placements.

Current Performance:

The Tehama County Probation Department has been unable to report measure 8A data for the past three (3) quarters. The probation department discovered it was not utilizing the SOC 405E document. This document is specific to gathering the measure 8A data outlined by the SIP. Due to changes in staffing and needed updated training we have been unable to input our data into the document. Training through UC Davis is forthcoming in late August and in the meantime, we are identifying a potential "super user" through our local CWS.

STRATEGIES STATUS

STRATEGY 1

CWS- Increase the use of Safety Organized Practice:

- a. Continued Safety Organized Practice (SOP) training for workers to help with keeping focus on safety (Timeframe: January 2013 – Ongoing).
- b. Consistent supervision of cases to ensure that safety threats have been fully addressed (Timeframe: January 2013 – Ongoing).
- c. Use of SOP tools with families to develop natural supports and community partners so they have resources prior to transitioning from institutional support (Timeframe: March 2013 – Ongoing).
- d. Educate community partners regarding SOP to develop a clear understanding of the safety issues (Timeframe: August 2013 – Ongoing).

Summary:

Initially, Tehama County Department of Social Services Child Welfare Services focused on training a small group of intake workers in assessing and utilizing safety measures within SOP during investigations; however over the last several months the TCDSS Children Services Leadership Team (CWS Leadership) and UC Davis has included all social workers in attaining consistency in developing skill sets continuing to enhance SOP practices for all families.

Since January, TCDSS CWS Leadership made the decision to increase the use of SOP to fully embrace and utilize families and their connections with community and personal networks to develop natural supports within each family. Through integration of SOP practices in increments with the assistance of UC Davis and monthly meetings with all social workers and SOP trainer Brad Seizer, child welfare staff has incorporated SOP in their daily contact with families.

The CWS Leadership team meets with each unit to process unit progress towards goals set previously by CWS Leadership and social worker group meetings. In the fall of this year, TCDSS Children Services is preparing to educate community based organizations and court community on SOP and what that may entail in regards to the Core Practice Model and targeted outcomes and will continue with monthly meetings with UC Davis to expand the use of SOP.

STRATEGY 2

Surround children and families with support so there is no recurrence of maltreatment:

- a. Consistent referrals to community partners for Functional Family Therapy prior to reunification or adoption, and during family maintenance for stabilization (Timeframe: January 2013 – Ongoing).
- b. Consistent referrals to community partners for Functional Family Therapy for families that have successfully reunified, but may need services to prevent recurrence of maltreatment (Timeframe: January 2013 – Ongoing).
- c. Wraparound program referrals will pair families with a Parent Partner, to enhance stabilization during the transition from institutional supports to natural supports when reunifying (Timeframe: January 2013 – Ongoing).
- d. Timely and consistent monthly visits to the family to ensure safety of child at time of reunification (Timeframe: May 2013 – Ongoing).
- e. Utilize Safe Measures to monitor timeliness of monthly Social Worker visits (Timeframe: January 2013 – Ongoing).
- f. Require Social Workers to work with the parents to identify a family safety network while developing a Case Plan (Timeframe: September 2013 – Ongoing).
- g. Evaluate results of strategy to determine whether No Recurrence of Maltreatment measure has improved (Timeframe: June 2013 – Annually).

Summary:

Children First facilitates the Functional Family Therapy program for families in open CWS cases and assisted 29 children, 24 parents, and a total of 17 families in the first year. Their goal for this year was to serve 18 to 22 families. This program has only been in existence for one year and it is hoped that it will grow and make a significant difference.

There have been very few referrals to the Wraparound program. It is believed that there is still some misunderstanding amongst staff of the requirements for program eligibility. Some staff believes that a child needs to be at risk of entering a level ten or higher group home to be eligible for the program. Wraparound staff is in the process of producing materials that provide a clear understanding of the purpose of the program and who it is designed for.

According to Safe Measures, out of a possible 267 contacts to be made in May 2013, 44 were either not made or were not timely which has been about the average for seven of the last ten months. One month it was because one worker was out for eight weeks and either no one saw those children or no one documented that they did. TCDSS CWS social workers still need to improve on making monthly contacts and entering them in CWS/CMS in a timely manner. Supervisors have been asked by the Program Manager to open Safe Measures during one-on-one supervision with Social Workers. This has not been consistent with all supervisors. Some Social Workers open their Safe Measures routinely, and others have never opened it. The inconsistency with use has been a challenge that CWS Leadership continues to address.

STRATEGY 3

CWS- Implement use of Safe Measures tool on a regular basis:

- a. CWS Management Team will be trained in the use of Safe Measures (Timeframe: December 2012-March 2013).
- b. Develop guide on which measures should be reviewed regularly (Timeframe: April 2013).
- c. CWS Management Team will complete the intensive Supervisory Effectiveness Program training series (Timeframe: September 2012 - April 2013).
- d. Ongoing Supervision will include Safe Measures review with Social Workers (Timeframe: April 2013 – Ongoing).
- e. Safe Measures will be reviewed by Supervisors and Program Manager during meetings (Timeframe: April 2013 – Ongoing).
- f. Evaluate impact of Safe Measures on timely response for 10-day referrals. Coordinate with OAB consultant on a quarterly basis to develop additional ongoing strategies to increase timely response (Timeframe: June 2013 - Quarterly).

Summary:

TCDSS CWS Leadership team has been trained to use SafeMeasures and has incorporated it into the weekly Leadership meetings as part of the on-going agenda. A formal guide for reviewing SafeMeasures has not been created yet but since the team has refocused on the SIP in April 2013, this task will be completed by the end of July 2013. Currently, all SIP outcome goals are monitored weekly as well as other measures within the system.

Evaluating the impact of SafeMeasures on timely response for 10-day referrals began on June 28th with Tehama's Outcomes and Accountability consultant and will continue with each quarterly face-to-face meeting or phone conference. This analysis has been helpful in looking at trends in other measures in addition to the timely 10-day response measure.

STRATEGY 4

CWS: Improve timely response:

- a. Develop a guide for necessary information to include on referrals and timelines (Timeframe: March 2013 – May 2013).
- b. Develop a policy to include timeframe for response time and entering contact information in CWS/CMS (Timeframe: March 2013 – May 2013).
- c. Implement policy for Social Workers to respond timely and enter contact information in CWS/CMS within 48 hours of contact (Timeframe: May 2013).
- d. Monitoring of caseload during monthly supervision (Timeframe: May 2013 – ongoing).
- e. Evaluate results of strategy by assessing if timely responses have increased (Timeframe: January 2014-Annual).

Summary:

Program manager and supervisors discussed the specific information needed for the guide regarding timely response and determined that it will be created like a check list and will serve as a reminder to the Initial Response/Court (IR/C) workers of the mandatory details and time lines required on all referrals. The guide is currently being created by one of the supervisors.

Tehama County currently has a Policy and Procedure titled: Investigative Referral Response – Decision Criteria. It originated in January 2007 and was revised in April 2013. It is currently on the Tehama County Department of Social Services Intranet and accessible by all social workers.

The Policy regarding timely contacts and entering contacts into CWS/CMS within 48 hours has not yet been written. Social workers are however, cognizant of the importance and the impact this has on their own performance by looking at there statistics in Safe Measures on a consistent basis and at least once monthly.

Each supervisor is currently meeting at least monthly for individual supervision with the IR/C worker and thoroughly assesses each investigation and case. The supervisors are consistently using Safe Measures to provide awareness and accountability when meeting with the IR/C workers regarding their timelines on investigations. The supervisors have also incorporated reminders of timelines in the weekly Unit Meetings.

STRATEGY 5

Increase relative placements:

- a. Continue to use LexisNexis family search database to locate and connect with families on behalf of clients (Timeframe: January 2013 – Ongoing).
- b. Social Worker to request family member names and contact information from clients during investigation (Timeframe: January 2013 – Ongoing).
- c. Develop a form for Supervisor to sign off showing that possible family has been searched for & TDM scheduled on all in-custodies and to approve child to go to Foster Care (Timeframe: June 2013 – September 2013).
- d. Implement form and ensure that Imminent Risk of Removal TDM's are arranged at time of investigation (Timeframe: October 2013 – Ongoing).
- e. Provide transportation services for children to enhance placement stability by allowing them to maintain their same routines and connections (Timeframe: February 2013 – Ongoing).
- f. Evaluate results of strategy by assessing whether placements have increased significantly since implementation (Timeframe: March 2014 – Annual).

Summary:

Tehama County CWS recognizes and appreciates Relatives and Non Related Extended Family Members (NREFMs) as the best placement option in most cases if the child cannot remain safely with a parent. Social workers obtain names of relatives or NREFMs while in the investigation process when the child is taken into protective custody. Screeners use the LexisNexis family search database to look for additional relatives when the child comes into custody and at different points along the life of the case. Supervisors will need to work on implementing a method of documenting efforts to obtain family members' names on every new child who comes into custody.

Implementing Imminent Risk of Removal Team Family Meetings or TDMs on specific families in the investigation stage will also need to be supported by supervisors and staff. This would engage the support of the family and NREFMs who may be called upon if needed for placement. Supervisors will need to assure that efforts are made to locate relatives and NREFMs and ensure that Family Team Meetings or TDMs are held for all new in-custody cases and to seek the family's support if foster care is deemed to be the most appropriate placement for a child.

Tehama County CWS is committed to training and supporting relatives and NREFMs and plans to implement required kinship training for relative and NREFM caregivers starting in September 2013. Tehama County CWS staff offers assistance to relative and NREFM caregivers through training offered in the community, books, DVDs and transportation if needed. Tehama County CWS hosts a Caregivers Meet and Greet several times a year. Relatives and NREFMs are invited to attend so they able to network with other families and social work staff and receive current information that may be helpful in caring for children.

STRATEGY 6

Ensure data that needs to be collected in order to achieve improvement goal is accomplished. A new case management system upgrade will be rolled out November 2012 and new data collection processes will be introduced. Collection of Outcome Measure 8A will be one of the numerous data elements to be collected. Additionally, data entry into the CMS/CWS system will be reviewed to ensure all required information is collected.

- a. Probation Supervisors, Placement Officer, Division Director, and Support Staff will be trained in the use of the new case management upgrade (Timeframe: February 2013).
- b. CWS/CMS and case management upgrade implementation will be reviewed by Probation Supervisors and Division Director (Timeframe: March 2013- Ongoing).
- c. Ongoing Supervision will include review of CWS/CMS and the case management system upgrade with the Placement Officer and Support Staff (Timeframe: March 2013- Ongoing).
- d. Establish baseline data for Exit Outcomes for Youth Aging out of Foster Care (Timeframe: March 2013).

Summary:

In November of 2012 the Tehama County Probation Department upgraded its case management system (CMS). It has been a more challenging process than anticipated. Mainly due to the expansion of data collection needed by the department and added to that task the new and ever changing data collection required from AB109 legislation. Therefore, building data collection cues within the new case management system has been more difficult than anticipated. Additionally, the proprietary company of our CMS has been slow in remedying issues and fixes delaying the department's ability to "get to the next step." The department is working with the case management provider to improve communication and response time.

BARRIERS TO IMPLEMENTATION

One of the strategies identified in the SIP for reducing reentry to the CWS system was to provide Functional Family Therapy (FFT) to adoptive families, pre or post adoption finalization. Northern Valley Catholic Social Services (NVCSS) was contracted to provide this service to families referred by the TCDSS Adoptions/Permanency Team. Unfortunately, there were a limited number of families who sought assistance which made it difficult for carrying out this service although the need was still there. It was also identified that there needed to be increased awareness amongst adoptive families because many of them did not know the service was available. The number of referrals is expected to increase in the coming year for two reasons.

1. Tehama County brought adoptions in house in July 2012. This will create a better relationship and increased familiarity with county staff which may increase the willingness of adoptive families to request assistance prior to the adoptive placement being disrupted.
2. Beginning next fiscal year, NVCSS will start an adoptions support group in which parents have an outlet in a group with other adoptive families that may be facing or have faced similar challenges with their adopted children. Additionally, NVCSS will begin disseminating a newsletter to Tehama County's adoptive families to increase awareness of available services for those families. Functional Family Therapy for these families will now be provided by Alternatives to Violence (ATV) since they are already providing this service to other families in the CWS system. This should streamline service delivery and increase awareness in an effort to have more referrals made for Functional Family Therapy.

In planning for these upcoming changes, the partnership amongst TCDSS, ATV and NVCSS has improved and as a result there will be better coordination amongst programs to increase effectiveness of all efforts in the future.

Barriers to full SOP implementation were presented after the introduction to SOP in that the ability to have all social workers trained at one time presented challenges with engagement and understanding. Currently, community and courts are not aware of the internal and systemic changes we have initiated in the implementation practice model of SOP. However, they have noticed something has changed and are hearing the social workers and leadership talk openly about safety, networks with families and community, as well as, team meetings. Another barrier that is forefront in social workers' mind is how to implement extended foster care with Permanency Cases and Non-Minor Dependent cases and how this shift in transitioning child to adulthood may contribute to lowering future statistics for Child Welfare.

OTHER SUCCESSES/PROMISING PRACTICES

QUALITY PARENTING INITIATIVE

Tehama County CWS implemented the Quality Parenting Initiative (QPI) in the spring of 2012. Unfortunately, this initiative was put on hold for a period of time due to staff turnover and lack of direction for initial meetings. Recently, the Director of the Youth Law Center met with staff at the CWS Division Meeting to get them re-focused on QPI. Many workers had not been involved in initial implementation and were very interested in participating in future activities. A kick-off meeting will be scheduled for September 25, 2013. This will be a positive way to focus on the quality of care that children receive.

DEPENDENCY DRUG COURT

The Dependency Drug court (DDC) is a voluntary program for parents who had their children removed from the home due to substance abuse issues. DDC is a collaborative effort amongst the Tehama County Superior Court, Child Welfare Services, and Tehama County Health Services Agency, Drug and Alcohol Division. The DDC process begins by parents receiving a handbook with all program requirements, a pre-interview, and then acceptance to the program. DDC is a 9-12 month program divided into three phases in which participants must comply with the requirements of each phase to continue the program. Services include group counseling, court appearances on a frequent basis, and parenting classes. The program has lowered our recidivism rate in Tehama County. Since the program's inception in 2008, approximately four families have had a child welfare case reopened after graduating the program.

PARENT ENGAGEMENT

The Parent Engagement Group has also been a successful activity for parents with an open child welfare case. Parents attend eight weeks of a Parent Engagement Group after they have an open case. The Parent Engagement Group is done in collaboration with Tehama County Health Services Agency, Drug and Alcohol Services. During the Parent Engagement Group the parents learn about child welfare and the court process. They also complete four assignments. Once they have met the requirements of the Parent Engagement Group they are promoted to Nurturing Parenting classes. Those parents who are unable to participate in a group setting can be met with in their home on a one-on-one basis. All parents are provided with a Child Welfare Services Parent Guide.

WRAPAROUND

Tehama County's Wraparound program for foster youth is operated by Tehama County Community Action Agency through an agreement with Child Welfare Services. Families may be referred for Wraparound services by their social worker or juvenile probation officer.

Families in the Wraparound program receive intensive case management including regular family team meetings and case planning. A small amount of flexible funding is also available for use in assisting the family in addressing identified barriers and for creative solutions. The Wraparound program has been effective in reducing the number of Tehama County youth entering group homes although the increasing the number of families served is a goal in 2013. A total of eight (8) families participated in Wraparound in 2012 but with a simplified referral process and improving staff understanding of program, this should increase the number of referrals and families served.

FOSTER PARENT MEET AND GREETINGS

Meet & Greetings are a monthly opportunity for foster caregivers to provide peer support to one another and build relationships with CWS social workers over a casual meal and brief training. This has been an effective way to support foster families and increase the likelihood that a placement will remain stable while also improving relationships and communication between foster parents and social workers.

OUTCOME MEASURES NOT MEETING STATE/NATIONAL GOALS

Tehama County has been successful in meeting or exceeding the state/national standards for most CFSR measures, however, Tehama County is underperforming in measure C1.4, Reentry Following Reunification (Exit Cohort).

The most current data available through the Berkeley Dynamic Reporting System is for the time period of April 1, 2011 through March 31, 2012. According to the Berkeley Dynamic Reporting System, 33 out of 145 children, or 22.8%, reentered care within 12 months of being reunified. In looking at the client-level data for this time period, multiple children who reentered care were part of large sibling sets.

The national goal is 9.9% which has not been met by Tehama County for many years. Data for previous years indicates similar results, with the best performance between October 1, 2010 and September 30, 2011 with a reentry rate of 11.3%.

At this time, TCDSS Children's Services will continue to work towards progressing towards the target outcomes for measures S1.1, 2B.2, and 4B. If, after data becomes available for 2012/2013, it is determined that C1.4 reentry rates continue to be high, this measure may be considered for adding to the following SIP Annual Progress Report.

STATE AND FEDERALLY MANDATED CHILD WELFARE/PROBATION INITIATIVES

KATIE A.

As the Katie A. v. Bonta et. al Settlement Agreement (Katie A.) brings a heavier emphasis on providing critical mental health services to youth in open CWS cases, improved coordination has been an increasingly important objective between both TCDSS and Mental Health. Key stakeholders have been identified as the Health Services Agency (TCHSA), Department of Social Services (TCDSS), Department of Education, Probation, and other organizations or providers as appropriate. In accordance to the State's efforts to address the settlement agreement, TCDSS and TCHSA completed the Readiness Assessment in May 2013 to determine current gaps and subsequently completed the Services Delivery Plan to outline the method in which class and sub-class members will be identified and services delivered. Stakeholders continue to be involved in weekly Katie A. readiness meetings when possible. Staff from both TCHSA and

TCDSS attended the Core Practice Model (CPM) orientations earlier this year in preparation for implementation of the CPM guide. A planning meeting was held between CWS staff and Mental Health staff in early August 2013 to establish a timeline of key activities for identifying youth who will be classified as members of the sub-class.

ATTACHMENTS

1. FIVE YEAR SIP CHART

Priority Outcome Measure or Systemic Factor: CWS: CFSR Measure S1.1 No Recurrence of Maltreatment. Of all children who were victims of a substantiated maltreatment allegation during the first 6 months of the year, what percent were not victims of another substantiated allegation within the next 6-month period?

National Standard: 94.6%

Current Performance: According to the data from the Berkeley Dynamic Reporting System from 4/1/12 through 9/30/2012 (2013 Quarter 1 extract), Tehama County's no recurrence of maltreatment rate was 93.9. This data reflects that eight (8) out of 131 children were maltreated within six months of returning home.

Target Improvement Goal: Tehama County will improve performance on this measure from 87.5% to 90% by January 20, 2014. Tehama County will increase 1.6% more each subsequent year of the plan to attain a 94.6% quarterly average by June 20, 2017.

Priority Outcome Measure or Systemic Factor: CWS: CFSR Measure 2B-2 Timely Response, Emergency Response 10-Day compliance

National Standard: 90%

Current Performance: According to the data from the Berkeley Dynamic Reporting System from 1/1/13 through 3/31/2013 (2013 Quarter 1 extract), of the 87 referrals assigned for 10-day response, 67 were completed within the 10-day requirement. This is a 77% rate of timely 10-day responses.

Target Improvement Goal: Tehama County will improve performance on this measure from 76.9% to 84% by June 20, 2014. With subsequent annual increases of 2%, 2%, 1%, and 1%, Tehama County will attain a 90% quarterly average by June 20, 2017.

Priority Outcome Measure or Systemic Factor: CWS: CFSR Measure 4B-1 Least Restrictive (Entries First Placement: Relative) The level of restrictiveness of a foster care placement reflects the extent to which the placement provides and supports normalized daily living activities for children in a community-based, family setting.

National Standard: N/A

Current Performance: According to the data from the Berkeley Dynamic Reporting System from 4/1/2012 through 3/31/2013 (2013 Quarter 1 extract), 18 out of 131 of children were placed with kin for their first placement. This is 13.7% of children being placed in the least restrictive placement at entry.

Target Improvement Goal: Tehama County will improve performance on this measure from 13.7% to 24% by March 20, 2014. Tehama County will increase 1% more each subsequent year of the plan to attain a 27% quarterly average by June 20, 2017.

Priority Outcome Measure or Systemic Factor: Probation: 8A Completed High School or Equivalency; Obtained Employment; Have Housing Arrangements; Received ILP Services; Permanency Connection with an Adult

National Standard: N/A

Current Performance: The Tehama County Probation Department has been unable to report measure 8A data for the past three (3) quarters. The probation department discovered it was not utilizing the SOC 405E document. This document is specific to gathering the measure 8A data outlined by the SIP. Due to changes in staffing and needed updated training we have been unable to input our data into the document.

Target Improvement Goal: After establishing a baseline, Probation will increase the percentage of youth completing or receiving the following services and/or milestones from 0% to 5% by 2017:

6. Completing High School or Equivalency
7. Obtaining Employment
8. Having Housing Arrangements
9. Receiving ILP services
10. Receiving Permanency Connection with an Adult

This goal will be supplemented by improved data collection and tracking, coinciding with the rollout of a new case management system.

Strategy 1: CWS: Increase the use of Safety Organized Practice	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): S1.1 No Recurrence of Maltreatment. Of all children who were victims of a substantiated maltreatment allegation during the first 6 months of the year, what percent were not victims of another substantiated allegation within the next 6-month period.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Continued Safety Organized Practice (SOP) training for workers to help with keeping focus on safety.	January 2013 – Ongoing	Supervisors, Social Workers, Program Manager
B. Consistent supervision of cases to ensure that safety threats have been fully addressed.	January 2013 – Ongoing	Supervisors and Social Workers
C. Use of SOP tools with families to develop natural supports and community partners so they have resources prior to transitioning from institutional supports.	March 2013 - Ongoing	Social Workers
D. Educate community partners regarding SOP to develop a clear understanding of the safety issues.	August 2013 - Ongoing	Social Workers & Supervisors

Strategy 2: Surround children and families with support so there is no recurrence of maltreatment	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): S1.1 No Recurrence of Maltreatment. Of all children who were victims of a substantiated maltreatment allegation during the first 6 months of the year, what percent were not victims of another substantiated allegation within the next 6-month period.
	<input type="checkbox"/> CBCAP	
	<input checked="" type="checkbox"/> PSSF	
	<input type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Consistent referrals to community partners for Functional Family Therapy prior to reunification or adoption, and during family maintenance for stabilization.	January 2013 – Ongoing	Social Workers & Supervisors
B. Consistent referrals to community partners for Functional Family Therapy for families that have successfully reunified, but may need services to prevent recurrence of maltreatment.	January 2013 – Ongoing	Social Workers & Supervisors
C. Wraparound program referrals will pair families with a Parent Partner, to enhance stabilization during the transition from institutional supports to natural supports when reunifying.	January 2013 – Ongoing	Social Workers & Supervisors
D. Timely and consistent monthly visits to the family to ensure safety of child at time of reunification.	May 2013 – Ongoing	Community Partners, Social Workers, Supervisors & Program Manager
E. Utilize Safe Measures to monitor timeliness of monthly Social Worker visits.	January 2013 – Ongoing	Supervisors
F. Require Social Workers to work with the parents to identify a family safety network while developing a Case Plan.	September 2013 - Ongoing	Social Workers & Parents
G. Evaluate results of strategy to determine whether No Recurrence of Maltreatment measure has improved.	June 2013 - Annually	Analyst

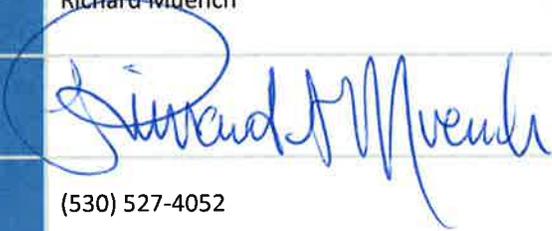
Strategy 3: CWS: Implement use of Safe Measures tool on a regular basis	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 2B-2 Timely Response, Emergency Response 10-Day compliance
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. CWS Management Team will be trained in the use of Safe Measures	December 2012-March 2013 <i>Completed</i>	Program Manager to arrange <i>Completed</i>
B. Develop guide on which measures should be reviewed regularly	April 2013 <i>October 2013</i>	Program Manager, Supervisors and Analyst
C. CWS Management Team will complete the intensive Supervisory Effectiveness Program training series	September 2012 - April 2013 <i>Completed</i>	Program Manager, Supervisors
D. Ongoing Supervision will include Safe Measures review with Social Workers.	April 2013 - Ongoing	Supervisors
E. Safe Measures will be reviewed by Supervisors and Program Manager during meetings.	April 2013 - Ongoing	Program Manager
F. Evaluate impact of Safe Measures on timely response for 10-day referrals. Coordinate with OAB consultant on a quarterly basis to develop additional ongoing strategies to increase timely response.	June 2013 - Quarterly	Analyst

Strategy 4: CWS: Improve timely response.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 2B-2 Timely Response, Emergency Response 10-Day compliance
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Develop a guide for necessary information to include on referrals and timelines.	March 2013 – May 2013 September 2013-November 2013 <i>In progress</i>	Program Manager, Supervisors and Analyst
B. Develop a policy to include timeframe for response time and entering contact information in CWS/CMS.	March 2013 – May 2013 September 2013-November 2013	Program Manager, Supervisors and Analyst
C. Implement policy for Social Workers to respond timely and enter contact information in CWS/CMS within 48 hours of contact.	May 2013 <i>Completed</i>	Supervisors
D. Monitoring of caseload during monthly supervision.	May 2013 - Ongoing	Supervisors with Social Workers
E. Evaluate results of strategy by assessing if timely responses have increased.	January 2014 - Annual	Analyst

Strategy 5: Increase relative placements	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 4B-1 Least Restrictive (Entries First Placement: Relative) The level of restrictiveness of a foster care placement reflects the extent to which the placement provides and supports normalized daily living activities for children in a community-based, family setting.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Continue to use LexisNexis family search database to locate and connect with families on behalf of clients	January 2013 - Ongoing	Placement Team
B. Social Worker to request family member names and contact information from clients during investigation.	January 2013 - Ongoing	Social Workers
C. Develop a form for Supervisor to sign off showing that possible family has been searched for & TDM scheduled on all in-custodies and to approve child to go to Foster Care.	June 2013 - September 2013	Program Manager, Supervisors, and Analyst
D. Implement form and ensure that Imminent Risk of Removal TDM's are arranged at time of investigation.	October 2013 - Ongoing	Supervisors, Social Workers, and Placement Team
E. Provide transportation services for children to enhance placement stability by allowing them to maintain their same routines and connections	February 2013 - Ongoing	Program Manager and Supervisors to arrange
F. Evaluate results of strategy by assessing whether placements have increased significantly since implementation	March 2014 - Annual	Analyst

<p>Strategy 6: Ensure data that needs to be collected in order to achieve improvement goal is accomplished. A new case management system upgrade will be rolled out November 2012 and new data collection processes will be introduced. Collection of Outcome Measure 8A will be one of the numerous data elements to be collected. Additionally, data entry into the CMS/CWS system will be reviewed to ensure all required information is collected.</p>	<input type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): Probation: 8A Completed High School or Equivalency; Obtained Employment; Have Housing Arrangements; Received ILP Services; Permanency Connection with an Adult</p>
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
<p>Action Steps:</p>	<p>Timeframe:</p>	<p>Person Responsible:</p>
<p>A. Probation Supervisors, Placement Officer, Division Director, and Support Staff will be trained in the use of the new case management upgrade.</p>	<p>February 2013 September 2013</p>	<p>Probation Supervisors, Placement Officer, Division Director, and Support Staff</p>
<p>B. CWS/CMS and case management upgrade implementation will be reviewed by Probation Supervisors and Division Director.</p>	<p>March 2013 - Ongoing</p>	<p>Probation Supervisors and Division Director.</p>
<p>C. Ongoing Supervision will include review of CWS/CMS and the case management system upgrade with the Placement Officer and Support Staff.</p>	<p>March 2013 - Ongoing</p>	<p>Probation Supervisors</p>
<p>D. Establish baseline data for Exit Outcomes for Youth Aging Out of Foster Care.</p>	<p>March 2013 September 2013</p>	<p>Division Director</p>

2. SIGNATURE SHEET

California – Child and Family Services Review Signature Sheet For submittal of: SIP Progress Report	
County	Tehama County
CSA Period Dates	3/31/2012-3/31/2017
SIP Period Dates	8/31/2012 to 8/31/2017
Outcome Data Period	Quarter ending: March 31, 2013
County Child Welfare Agency Director	
Name	Charlene Reid
Signature*	
Phone Number	(530) 528-4078
Mailing Address	P.O. Box 1515 Red Bluff, CA 96080
County Chief Probation Officer	
Name	Richard Muench
Signature*	
Phone Number	(530) 527-4052
Mailing Address	P.O. Box 99 Red Bluff, CA 96080

Contact Information

Child Welfare Agency	Name	Lauren Miller
	Agency	Tehama County Department of Social Services
	Phone & E-mail	(530) 528-4171 lmiller@tcdss.org
	Mailing Address	P.O. Box 1515 Red Bluff, CA 96080
Probation Agency	Name	Greg Ulloa
	Agency	Tehama County Department of Probation
	Phone & E-mail	(530) 527-4052 ext. 3012 gulloa@tcprobation.org
	Mailing Address	P.O. Box 99 Red Bluff, CA 96080

***Signatures must be in blue ink**