

California Child and Family Services Review

Annual SIP Progress Report

JANUARY 1, 2013 – DECEMBER 31, 2013



California - Child and Family Services Review Signature Sheet

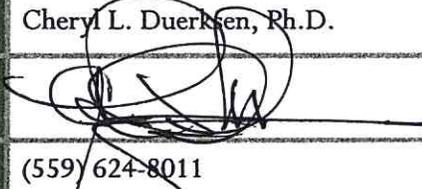
System Improvement Plan Progress Report

County	Tulare
SIP Period Plan Dates	January 15, 2012 – December 15, 2016
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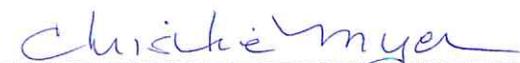
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California Child and Family Services Review

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Purpose of the SIP Progress Report

PURPOSE

Each year following the completion of the Tulare County System Improvement Plan (SIP), Tulare County will submit a SIP Progress Report to the California Department of Social Services (CDSS), developed jointly by Child Welfare Services (CWS) and Probation, in collaboration with stakeholders. The progress report provides a written analysis of current federal and state outcome data measure performance, since the beginning of the five-year SIP period, to determine if the SIP continues to accurately reflect current needs in the county. The report provides the stakeholders and CDSS with the progress of the SIP strategies, including an analysis of strengths and barriers encountered during the implementation process.

Tulare County will evaluate and report progress on the SIP on an annual basis. The progress report will identify areas where outcomes are improved, discuss ineffective strategies, and add new strategies and/or new areas of focus, as necessary, to support continuous quality improvement across the five year SIP period.

SIP Progress Narrative

INTRODUCTION

Tulare County's 2013 SIP Progress Report includes the current status of the implementation of strategies contained in the 2012-2016 Integrated SIP.

Implementation of Tulare County's SIP strategies follows California's Child and Family Services Review's (C-CFSR) philosophy of providing continuous quality improvement, interagency partnerships, community involvement, and public reporting of program outcomes. This progress report identifies Tulare County's successfully improved outcomes, discusses ineffective strategies, and adds new outcome areas as needed to keep up with promising practices and the changing landscape of Child Welfare Services and Probation.

STAKEHOLDERS PARTICIPATION

This annual 2013 SIP progress report includes contributions of many CWS and Probation stakeholders and community members who participated in planning, implementing, and monitoring the county's 2012-2016 SIP strategies and milestones. Participating members include:

- Tulare County Children's Services Network (CSN),
- Tulare County Child Abuse Prevention Council (CAPC),
- Tulare County Child Protection Planning Committee (CPPC),

- Tulare County Mental Health Staff,
- Community-Based Organizations,
- Foster Parents, and,
- Biological Families.

CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS

Tulare County selected three (3) outcome measure composites for CWS and two (2) outcome measure composites for Probation in the 2012-2016 SIP as areas of focus. These composites include:

For CWS:

- C1 – Reunification Composite
- C3 – Long-Term Care Composite
- C4 – Placement Stability Composite

For Probation:

- C1 – Reunification Composite
- C3 – Long-Term Care Composite

CWS CURRENT PERFORMANCE

CWS will discuss current performance of the county's outcome data and provide a brief analysis of the obstacles, systemic issues, and environmental conditions that may be contributing to outcome improvement or decline. Tulare County's five year SIP focuses on two (2) measures in the Reunification Composite (C1.1 and C1.4), one (1) measure in the Long-Term Care Composite (C3.3), and one (1) measure in the Placement Stability Composite (C4.3) for CWS. The county's outcome data is based on the most recent official data source - University of California, Berkeley's CWS Outcomes System Summary data from Quarter 1, 2013 (March 31, 2013) in comparison to the baseline data used in the County's Self-Assessment (CSA) Quarter 3, 2010 (September 30, 2010).

Reunification Composite (C1 Measures):

The Reunification Composite measure (C1) improved since September 2010 by 42.6 points (a 33.4% increase). The composite score was 84.8 in September 2010 (Q3-2010) and increased to 127.4 as of March 31, 2013 (Q1-2013). There is a positive trend in this composite measure as CWS has surpassed the National Standard of 122.6 for each of the last four (4) quarters and surpassed the state's most recent performance rate (Q1-2013) of 112.2.

CWS is focusing on two (2) measures within the Reunification composite: Reunification within twelve (12) months (C1.1) and Re-entry Following Reunification (C1.4).

- Reunification Within Twelve (12) Months (Exit Cohort) - Measure C1.1: CWS' score for the quarterly period ending March 31, 2013 (Q1-2013) was 78.3%. The quarterly score in September 2010 was 61.7%.
 - An analysis of the data shows an increase (16.6%) for children who reunified with their families within twelve months of entering foster care. This increase is an improvement for this outcome measure compared to September 2010 (CSA reporting period, Q3-

2010). This measure surpassed the National Standard rate of >75.2% for the last four (4) quarters and surpassed the state's most recent performance rate (Q1-2013) of 64%.

- o Contributing factors include:
 - The implementation of Family Engagement Staffings and Case Plan Staffings involving the family to strengthen family-centered practice and to strengthen relationships between staff and families.
 - The implementation of Structured Decision Making (SDM) to determine the level of risk and safety for the child and family at detention and at reunification.
 - The focus CWS placed on supporting families with services to address the safety factors which brought the family to the attention of CWS.
 - The current Tulare County Juvenile Court Officers advocate for the return of the child within twelve months of entering foster care to their parent if safety factors have been put in place and it is in the best interest of the child.
- Re-entry Following Reunification (Exit Cohort) - Measure C1.4: CWS' score for the quarterly period ending March 31, 2013 (Q1-2013) was 11.7%. The quarterly score in September 2010 was 24.2%.
 - o An analysis of the data shows a decrease (12.5%) in the number of children who re-entered foster care following reunification compared to September 2010 (CSA reporting period, Q3-2010). While this decrease is a significant improvement, the 11.7% score is 1.8% higher than the National Standard rate of <9.9% but below the state's most recent performance rate (Q1-2013) of 12.5%.
 - o Contributing factors include:
 - CWS provides more evidence-based, in-home parent education services such as Safe Care and Parenting Wisely to families who are reunifying.
 - CWS staff consistently refers reunifying families to Family Resource Centers (FRC) and other community agencies for services to help alleviate child abuse and/or neglect and to help facilitate reunification.
 - The implementation of the Family Transitional Support Services (FTSS) Program with the FRCs. This program was implemented to prevent children from re-entering foster care by providing case management and supportive services following reunification.
 - The implementation of the Team Decision Making (TDM) meetings throughout the life of a case in an effort to optimize placement stability. A TDM meeting is held whenever a child goes home as this is a placement change.

Long-Term Care Composite (C3 Measures):

The Long-Term Care Composite measure (C3) declined since September 2010 by 14.1 points. The composite score was 103.6 from March 31, 2013 (Q1-2013) compared to the higher score of 117.7 from September 30, 2010 (Q3-2010). This decrease is below the National Standard rate of 121.7 and below the state's most recent performance rate (Q1-2013) of 111.8. A review of Tulare County's SafeMeasures data from Q2-2013 (June 30, 2013) shows an improvement for this composite measure with a composite score of 118.32.

CWS is focusing on one (1) outcome measure in the Long-Term Care composite: In Care Three (3) Years or Longer (C3.3).

- In Care Three (3) Years or Longer (Emancipated/Age 18) - Measure C3.3: CWS' score for the quarterly period ending March 31, 2013 (Q1-2013) was 63.4%. The quarterly score in September 2010 was 45.5%.

- An analysis of the data shows an increase (17.9%) of children in care for longer than three (3) years when they turned 18 years old in foster care (or emancipated at an earlier age and left foster care and the dependency system). This increase is a decline for this outcome measure compared to the National Standard rate of <37.5% and compared to the state's most recent performance rate (Q1-2013) of 54.3%. The SafeMeasures CFSR data shows a decrease to 59.5% for Q2-2013 (June 30, 2013).
- Contributing factors include:
 - The focus CWS placed with improving the Placement Stability Composite shifted the agencies' attention away from the Long-Term Care Composite. This shift decreased the agencies efforts with conducting quality case staffing and improving permanency planning efforts for older foster youth. The agency plans to include more collaboration towards improving this measure in the upcoming year.
 - A case review conducted in 2012/2013 revealed that some older foster youth in Permanent Placement (PP) preferred to stay in foster care to participate in Assembly Bill 12's supportive services as a non-minor dependent.
 - CWS implemented strategies such as TDM meetings and created a Permanency Team that should improve measure C3.3; however, it is anticipated that it will take longer to see the results.

Placement Stability Composite (C4 Measures):

The Placement Stability Composite measure (C4) improved since September 2010 by 8.6 points (an 8.84% increase). The composite score was 88.7 in September 2010 (Q3-2010) and increased to 97.3 as of March 31, 2013 (Q1-2013). This improvement surpasses the baseline year of Q3-2010 but remains below the National Standard rate of 101.5 and the state's most recent performance rate (Q1-2013) of 100.8.

CWS is focusing on one (1) outcome measure in the Placement Stability composite: At Least 24 Months in Care (C4.3).

- Placement Stability (At Least 24 Months In Care) - Measure C4.3: CWS' score for the quarterly period ending March 31, 2013 (Q1-2013) was 40.3%. The quarterly score in September 2010 was 25.8%.
 - An analysis of the data shows this increase (14.5%) is an improvement of the number of children placed in foster care at least 24 months that had two (2) or fewer placement changes. This measure has steadily improved since September 2010 but remains slightly below the National Standard rate of >41.8%; however, this increase surpasses the state's most recent performance rate (Q1-2013) of 37.2%.
 - Contributing factors include:
 - CWS' focus during the last two Peer Quality Case Reviews (PQCR) cycles on placement stability and the successful implementation of strategies.
 - The full implementation of TDM meetings including when a child:
 - is at imminent risk of being removed from their home,
 - has an emergency placement,
 - has a placement disruption,
 - has a change in placement, or
 - exits from placement.
 - Implementation (Feb 2013) of expedited relative placement at point of detention.
 - The increased efforts to place children with relatives and to place siblings together.
 - Better placement matching between a child and a foster family.
 - Increased support being provided to foster parents including:
 - respite care,

- monthly meetings between CWS and foster parents to discuss issues or to share new information,
- provision of a placement needs and services plan for each child, and
- including care providers in selecting the training subjects that would benefit them the most.
- Improved mental health services including:
 - increased Multi-Interagency Team (MIT) meetings provided between Mental Health and CWS, and
 - enhanced availability of Therapeutic Behavioral Services (TBS) and Wraparound Services to maintain children in their home and reduce placement changes, improve family connections, and further support reunification.

PROBATION CURRENT PERFORMANCE

Probation will discuss the county's outcome data and provide a brief analysis of the improvement or decline in outcomes and the underwriting factors of those fluctuations. Tulare County's five-year SIP focuses on two (2) measures in the Reunification Composite (C1.2 and C1.3) and one (1) measure in the Long Term Care Composite (C3.1) relating to Probation. The county's outcome data is based on the University of California, Berkeley's CWS Outcomes System Summary data from Quarter 1, 2013 (March 31, 2013), Time Period 40.

Reunification Composite (C1 Measures):

The Reunification Composite measure (C1) increased over the last twelve (12) months.

Probation is concentrating on two measures within the Reunification Composite: Median Time to Reunification (C1.2) and Reunification within twelve (12) months (C1.3).

- Median Time to Reunification (Exit Cohort) - Measure C1.2: Probation's score for the quarterly period March 2013 was 20.9%. Twelve (12) months ago the quarterly score was 23.7%.
- Reunification Within Twelve (12) Months (Exit Cohort) - Measure C1.3: Probation's score for the quarterly period December 2012 was 33.3%. Twelve (12) months ago the quarterly score was 0%.
 - Contributing factors for Measures C1.2 and C1.3 include:
 - This improvement is a direct result of continued training and the increase in case staffings with the youth, family, caregivers and service providers involved in the case plan. With continued training and more time devoted to case staffings, it is projected that our numbers will continue to improve at a slow rate.

Long-Term Care Composite (C3 Measures):

The Long Term Composite (C3) has increased slightly over the last twelve (12) months.

Probation is concentrating on one (1) measure within the Long Term Care composite: Exits to Permanency (C3.1).

- Exits to Permanency (24 months in care) – Measure C3.1: Probation's score for the quarterly period March 2013 was 11.1%. Twelve (12) months ago the score was 0%.
 - Contributing factors include:
 - This increase is a direct result of the complex long term therapeutic needs of the sexual offending youth and their family.

STRATEGIES STATUS

CWS STRATEGIES AND MILESTONES STATUS

This section will provide a status of the strategies and milestones beginning January 2012 through December 2013 (the second progress report year) for each of the SIP Outcome Measures. Strategies and milestones reported as completed in the 2012 SIP Progress Report were removed from this 2013 progress report narrative. This status update will include any revisions and/or modifications with a brief explanation for the change, lessons learned, and successes encountered during this report period. This section will also identify where additional assistance of CDSS may be needed, and the addition of strategies and milestones to assist in achieving the goal(s).

Reunification Composite (C1 Measures):

The C1 Measure improved by 42.6 points comparing the most recent reporting period Q1-2013 (March 31, 2013) to the CSA reporting period Q3-2010 (September 30, 2010). There was an improvement in measure C1.1 of 16.6% and an improvement in measure C1.4 of 12.5% for the most recent reporting period March 31, 2013 (Q1-2013) compared to the CSA reporting period September 30, 2010 (Q3-2010). Scheduled strategies and milestones for each outcome measure include:

Improvement Goal 1 – To increase the percentage of children who reunify within twelve (12) months by strengthening family-centered practice:

- **Strategy 1.1:** To increase the number and quality of case staffings that engage the parents, care providers, and the child (of appropriate age) in case planning.
 - **Milestone 1.1.1** (Jan 2012 – Dec 2013): The CWS case staffing policy and training curriculum will be reviewed and revised to support the engagement of children, families, and care providers when developing and supporting case plans.
Status: This milestone is complete.
 - **Milestone 1.1.2** (Jan 2013 – Dec 2013): The policy and training curriculum will be delivered to staff on the case staffings requirements (i.e., inclusion of family, youth, and caregivers) for developing case plans.
Status: This milestone is complete.
 - **Milestone 1.1.3** (Jan 2013 – Dec 2013): The case staffings will be held as prescribed in revised policy.
Status: This milestone is complete.

CWS reviewed and revised the case staffing process to increase engagement of the family in developing the case plan. From this review, the policy was divided into two (2) separate policies: Case Plan Development Staffing and Family Engagement Staffing. The Case Plan Development Staffing is conducted within the first days after the referral investigation. The Family Engagement Staffing is conducted 45-60 days post jurisdiction/disposition hearings and 45-60 days post status review hearings. Both of these staffings include CWS staff (social workers, nurses, and clinicians), families, care providers, community-based organizations (e.g., Family Resource Centers (FRC), Court Appointed Special Advocates (CASA), Central Valley Resource Center (CVRC), and other community-based organizations). These staffings discuss the parent's case plan, compliance/non-compliance, what other services/resources can assist the family, what barriers are contributing to non-compliance, and other issues not previously discussed. A follow up letter is sent to the

family, social worker, and the social worker's supervisor with a summary of the staffing and if any action items were assigned to an individual. A Family Engagement Survey was implemented to measure the family's satisfaction of these staffings. Between February 14, 2013 through August 15, 2013, 140 surveys were collected. Survey samples from parents who participated in the Family Engagement Staffings include:

- "Thank you so much for all the help and support, I am proud to be where I am today."
- "It's great to know there's support in the system."
- "Thank you for picking a good foster parent for my kids. I have no complaints."
- "Maybe more correct information given and not try to cover issues at home."
- "Not talk about my kids getting adopted."

On average, 84.4% of the respondents had positive comments regarding the staffings.

No additional assistance is needed from DCSS to continue with implementing family-centered practice during this reporting period. Currently, no additional milestones are needed to achieve this strategy's goal(s) and there are no significant reductions in spending on programs identified in the SIP for this outcome measure to report.

It is anticipated that this strategy will continue to improve outcome measure C1.1.

- **Strategy 1.2:** To increase the consistent use of the SDM Reunification Assessment Tool:
 - Milestone 1.2.4 (Jan 2013 – Dec 2013): The development and implementation of in-depth training will be delivered to social workers and supervisors on how to appropriately apply and document the needed information for consistent use of the SDM Reunification Assessment tool.

Status: This milestone is complete.

- Milestone 1.2.5 (Jan 2013 – *modified to: Dec 2014*): The SDM Reunification Assessment tool for cases moving from Family Reunification (FR) to Family Maintenance (FM) and at the point when Permanent Placement (PP) is being considered will be implemented.

Status: This milestone is modified for completion in Year 3 (Jan 2014 – Dec 2014).

The modified date is due to the discovery that the SDM Reunification Tool is not being used consistently for all cases. This milestone will not be complete until the consistent use of this tool is demonstrated by data reports.

An analysis of the above milestones has shown that in-depth SDM Training was implemented for social workers and supervisors. Supervisors now have a better understanding of how SDM should be applied. Training is conducted on an on-going basis to continually increase staff's understanding of SDM and to ensure fidelity.

The SDM Reunification Assessment tool assesses for safety concerns as each child moves through the foster care system. Data extracted from SafeMeasures has demonstrated that the SDM Reunification Assessment Tool is being used inconsistently by social workers. Managers and Supervisors are tasked with closely monitoring the completion of this tool prior to reunification. SafeMeasures data reports will continue to be reviewed to monitor the effectiveness of this strategy.

No additional assistance is needed from DCSS with implementing this strategy and milestones during this reporting period. Currently, no additional milestones are needed to achieve this strategy's goal(s) and there are no significant reductions in spending on programs identified in the SIP for this outcome measure to report.

Once fully implemented, this strategy should improve outcome measure C1.1.

- **Strategy 1.3:** To increase the use of the SDM Family Strengths and Needs Assessment and Reunification Assessment tools at the point of exit and consistently develop family exit plans for FM and FR cases.

- Milestone 1.3.1 (Jan 2013 – *modified to: Dec 2014*): A small sample of re-entry cases will be evaluated for consistent use of the SDM safety assessments at the point of exit. These findings from case reviews will be used to identify trends in the reasons that children re-enter foster care.

Status: This milestone is modified for completion in Year 3 (Jan 2014 – Dec 2014).

- Milestone 1.3.2 (Jan 2013 – *modified to: Dec 2014*): Targeted policies and training curriculum based on case review findings will be developed.

Status: This milestone is modified for completion in Year 3 (Jan 2014 – Dec 2014).

This strategy is modified to begin during the third progress report period due to the workgroup focusing their initial efforts on Strategy 1.2. The committee reports that CWS staff has not been utilizing SDM consistently and accurate use of SDM should improve outcome measure C1.1. This committee is working on improving the use of SDM overall to strengthen positive results. In addition, CWS staff will attend the SDM 3.0 Workgroup at the State level for the Reunification Assessment Tool in September 2013 which should positively impact this committee's improvement effort for Outcome Measure C1.1.

No additional assistance is needed from DCSS with implementing this strategy and milestones during this reporting period. Currently, no additional milestones are needed to achieve this strategy's goal(s) and there are no significant reductions in spending on programs identified in the SIP for this outcome measure to report.

Improvement Goal 2 - To increase the number of children who reunify within twelve (12) months by improving the consistent use of concurrent planning.

- **Strategy 2.1:** To review and revise concurrent planning practice by updating policies and staff training to increase consistency and quality. Social workers will engage children, youth, and caregivers in the concurrent planning process.

- Milestone 2.1.2 (Jan 2013 – *Modified to: Dec 2014*): The concurrent planning model pilot, policies, and training will be developed and implemented.

Status: This milestone is modified for completion in Year 3 (Jan 2014 – Dec 2014).

The modified date is due to the need to research alternate models for concurrent planning throughout the life of a case. The policy and training curriculum is currently in development. A pilot program will be completed in the third year (Jan 2014 – Dec 2014) after the policy and training is provided to staff.

This strategy includes a review of other counties' concurrent planning models. The concurrent planning models show that initial family involvement is needed to provide better permanency options for children. Initial family involvement helps to support permanency by working with parents and children to understand that should reunification fail, a plan is in place to provide permanency. Analysis shows that social workers and supervisors need training on how to bring all parties together to discuss concurrent planning at the initial removal. Curriculum development for training of the policy for social workers and supervisors will be implemented by mid-year 2014 and the pilot program will be implemented by December 2014. This improvement goal and strategy will include children in Permanent Placement as it is recognized that this population is in need of intense

concurrent planning efforts. Providing a consistent concurrent plan at each stage of the case will improve outcome measures in both the Reunification Composite (C1) and the Long-Term Care Composite (C3).

No additional assistance is needed from DCSS with implementing this strategy and milestones during this reporting period. Currently, no additional milestones are needed to achieve this strategy's goal(s) and there are no significant reductions in spending on programs identified in the SIP for this outcome measure to report.

Once fully implemented, this strategy should improve outcome measure C1.1.

Improvement Goal 3 - To explore the development of best-practice/evidence-based programs for children and families with prevention-focused community partners.

- **Strategy 3.1:** To explore and develop research-based, community-delivered, aftercare services targeted to Family Maintenance (FM) and Family Reunification (FR) families when exiting the CWS system. The county will work with community-based providers to expand its Differential Response Program to include the aftercare population and develop/deliver services which may include family case management and support services such as parenting education, counseling, mentoring, respite, etc.
 - **Milestone 3.1.2** (Jan 2012 – Dec 2014): Explore the development and implementation of training and/or resources for FM and FR families through collaborative endeavors with community-based providers.
Status: This milestone is complete for Year 2 (Jan 2013 – Dec 2013). This milestone is ongoing through Year 3.
 - **Milestone 3.1.3** (Jan 2012 – Dec 2014): The development of policies and procedures to expand aftercare safety plans for FM and FR families and provide appropriately targeted training will be implemented.
Status: This milestone is complete for Year 2 (Jan 2013 – Dec 2013). This milestone is ongoing through Year 3.

The analysis for Improvement Goal 3 will be reported after Strategy 3.3 since Strategy 3.1 overlaps with the following two strategies.

- **Strategy 3.2:** To strengthen partnerships with community partners who provide supportive services for children and families during and after reunification and/or following adoptions.
 - **Milestone 3.2.1** (Jan 2012 – Dec 2016): Attendance at county-wide social services network meetings (community partners/agencies) will be continued.
Status: This milestone is complete for Year 2 (Jan 2013 – Dec 2013). This milestone is ongoing effective through the last reporting year.
 - **Milestone 3.2.2** (Jan 2012 – Dec 2016): Discuss and determine with community partners/agencies the available services and support they can provide.
Status: This milestone is complete for Year 2 (Jan 2013 – Dec 2013). This milestone is ongoing effective through the last reporting year.
 - **Milestone 3.2.3** (Jan 2012 – Dec 2016): Frame the service continuum by utilizing the service needs assessment/gap analysis completed by the Child Protection Planning Committee (CPPC).
Status: This milestone is complete for Year 2 (Jan 2013 – Dec 2013). This milestone is ongoing effective through the last reporting year.

- **Milestone 3.2.4** (Jan 2012 – Dec 2016): Identify opportunities to blend programs, services, and funding opportunities to meet newly identified or emergent child/family needs.

Status: This milestone is complete for Year 2 (Jan 2013 – Dec 2013). This milestone is ongoing effective through the last reporting year.

- **Milestone 3.2.5** (Jan 2012 – Dec 2016): Implement services and programs to meet identified needs and evaluate effectiveness of new services/program.

Status: This milestone is complete for Year 2 (Jan 2013 – Dec 2013). This milestone is ongoing effective through the last reporting year.

The analysis for Improvement Goal 3 will be reported after Strategy 3.3 since Strategy 3.2 overlaps with Strategy 3.1 and the following strategy.

- **Strategy 3.3:** To work with the local Family Resource Centers (FRC) Differential Response program to help families develop an aftercare services plan and to access resources once their FM or FR case closes.

- **Milestone 3.3.1** (Jan 2012 – Dec 2016): Continue to conduct regular meetings with FRCs as a forum for program review and evaluation.

Status: This milestone is complete for Year 2 (Jan 2013 – Dec 2013). This milestone is ongoing effective through the last reporting year.

- **Milestone 3.3.2** (Jan 2012 – Dec 2013): Identify additional strength-based/solution-focused services.

Status: This milestone is complete.

Improvement Goal 3 strategies are to explore the development of best-practice/evidence-based programs for children and families with prevention-focused community partners. The three strategies and milestones for the first reporting period are complete, have been initiated, and will be ongoing to improve outcome measure C1.4. The following information overlaps working with the three (3) strategies for this improvement goal:

Tulare County CWS and the Tulare County Child Protection Planning Committee were chosen to participate as one of the first counties with the California Evidence-Based Clearinghouse (CEBC) Evidence-Based Assessment and Planning Initiative. The CEBC provided the child welfare community information and research on evidence-based programs. During the planning initiative, Tulare County's Child Protection Plan (2012-2017) was utilized to assist in determining service needs. The SIP, contracted providers, and data reports were also reviewed to assist in the service gap analysis. The two (2) focus areas selected following this review were re-entry and parenting education. These selections confirmed what the CSA revealed with re-entry and confirmed the direction CWS made with parenting education as part of a reunification support for parents. In January 2013, this planning initiative was completed and a report provided to Tulare County CWS regarding evidence-based practice to consider for future endeavors.

Parenting Education:

CWS continues to partner with a community-based organization to conduct an evidence-based parenting program titled "Nurturing Parents." The Nurturing Parents program provides competency-based lessons for parents who have abused or neglected their children and/or who are struggling with providing safe and nurturing care for their children due to the stressors in their lives. The Nurturing Parents program has been developed from years of extensive research based on assessments of high-risk parenting beliefs and

behaviors. This curriculum is offered throughout Tulare County in English and Spanish and is culturally appropriate. Services are provided in family-centered environments such as Family Resource Centers. In addition to this new program two in-home, evidence-based parent education services (SafeCare and Parenting Wisely) will continue to be offered to families who would benefit from these programs. Tulare County Mental Health also provides specialized parent education programs to families who meet the specific eligibility criteria for each program. These evidence-based programs include Parent-Child Interaction Therapy (PCIT) and 1-2-3 Magic.

Family Transitional Support Services

The Family Transitional Support Services (FTSS) Program was developed collaboratively between CWS and Community-Based Organizations, specifically the Family Resource Centers (FRCs). Tulare County signed FTSS contracts with the current FRCs to provide aftercare services for Fiscal Year 2013/2014. FTSS assists families once the case transitions to Family Maintenance (FM) or Voluntary Family Maintenance (VFM). The goal is to provide assistance to families in need to promote safety and permanence for children and to decrease recidivism. As a key strategy in the FTSS Program each FRC was required to implement a Family Development Matrix (FDM) Assessment Tool. The FDM is designed to improve the lives of children and families and to support at-risk families participating in other prevention programs. CWS Staff attended FTSS training on July 2, 2013 and full implementation began in July 2013.

No additional assistance is needed from DCSS with implementing these strategies and milestones during this reporting period. Currently, no additional milestones are needed to achieve these strategies goal(s) and there are no significant reductions in spending on programs identified in the SIP for this outcome measure to report.

This strategy assisted in the improvement of outcome measure C1.4.

LONG-TERM CARE COMPOSITE (C3 MEASURES):

The C3 Measure declined by 14.1 points comparing the most recent reporting period Q1-2013 (March 31, 2013) to the CSA reporting period Q3-2010 (September 30, 2010). There was a decline for measure C3.3 by 17.9% for the most recent reporting period March 31, 2013 (Q1-2013) compared to the CSA reporting period (Q3-2010). A closer review of the data reveals that of the 41 youth who are represented in this outcome measure as of March 31, 2013, a total of 26 youth were in care for longer than three (3) years when they turned 18 years old in foster care (or emancipated at an earlier age and left foster care and the dependency system). Scheduled strategies and milestones for each outcome measure include:

Improvement Goal 1 - To increase the percentage of children/youth who exit to a permanent home within 24 months.

- **Strategy 1.1:** To develop a Permanency Team within CWS. The new Permanency Team will be tasked with looking at select Permanent Placement (PP) cases to identify common barriers to permanency, work with Quality Improvement to evaluate current practice and policy, and develop strategies to expedite permanency options for children/youth.
 - Milestone 1.1.1 (Jan 2012 – Dec 2013): A review of select cases in CWS/CMS will be conducted to identify reasons for children not achieving permanency. A review of the PQCR focus group information and data reports from CWS/CMS will be conducted to identify themes and reasons for children not achieving permanency.

Status: This milestone is complete.

- Milestone 1.1.2 (Jan 2012 – Dec 2013): An in-depth review will be conducted of the process that occurs when the service component changes from FR to PP.

Status: This milestone is complete.

- Milestone 1.1.3 (Jan 2013 – Modified to: Dec 2014): Identifying trends in process issues identified via the case reviews and proposing policy and training needs will be initialized.

Status: This milestone is modified for completion in Year 3 (Jan 2014 – Dec 2014).

The first part of this milestone is complete. Recommendations addressing policy needs and identifying training needs will be discussed at the next workgroup meeting.

This strategy identified a connection between the Permanency hearing and how these hearings relate to achieving improved stability and permanency for children. As part of this strategy, a Permanency Team was created in 2013. The goal of the Permanency Team is to stabilize the children on their caseloads so a less restrictive placement and plan can be put in place. This goal will expedite finding the children a forever family and leave the foster care system when reunification is no longer an option. This team is tasked with completing a thorough review to determine a child's permanent plan and composing the findings in a Permanency Plan Report for presentation at the Permanency (366.26) hearing. CWS has experienced challenges in the initial stages of implementation as staffing issues within the Permanency Team has negatively affected the ability to positively impact the long term care outcome as of Q1 2013. Adding additional staff for the Permanency Team should provide more opportunities to help children achieve permanency.

This workgroup will initiate discussions of a policy and of training needs at the next workgroup meeting. Discussion of strategies to expedite permanency options will include the implementation of a concurrent planning practice. Implementation of concurrent planning throughout the life of a case is discussed in the Reunification Composite section of Improvement Goal 2 – strategy 2.1. Providing a consistent concurrent plan at each stage of the case will improve outcome measures in both the Reunification Composite (C1) and the Long-Term Care Composite (C3).

No additional assistance is needed from DCSS with implementing this strategy and milestones during this reporting period. Currently, no additional milestones are needed to achieve this strategy's goal(s) and there are no significant reductions in spending on programs identified in the SIP for this outcome measure to report.

This strategy should improve outcome measure C3.3 by expediting permanency options for a child when reunification is no longer an option.

- **Strategy 1.2** – To develop ~~genograms~~ Family Connections/Family Finding for children in care during the assessment.

This Strategy is being changed to develop the Family Connections/Family Finding (FC) Project in partnership with the Court Appointed Special Advocates (CASA) and First 5 of Tulare County. Developing ~~genograms~~ FC for children in foster care will be rolled on of the activities within the FC Project.

- Milestone 1.2.2 (Jan 2013 – Modified to: Dec 2014): Policies and training curriculum will be developed on the use of ~~genograms~~ FC for children in foster care; training will be developed and delivered to staff.

Status: This milestone is being changed to develop the FC Project policy, train staff, and implement the pilot of the project into Year 3 (Jan 2014 – Dec 2014).

- Milestone 1.2.3 (Jan 2014 – Modified to: Dec 2014): Staff will develop the genograms FC Project for children in care.
Status: This milestone is modified for completion in Year 3 (Jan 2014 – Dec 2014).
- Milestone 1.2.4 (Jan 2014 –Dec 2014): Implement the full role out of the FC Project
Status: This is a new milestone is scheduled for completion in Year 4 (Jan 2015 – Dec 2015)
- Milestone 1.2.4 (Jan 2016 –Dec 2016): Evaluating the results of the FC Project and modifying as necessary.

CWS in collaboration with the Court Appointed Special Advocates (CASA) and First 5 of Tulare County is developing a FC Project for CWS foster children. CASA will be the agency primarily responsible to conduct the family finding process. Part of the FC Project is to create a genogram for the CWS foster child. With the implementation of family finding, transferring the GenoPro Software license to CASA as part of their investigation and collating data is being discussed. This workgroup is conducting further research on alternate plans to record a child's genealogy in addition to GenoPro.

This strategy is being amended to include writing the FC Project policy, training staff, and implementing the pilot of the FC Project in the third year of this SIP cycle (2013). The fourth year will include the full role out of the program and the fifth year will include evaluating the results of the program and modifying as necessary.

No additional assistance is needed from DCSS with implementing this strategy and milestones during this reporting period. Currently, no additional milestones are needed to achieve this strategy's goal(s) and there are no significant reductions in spending on programs identified in the SIP for this outcome measure to report.

This strategy should improve outcome measure C3.3 through building life-long connections by actively identifying and engaging relatives, non-relative extended family members, and/or significantly committed adults for children. It is anticipated that these activities will result in placement of youth with relatives and ultimately out of the foster care system.

Improvement Goal 2 - To Improve permanency outcomes for children/youth in the Permanent Placement (PP) caseload.

- **Strategy 2.1:** To implement TDM meetings for improving family engagement, discussing placement options, and addressing placement changes.
 - Milestone 2.1.4 (Jan 2013 – Dec 2016): The implementation of TDM meetings will be evaluated and modified as needed.
Status: This milestone is complete for Year 2 (Jan 2013 – Dec 2013). This milestone is ongoing to report the monitoring and evaluating component for TDM meetings effective through the last reporting year.

Revisions to the strategies, milestones and timeframes were included with the first year SIP Progress Report from January 2012 through December 2012.

The CWS decision to expedite implementation of TDM meetings in the first year has proven successful as each phase rolled out. Implementation of TDM meetings began on May 14, 2012 with placement preservation that included children with "seven-day notices" or children with any placement changes. The second implementation phase began on October 1, 2012 with children reunifying with their families. The third implementation phase began on November 1, 2012 with youth emancipating from foster care. The last implementation phase

began on February 2, 2013 with families at imminent risk of placement from Emergency Response. The lessons learned as well as successes encountered during TDM implementation include:

- The decision-making process improved. TDM meetings bring important adults in the child's life together to create a supportive network of finding the least restrictive, most appropriate placement for a child.
- Placement Stability outcomes improved and relative placements increased.
- Cooperation and collaboration among families, foster families, providers of services, the community, and social workers increased. Families feel they are being heard and their input into decisions is valued.
- Placements were stabilized resulting in children remaining with the same care provider. Care providers feel this is a great opportunity to address any issues on behalf of the child, birth parents, or themselves.

A survey is completed by all participants at the conclusion of each TDM meeting. CWS uses the Efforts to Outcomes (ETO) database created by UC Berkeley to input and report data from TDM meetings. The data from both the ETO database and through the quarterly data reports from UC Berkeley and the surveys completed by participants are reviewed to evaluate the effectiveness of TDM in Tulare County.

An analysis of how effective TDM meetings are at achieving success and improving the SIP Outcome Measures are encouraging. The Placement Stability Outcome Measures and The Reunification Outcome Measures improved dramatically; however, TDMs did not have a positive effect on Outcome Measure C3.3 as of Q1 2013. It will take more time to realize improved outcomes for this measure. CWS anticipates that the full implementation of TDM meetings in February 2013 should show improvement for this outcome measure starting in the third quarter reporting period ending September 30, 2013.

No additional assistance is needed from DCSS to continue to successfully implement TDM strategies and milestones during this reporting period. Currently, no additional strategies or milestones are needed to achieve the TDM goal(s) and there are no significant reductions in spending on programs identified in the SIP for this outcome measure to report.

Both of these improvement goals and their strategies should improve Outcome Measure C3.3 to assist children in PP caseloads.

PLACEMENT STABILITY COMPOSITE (C4 MEASURES):

The C4 Measure improved by 8.6 points comparing the most recent reporting period Q1-2013 (March 31, 2013) to the CSA reporting period Q3-2010 (September 30, 2010). There was an improvement in measure C4.3 of 14.5% for the most recent reporting period March 31, 2013 (Q1-2012) compared to the CSA reporting period September 30, 2010 (Q3-2010). Scheduled strategies and milestones for each outcome measure include:

Improvement Goal 1 - To increase the placement stability for children in care.

- **Strategy 1.1:** To explore the implementation of "Ice Breaker" meetings to assist children, their parents, and foster parents to develop a cooperative relationship.
 - **Milestone 1.1.1** (Jan 2012 – Dec 2013): An "Ice Breaker" model used in other counties will be researched and explored for replication in Tulare County.

Status: This milestone is complete.

- o Milestone 1.1.2 (Jan 2013 – Dec 2014): Recommendations for implementing “Ice Breaker” models will be developed.

Status: This milestone is ongoing through Year 3 (Jan 2014 – Dec 2014).

This strategy began with researching different “Ice Breaker” models from three counties who provided handouts and information for review. Each of the models identified strategies to engage children in pre-placement visits with prospective caregivers and to identify strategies for parents and foster parents to develop a cooperative relationship. A sub-committee was developed to focus on recommending an “Ice Breaker” model for implementation in Tulare County.

Building working relationships among birth parents, foster parents, and social workers is extremely important for foster children and using icebreaker meetings can be an effective mechanism for bridging that gap. However, to be successful, this sub-committee must understand how the practice works and during their next workgroup meeting an in-depth discussion will be facilitated to compare the three models provided by other counties.

No additional assistance is needed from DCSS with implementing this strategy and milestones during this reporting period. Currently, no additional milestones are needed to achieve this strategy’s goal(s) and there are no significant reductions in spending on programs identified in the SIP for this outcome measure to report.

Once fully implemented, this strategy should improve outcome measure C4.3.

- **Strategy 1.2:** To use Placement Staffings/TDMs when caregivers give a seven-day notice requesting a placement change.
 - o Milestone 1.2.4 (Jan 2013 – Dec 2016): Monitor and evaluate implementation of the new practice, review/revise policy and training as needed.

Status: This milestone is complete for Year 2 (Jan 2013 – Dec 2013). This milestone is ongoing to report the monitoring and evaluating component for TDM meetings effective through the last reporting year.

Revisions to the strategies, milestones, and timeframes were included with the first year SIP Progress Report from January 2012 through December 2012. The modification for Milestone 1.2.4 was to include the second reporting period in addition to the third, fourth, and fifth reporting years. This modification is to provide an earlier schedule of evaluating and monitoring the implementation of placement staffings/TDM meetings when caregivers give a “seven-day notice” requesting a placement change and to report on the improvement or the decline for the SIP Outcome Measure C4.3 Placement Stability (At Least 24 Months In Care).

The CWS decision to expedite the implementation of TDM meetings for placement disruptions in the first SIP Progress Report timeframe has proven to be successful. The actual roll-out date for placement preservation that includes children with “seven-day notices” or children with any placement changes began on May 14, 2012. Total TDM meetings conducted from May 14, 2012 through June 30, 2013 were 468 TDMs serving 855 children with placement issues.

The lessons learned as well as successes encountered during the TDM meetings for stabilizing placement change requests include:

- TDMs fostered communication between the care provider and the child and assisted with resolving issues.

- TDMs improved communication between the care providers and the birth parents regarding reunification issues.
- TDMs resulted in referrals to supportive services for care providers when a child needed extra support for behavioral or emotional issues.
- TDMs improved the quality and consistency of a social worker's placement decision.

The Efforts to Outcomes (ETO) database created by UC Berkeley to input and report data from TDM meetings is used to assist in monitoring and evaluating the success of TDMs.

An analysis of how effective TDM meetings at placement disruption are at achieving success and improving the SIP Outcome Measure C4.3 are encouraging. The improvement in this measure (C4.3) by 14.5% from the most recent reporting period March 31, 2013 (Q1-2013) compared to the CSA reporting period September 31, 2013 (Q3-2010) reflects the success of TDM meetings.

No additional assistance is needed from DCSS to continue with successfully implementing TDMs when caregivers give a "seven-day notice" requesting a placement change for strategies and milestones during this reporting period. Currently, no additional strategies or milestones are needed to achieve the TDM goal(s) and there are no significant reductions in spending on programs identified in the SIP for this outcome measure to report.

This strategy will continue to improve outcome measure C4.3.

- **Strategy 1.3:** To identify additional supports and training needed by caregivers to help preserve placements.

- Milestone 1.3.1 (Jan 2012 – modified to: Dec 2013): The existing Strategic Foster Parent Recruitment Plan will be revised to include foster parents and relative care providers and to include an annual review of the plan.

Status: This milestone is complete for Year 2.

The Strategic Foster Parent Recruitment Plan for Fiscal Year 2013/2014 has been written and is in the initial stages of implementation.

- Milestone 1.3.2 (Jan 2012 – Dec 2016): Joint meetings between care providers (foster parents, relatives, and foster family agencies) and CWS will be continued for identification of training and/or supportive services needed.

Status: This milestone is ongoing effective through the last reporting year.

CWS has three distinct foster parent groups that meet monthly. These groups are the Foster Parent Board (eight members), the Foster Parent Association (open to all foster parents with an average of 20 foster parents attending each month), and the Foster Parent Support Group in Spanish (typically 30 foster parents attend each month). At each of these meetings foster parents are empowered to create the agenda and lead the discussion. The meetings are a forum for open discussion and training and supportive service needs are often discussed.

CWS continues to meet quarterly with Foster Family Agencies (FFAs) to coordinate services between CWS, FFA staff, and FFA foster homes. During these meetings training and supportive service needs are identified.

- Milestone 1.3.3 (Jan 2012 – Dec 2016): Marketing strategies for foster and adoptive parent recruitment will be continued as well as engaging community partners as appropriate to explore ongoing community support.

Status: This milestone is ongoing effective through the last reporting year.

In 2010 CWS created a Strategic Foster Parent Recruitment Plan. Brochures, posters, bill boards, and radio advertisements were created from this effort. In 2010 through 2012 these strategies were implemented and more people stepped forward to become new county foster parents. The Strategic Foster Parent Recruitment Plan was rewritten in 2013 and CWS is now planning on building on past marketing efforts to develop a more personal approach. Innovative networking strategies will be implemented in 2013 to better reach out to the community. CWS staff will work together to network with service clubs, faith-based communities, businesses, non-profits, neighbors, friends, and family to educate residents of Tulare County on the need for more trained and dedicated foster parents.

- o Milestone 1.3.4 (Jan 2012 – Dec 2016): Strategic Plan improvements and building capacity for community level support to care providers will be implemented.

Status: This milestone is ongoing effective through the last reporting year.

The new Strategic Foster Parent Recruitment Plan began the initial stages of implementation in September 2013. As part of this plan a social worker was designated to perform the role of “recruiter” with care providers. The Recruiter is the first point of contact with prospective foster parents. This position assists families in navigating the application and training process for becoming new foster parents. This position also attends community events to create consistent visibility in the community. The Recruiter provides a personal touch with foster parents and is instrumental to creating community level support.

- o Milestone 1.3.5 (Jan 2012 – Dec 2016): An evaluation of implemented improvements for effectiveness and efficiency and their impact on placement stability outcomes will be conducted.

Status: This milestone is ongoing effective through the last reporting year.

The number of incoming interest calls, number of attendees at orientation, and the number of prospective foster families attending trainings are currently being tracked. This information will assist the agency to assess the benefit of recruitment events based on the number of prospective foster parents who respond to specific recruitment events/advertisements. The effectiveness of this strategy to impact placement stability will be measured by local data reports and University of California, Berkeley CWS Systems Outcome Measures Quarterly Reports.

It was identified in the 2011 Peer Quality Case Review that relative care providers do not receive adequate information when taking placement of a child. In response to this need, CWS partnered with the Foster Care/Kinship Program at College of the Sequoias, to create a Relative Care Provider Orientation. This orientation was designed to educate new relative care providers about what it means to take placement of a child. The first orientation was held on December 6, 2012. Subject matter in the curriculum includes:

- The Juvenile Dependency system (court)
- The Child Welfare Services system
- Preserving children’s rights
- Being supportive of reunification
- Planning for permanency
- Making thoughtful decisions about placement
- Supportive services available to relative care providers

An analysis after completing the above milestones has shown that identifying additional support and training needed by care providers to help preserve placements is an ongoing strategy and should improve placement stability. Another training option for care providers will be online learning workshops for foster parents on a variety of subjects. The continuation of joint meetings between CWS and care providers (both foster parents and FFA operators) help to strengthen placement stability. These joint meetings strengthen communication, identify training items that help support placement stability and address other program challenges as they arise and finding joint solutions.

No additional assistance is needed from DCSS with implementing this strategy and milestones during this reporting period. Currently, no additional milestones are needed to achieve this strategy's goal(s) and there are no significant reductions in spending on programs identified in the SIP for this outcome measure to report.

This strategy should improve outcome measure C4.3.

- **Strategy 1.4** – To create a “Placement Unit” within the Permanency Planning Assessment Unit (PPAU).

- **Milestone 1.4.1** (Jan 2012 – Dec 2016): Intake tools will continue to be used for a better match of children and caregivers.

Status: This milestone is ongoing effective through the last reporting year.

The Placement Unit has developed two (2) tools that are currently in use to match care providers to foster children. The foster parent assessment tool is for the care providers and allows the agency to have a consistent tool to match foster parents to children based on the needs of the child and the skills of the foster parent. A second tool is the Placement Intake form for the child. This form provides the Placement Unit with specific information on the placement needs for the child. The case carrying social worker is responsible to complete the form and provide it to the Placement Unit. The information gleaned from these tools will assist the Placement Unit to make better placement matches.

This strategy is in response to the recommendation from Tulare County's last Peer Quality Case Review (PQCR). The Placement Unit was created in 2011 and provides improved matches between children and foster families.

Retaining line staff for the Placement Unit and additional line staff for other CWS teams improves worker stability and helps to decrease risk of placement disruption. Currently for this reporting year (Jan 2013 – Dec 2013) the PPAU is fully staffed.

No additional assistance is needed from DCSS with implementing this strategy and milestones during this reporting period. Currently, no additional milestones are needed to achieve this strategy's goal(s) and there are no significant reductions in spending on programs identified in the SIP for this outcome measure to report.

This strategy will continue to improve placement stability and outcome measure C4.3.

- **Strategy 1.5** – To increase the number of children placed with relatives.
 - **Milestone 1.5.2** (Jan 2012 – Dec 2013): The revised policies and training curriculum will be delivered to staff on the relative assessment process, especially for emergency relative placements which impact initial placement rates for stability outcomes.

Status: This milestone is complete.

- **Milestone 1.5.3** (Jan 2012 – Dec 2013): The new practices according to policy and training will be implemented.

Status: This milestone is complete.

- o **Milestone 1.5.4** (Jan 2013 – Dec 2013): The SafeMeasures data reports will be used to monitor relative placement data and to evaluate the new practices with relatives being the first placement preference when appropriate.

Status: This milestone is complete.

A pilot project with CWS policy #20-23 was implemented with all Emergency Response Teams in February 2013. The revised final policy and training curriculum for emergency relative placements was delivered to CWS staff in July 2013. Providing this training to staff will improve the focus of placing a child with relatives as the first placement option whenever possible. An expedited placement with a relative/non-related extended family member (NREFM) occurs when a placement is made prior to the prospective relative/NREFM care provider completes the standard home relative/NREFM approval process. This process currently occurs during regular business hours. CWS will be working towards implementing expedited relative placement after hours in the third year (Jan 2014 – Dec 2014). It is the goal of CWS to ensure the safety of children/non-minor dependents in all placements. All applicable, provisions in law, statute, and regulation will be met when considering a child's placement into the home of a relative/NREFM before a child/non-minor dependent is placed into their care. An analysis after completing the above milestones reveals that expedited relative/NREFM placement is an ongoing strategy.

A SafeMeasures data report is used to assist in monitoring and evaluating the status of relative placements. The SafeMeasures data report for Q2-2013 (July 31, 2013) revealed that relative/NREFM placements (34.5%) exceeded FFA placements (32.2%). This is an increase of relative placements by 6.3% since Q2-2012 (July 31, 2012) of 28.2%. This improvement for relative/NREFM placements is the best Tulare County has measured in the least restrictive placement outcomes since Q2-2005 (July 31, 2005).

Further analysis of the University of California, Berkeley's CWS Outcomes System Summary data from the most recent reporting period March 31, 2013 (Q1-2013) of 16.7% compared to the CSA reporting period September 31, 2013 (Q3-2010) of 5.8% reveals an improvement of 10.9% for Least Restrictive Initial Placements with relative homes.

No additional assistance is needed from DCSS with implementing this strategy and milestones during this reporting period. Currently, no additional milestones are needed to achieve this strategy's goal(s) and there are no significant reductions in spending on programs identified in the SIP for this outcome measure to report.

This strategy will continue to improve expedited placements of relatives/non-related extended family members and outcome measure C4.3.

PROBATION STRATEGIES AND MILESTONES STATUS

This section will deliver the status of the strategies and milestones scheduled between January 2013 through December 2013 for each of the previously outlined outcome measures. The status update will include revisions and or modifications with a brief explanation of the changes, lessons learned, and successes achieved during implementation. This section will also identify where additional assistance is needed by CDSS and the addition of strategies and milestones required for achieving the goal(s).

Improvement Goal 1.0 – To increase the number of children who reunify within twelve (12) months.

- **Strategy 1.1:** To increase the number of case staffings that engages the youth, parent, and care provider.

- Milestone 1.1.1 (Jan 2013 to Dec 2016): Develop policy, procedure and training to implement consistent case staffings.

Status: This milestone is ongoing effective through the last reporting year.

Policy and new trainings will be implemented in order to involve all team members, helping to determine the needs of the youth, and to increase the quality of the case staffings. We will continue to monitor the needs of the minor and determine if any additional procedure changes need to occur in order to reunify the minor with family within 12 months.

- Milestone 1.1.2 (Jan 2012 to Dec 2012): Policy and training are delivered to staff.

Status: This milestone has been completed.

Policy and training were delivered to staff through staff meetings, including the benefits of quality Multiple Interagency Team (MIT) and Children Family Team (CFT) meetings. Effective and increased collaborations with community partners have been completed through informal meetings regarding AB12 and Foster Care changes within the County.

- Milestone 1.1.3 (Jan 2012 to Dec 2012): Case staffings are held as prescribed.

Status: This milestone has been completed.

Case staffings are being held monthly, unless otherwise needed more frequently, to address youth and family issues. Case staffings are not only being conducted with an immediate supervisor but through our MIT and CFT meetings. Prior to any placement movements, case staffings are conducted to determine the best path for the youth and family.

- Milestone 1.1.4 (Jan 2013 to Dec 2016): Case staffing process delivery is evaluated for quality and consistency.

Status: This milestone is ongoing effective through the last reporting year.

Evaluation of case plan delivery for quality and consistency is necessary to ensure that information is being disseminated to the youth, family, and team. This re-evaluation is required to ensure that the youth needs are being met as well as progress is being made towards reunifying the youth with his/her family in a timely manner. Initiating case staffings prior to a placement change for youth who are experiencing difficulties in care, is hoped, to reduce the number of placement changes a youth is subjected to and will assist in improving reunification. In short, we can deal with the issues instead of transferring the issues to the next placement.

- Milestone 1.1.5 (Jan 2013 to Dec 2016): Case staffing process is evaluated for effectiveness with revisions implemented as needed.

Status: This milestone is ongoing effective through the last reporting year.

As case staffings are evaluated, questions will be asked on how the process is working both in a timely manner but also in an effective manner. Is information being delivered to all parties involved and is the youth given a voice in the staffing process? At the current time and with the current team players, it is encouraging to note that staffings are being initiated not only by Probation staff by also by outside team members, such as Child Welfare Services, Family Preservation Community Service (Wraparound), and individual counselors involved in the youth rehabilitation. If progress continues as we

believe it will, evaluation of case staffings will continue to give us a better picture of changes that need to be made in order to reunify the youth with their family within 12 months and eliminate the need for multiple placements.

Improvement Goal 2.0 – To increase the number of children who reunify within twelve (12) months by improving the concurrent planning process.

- **Strategy 2.1:** To review and revise the concurrent planning process as needed.
 - **Milestone 2.1.1** (Jan 2013 to Dec 2013): The concurrent planning policies and procedures continue to be assessed for effectiveness. This includes research and development/revision as needed.

Status: This milestone is on target with completion in the specified time frame.

Concurrent planning models have shown that initial family involvement is needed to provide better permanency options for children. Initial family involvement helps to support permanency by working with parents and children to better understand that should reunification fail, a plan is in place to provide permanency. Analysis shows that probation officers need training on how to bring all parties together at the initial removal. By doing so, this strengthens the permanency options, ensuring the youth's best interest is taken into consideration during permanency. The effectiveness of this strategy will be measured by local data reports and case reviews scheduled to begin in year three. Additionally, data reported by the University of California, Berkeley CWS Systems Outcome Measures Quarterly Report will be used to measure this outcome. As our department works towards strengthening concurrent planning procedures, we have inserted additional areas in our court reports addressing our concurrent plans, specifically an option if reunification with families falters. With increased training and practice, monitoring and continual assessment of each plan, focusing on viability and longevity, we will continue to work towards meeting this milestone and provide reunification with families within 12 months.

- **Milestone 2.1.2** (Jan 2013 to Dec 2013): Training will be delivered to staff after the concurrent planning policy has been developed and implemented.

Status: This milestone is ongoing effective through the last reporting year.

Training is a necessary part to ensure that officers continue to think about options should reunification fail. The department is continuing to develop training curriculum for concurrent planning by focusing on the outcome of improving reunification with family. As we hone the skills of the placement probation officers in thinking "outside of the box", ensuring the viability of the placement for youth and continually assessing each plan to ensure it is in the best interest of the youth.

- **Milestone 2.1.3** (Jan 2013 to Dec 2016): Monitor the use of the concurrent planning protocols.

Status: This milestone is ongoing effective through the last reporting year.

Our department will continue to monitor the concurrent planning protocols currently in place, including communication with the youth, his/her family, the use of Family Finding websites, local genealogy expertise, and increased training for officers seeking additional answers that lead to the discovery of available family. Furthermore, the department will continue to work with all resources available to ensure that, should new concurrent planning protocols emerge, we are able to efficiently streamline those in with our existent planning protocols.

- **Milestone 2.1.4** (Jan 2013 to Dec 2016): Evaluate the effectiveness of concurrent planning protocols with revision implemented as needed.

Status: This milestone is ongoing effective through the last reporting year.

The department will continue over the five year SIP, to evaluate and invest time into determining the effectiveness of concurrent planning protocols currently in place.

Concurrent planning is most important as 8 out of 21 of our placement youth are sex offenders and require additional planning prior to being reunified with their families. This delay in reunification not only is mandated by the therapeutic counseling requirements that must be met but also the need to protect the children or victims in the home. Our department will continue to develop and “outside of the box” way of concurrent planning in order to provide positive and lifelong families for our placement youth. The effectiveness of this strategy will be measured by local data reports and case reviews scheduled to begin in year three. Additionally, data reported by the University of California, Berkeley CWS Systems Outcome Measures Quarterly Report will be used to measure this outcome.

Improvement Goal 3.0 – To increase the number of children discharged to permanent homes that have been in care 24 months or longer.

- **Strategy 3.1** – To develop policy and procedure for Family Finding and Family Engagement.

- **Milestone 3.1.1** (Jan 2013 to Dec 2013): The research and development of improved family engagement/involvement policies and procedures will be conducted.

Status: This milestone is on target with completion in the specified time frame.

The increased awareness and focus on Family Finding and Family Engagement is imperative to locate and develop ties to family resulting in the permanent placement of youth. Although officers in the past have diligently searched to locate and engage families, increased focus is necessary to reap the additional benefits of permanently placing those youth. To assist with this important piece of the puzzle, training is being provided to staff, revisions have been made to our pre-investigation questionnaire and additional information has been added to our dispositional, as well as permanency reports, focusing on Family Finding. Furthermore, senior staff has continued to collaborate with outside agencies, sharing and developing new strategies for finding and engaging family members, with the forecast of permanency as our final objective.

- **Milestone 3.1.2** (Jan 2013 to Dec 2013): Develop and implement family engagement policy and deliver training to staff.

Status: This milestone is on target with completion in the specified time frame.

In addition, to insure that the milestone is met, the County has developed and implemented Family Finding procedures in order to locate and unify youth with their biological families. The County had originally considered collaborating with the First 5 Program and CASA on Family Finding processes however due to the low number of minors currently in placement, it would not be beneficial to seek outside assistance in our endeavors and chose to keep the processes internal. We have recently implemented in our permanency reports, a section on Family Finding, including information of family members or individuals who have played an important role in the life of the youth. This information is collected on all youth who are pending disposition and is collected from the youth and/or their family.

- o Milestone 3.1.3 (Jan 2013 to Dec 2016): Monitor the integration of Family Finding and family engagement techniques.

Status: This milestone is ongoing effective through the last reporting year.

Family Finding efforts and family engagement techniques have shown to improve the permanency options for children, leading to permanent placement. Continued focus on Family Finding and family engagement provides concurrent planning, working with parents, with the understanding if reunification plans should fail; options are available to provide permanency. Additional training is needed for probation officers, focusing on bringing all parties together. Our department continues to assess our current procedures and has implemented several family finding factors into our investigation questionnaire, dispositional as well as permanency reports. The effectiveness of the strategy will be measured by local data reports and case reviews scheduled to begin in year three. Additionally, data reported by the University of California, Berkeley CWS Systems Outcome Measures Quarterly Report will be used to measure this outcome.

- o Milestone 3.1.4 (Jan 2013 to Dec 2016): Evaluate the effectiveness of family engagement protocols providing revisions as needed.

Status: This milestone is ongoing effective through the last reporting year.

The department will continue to monitor the effectiveness of our family engagement protocols beginning with the initial receipt of information from the families through to the placement of a youth. We are continuing to research new tools for searching for families as well as once discovered engaging and re-establishing a relationship with the youth. Currently, looking at our placement youth, only one minor does not have family actively involved. With our efforts in family search and engagement, we hope to change that circumstance and help foster a lifelong connection with yet undiscovered family. Additionally, data reported by the University of California, Berkeley CWS Systems Outcome Measures Quarterly Report will be used to measure this outcome.

BARRIERS TO IMPLEMENTATION

CWS BARRIERS TO IMPLEMENTATION

This section will discuss any barriers CWS anticipates for future implementation of strategies and milestones. These include:

- ✓ California’s Realignment of 2011 and 2012 (AB 118, SB 1020, and SB 1013)
- ✓ After Hours Criminal History Clearance for Expedited Relative Placements
- ✓ High Caseloads
- ✓ Population in Poverty

California’s Realignment of 2011 and 2012 (AB 118, SB 1020, and SB 1013):

A barrier CWS is facing in the implementation of performance improvement initiatives is lack of funding due to California’s realignment of local public safety responsibilities including child welfare, foster care, and adoption assistance programs. Foster care assistance is an uncapped entitlement program authorized by the Title IV E of the Social Security Act. Tulare County receives approximately 50% of federal funds for these assistance programs. The remaining percentage is drawn from a combination of state and county funds. Under realignment the state capped the foster care funding to each county using the base year of federal fiscal year 2009.

This is disadvantageous for Tulare County due to the increased cost for foster care and adoption assistance programs in Tulare County steadily increasing since California's realignment was enacted. The increase can be attributed to the following factors:

- The number of children in out of home care in Tulare County has significantly grown over the last two years. In fiscal year 2010/2011 there were 1,259 children in care compared to 1,452 children in care for fiscal year 2012/2013, a 15.3% increase.
- The cost of placement has increased steadily from 2009 to 2013 due to a series of state mandated rate increases for all placement facility types. All County Letter 09-45 (September 30, 2009) compared to All County Letter 13-62 (August 14, 2013) revealed that placement costs have increased by the following percentages:
 - Group Homes by 60.7%.
 - Foster Family Agencies by 17.7%.
 - Intensive Treatment Foster Care Homes by 39.9%.
 - Foster Family Homes by 30.8%.
- The California Fostering Connections to Success Act (AB 12) was passed in 2010 requiring counties to extend foster care assistance to a new population (non-minor dependents, aged 18-21 years). CWS is forecasting under the current realignment funding structure that Tulare County will be required to pay a significant amount of additional county general assistance dollars in fiscal year 2013/14 towards foster care and adoption assistance programs.

Under Realignment 2012, Child Welfare Administration and Foster Care are put in the same realignment sub-account. Under this structure, counties may choose to use Child Welfare Administration funding to augment foster care and adoption assistance costs. This is a poor choice to make as it may result in less funding for initiatives to improve the safety, permanence, and child and family well-being of foster children.

After Hours Criminal History Clearance for Expedited Relative Placements:

CWS began expediting the placement of children with relatives early in 2013 (refer to the Placement Stability Composite, Improvement Goal 1, Strategy 1.5 for more information and data on this subject). A barrier to expediting placement during after hours are requests to the Department of Justice (DOJ) for obtaining a California Law Enforcement Telecommunication System (CLETS) and a Child Abuse Central Index (CACI) for information regarding the relatives' criminal history being available only during regular business hours. As a result, relative placements are only occurring during work days, not evening or weekends. CWS is working on collaborating with the DOJ and the Tulare County Sheriff's Office (TCSO) to obtain after hour clearance for CLETS and CACI requests.

High Caseloads:

Another contributing barrier to implementing future strategies continues to be the high caseloads social workers carry. In Fiscal Year 2012/2013 the average caseload was 32 cases per social worker which is 192.9% of the minimum standards recommended in the Senate Bill (SB) 2030 Workload Study from April 2000 and 138.5% of the 1984 caseload standards. Large caseloads make it difficult for staff to invest additional time and energy into implementing best practices with children and families.

Population in Poverty:

The last barrier identified is the continuation of increasing stress families are experiencing due to the swelling number of people in poverty residing in Tulare County. Concurrently the county has had growing numbers of families being referred to CWS for investigation of child abuse and neglect along with more children entering foster care. Refer to Other Outcomes Measures Not Meeting State and/or National Standards for more information and data on this subject.

OTHER SUCCESSES/PROMISING PRACTICES

OTHER SUCCESSES/PROMISING PRACTICES FOR CWS

Tulare County CWS has implemented a number of promising practices to improve services to children and families during the 2013 SIP Progress Report time period (Jan 2013 – Dec 2013). These are:

- ✓ Adoption Team Improvements
- ✓ California Screening Assessment and Treatment (CASAT) Project
- ✓ FFA Partnership/MOUs
- ✓ Parent Agency Collaborative Effort (PACE)
- ✓ Court Report Quality Control Team

Adoption Team Improvements:

CWS reported in the 2012 Progress Report that two (2) Adoption Outcome Composite Measures (C2.1 and C2.2) were not meeting the State or Federal Standard. CWS implemented interventions to positively impact these two (2) outcome composite measures during the 2012 Progress Report time frame through the beginning of the 2013 Progress Report. These interventions include:

- Filled all vacancies for the Adoption Unit (as of October 2012 the Adoption Unit filled the (2) two vacant positions and returned to a full staff of ten (10) social worker positions that includes one (1) supervisor and one (1) lead social worker).
- Hired one (1) case worker aide for the Adoptions Unit.
- Referred out of town adoptive home studies to private adoption agencies through the Private Adoption Agency Reimbursement Program (PAARP).
- Presented to the Juvenile Court in December 2012 on the adoption program's processes, guidelines, and obstacles to finalization.
- CWS Administration meets monthly with Juvenile Court bench officers to discuss systemic issues that may be contributing to a decline in finalizations.

The interventions have been successful according to the following trend table:

	Q2 2012	Q3 2012	Q4 2012	Q1 2013	Federal Standard
Adoption Within 24 Months (C2.1)	30.7%	36.8%	43.1%	42.7%	> 36.6%
Median Time to Adoption (C2.2)	30.6%	29.0%	26.9%	27.0%	< 27.3%

California Screening Assessment and Treatment (CASAT) Project:

The Chadwick Center of Children and Families (CCCF), the Child and Adolescent Services Research Center at Rady Children's Hospital received a grant through the Administration for Children & Families (ACF) in 2012 to conduct the California Screening Assessment and Treatment (CASAT) Project. CCCF is partnering with California Department of Social Services and three (3) counties in California. Tulare County was selected to be the first county in which to pilot the CASAT Project.

This project is designed to work with child welfare and mental health agencies to develop and implement a model of care coordination that engages the family, improves the functional capacity of the child, and builds and supports the development of relational networks for the child and those with whom they interact. Over the course of this initiative it is anticipated that a framework will be developed that encompasses a universal screening and assessment process. Trauma-informed and trauma-focused practice will be incorporated into this assessment process. This practice is designed to identify the unique social and emotional needs of each child and link children to the services that are best suited to meet their mental health and behavioral needs.

FFA Partnership/MOUs:

CWS began meeting quarterly with Foster Family Agencies (FFAs) in 2009 to coordinate services among CWS, FFA staff, and FFA foster homes. During the course of these meetings a Memorandum of Understanding (MOU) was agreed upon. In 2013 the MOU was amended and seventeen (17) FFAs re-signed the amended MOUs and two (2) new FFAs signed the MOU with Tulare County. The close working relationships developed with our FFA partners have resulted in many positive outcomes. These results include:

- Open communication between CWS and FFAs,
- Greater access to services for children in foster care,
- FFA participation in TDMS,
- Improved placement stability,
- Consistent enforcement of foster youth rights, and
- Improved educational stability.

Parent Agency Collaborative Effort (PACE):

During the development of the SIP the Office of Child Abuse Prevention suggested that Tulare County develop a system to enable more parent leadership. CWS, the Child Abuse Prevention Council, and First 5 Tulare County partnered with Parents Anonymous® Inc. to improve parent involvement. In May 2012, Parents Anonymous facilitated a strategic planning session in which agency representatives, parents, and other caregivers developed a plan to increase parent leadership throughout the systems of early childhood development, child abuse prevention, child welfare, education, mental health, health, and other applicable systems. The result of the strategic planning session was the development of a formal shared leadership structure, called the Parent Agency Collaborative Effort (PACE).

PACE has grown from three (3) parents in May 2012 to thirty (30) parents in May 2013. PACE meets monthly and parents have found that their voice matters. They are using their learned leadership skills to make a difference in their communities. An article on PACE was recently included in a local parenting magazine, "Raise", in June 2013. In this article one parent's story was highlighted on how he successfully achieved his goal to obtain band uniforms for his child's school. He attributed his success to the leadership skills he gleaned and through the support of other PACE parents.

Court Report Quality Control Unit:

The Court Report Quality Control Unit was created in 2012 and continues in 2013 to ensure accurate, objective, well-written reports that comply with all applicable Welfare and Institution Codes. This unit reviews and edits court reports prior to the reports being submitted to Juvenile Court. The staff read court reports, minute orders, and attorney notes to verify that the findings and orders are written accurately, and notice is conducted timely. The feedback provided to the case carrying social worker and their supervisors has been instrumental in improving writing

quality while developing thorough assessments and ensuring the accuracy of information. The anticipated outcome of improved court reports is that there will be fewer continuances due to lack of information. This in turn will prevent delays in services to children and families which will prevent fewer extensions to the reunification time line. Improved court reports will also assist in the continuing effort of building trust and improving relations between CWS and the Juvenile Court. The court report timeliness for:

- Jurisdiction-Disposition/Pre-Trial Reports has improved from July 2012 with 57.1% compliance to 93.0% in July 2013.
- Status Review Reports has improved from July 2012 with an 81.4% to 91.7% in July 2013.

OUTCOME MEASURES NOT MEETING STATE/NATIONAL STANDARDS

CWS OUTCOME MEASURES NOT MEETING STATE/NATIONAL STANDARDS

No Reoccurrence of Maltreatment, (S1.1):

Tulare County CWS is under performing in one outcome measurement that is not currently in the SIP. This outcome measurement is No Reoccurrence of Maltreatment (S1.1). This safety measurement has not met the Federal standard of 94.6% in Q3 2012 (87.9%), Q4 2012 (88.8%), and Q1 2013 (89.1%).

There are a number of obstacles, systemic issues, and environmental conditions that appear to be contributing to the decline in this outcome measurement. A factor written in last year's report that remains true today is that many Tulare County families face environmental obstacles including poverty. This is demonstrated by the county's poverty rate, unemployment rate, and increase in reliance on public assistance over the past few years.

The poverty level for Tulare County continues to grow. In 2011, Tulare County experienced a 25.7% level of poverty, which is the third highest rate in California. During this same time, California experienced a 16.6% rate of poverty. Tulare County has had an increase of almost two (2%) percent in the poverty level since the 2010 census when the county had a 23.8% level of poverty. This information was obtained from the U.S. Census Bureau website: (<http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>).

Tulare County has one of the highest unemployment rates in California. The Bureau of Labor Statistics reports that in 2008 the county's unemployment rate had dipped down to 8.8% followed by a steep trend upward to peak in March 2010 with a rate of 19.2%. Tulare County's 2012 annual average unemployment rate is 15.8%. This information was obtained from the Bureau of Labor Statistics website: www.bls.gov

Families affected by poverty have turned to public services to meet their basic needs. This is demonstrated by the growth in public assistance cases in Tulare County. Over the last four (4) years the county has increased Cal Fresh cases by 51%, Medi-Cal by 18%, and CalWORKs by 11%. This information was extracted from the county's CalWin database.

The federal government's Fourth National Incidence Study of Child Abuse and Neglect (NIS-4) *Report to Congress*, January 2010, found that child abuse is three (3) times more common in poor families and neglect is seven (7) times more common with families in poverty. The link between poverty and child abuse and neglect has been shown to be true in Tulare County as there have been increasing numbers of CWS referrals. In fiscal year 2012/2013, there were a total of 5563 Emergency Response (ER) referrals (10 Day and Immediate). This is an increase of 434 referrals, an 8.5% increase, over fiscal year 2010/2011, in which 5129 ER referrals were received. There has also been a rising number of children in foster care since 2010. In fiscal

year 2012/2013 there was 193 more children in foster care than in fiscal year 2010/2011, an increase of 15.3%. The above information was obtained from the Tulare County's CWS/CMS, Business Objects Report – "Countywide Fact Sheet."

Another contributing factor is the high caseloads the ER social workers have experienced due to the increasing number of referrals CWS has experienced in the past two (2) years. The average caseload for ER social workers for fiscal year 2012/2013 was 32 cases per worker. This is an average ER caseload of 192.9 % of the Senate Bill (SB) 2030 Workload Study standard, and 138.5% of the 1984 caseload standards.

CWS will be monitoring the performance of this measurement closely and has made programmatic changes to improve this outcome. In July 2013 a new ER unit was carved out to specifically serve the Immediate Response referrals. Prior to this change, ER social workers were constantly being pulled from their assigned 10-day investigations to complete Immediate Response investigations. This caused a loss in productivity. The hope is that by separating out Immediate Response from 10-day referrals social workers will be able to better conduct thorough and timely investigations.

Because of the increased workload, CWS recently went to the Tulare County Board of Supervisors and received approval to hire ten (10) additional case carrying social workers, one (1) lead social worker, and one (1) supervisor. Of these positions, five (5) case carrying social workers and the supervisor position will be incorporated into the ER units. These additional staff should bring caseloads down and assist in providing better services.

CWS does not anticipate starting new strategies for No Reoccurrence of Maltreatment (S1.1), as there are a number of current strategies that should positively affect this measure. These include working with local Family Resource Centers to increase prevention and aftercare services, developing evidence-based programs for children and families with prevention-focused community partners, improving the use of Structured Decision Making throughout the life of a case, and conducting TDMs at the point of reunification. These strategies along with the programmatic changes discussed above should assist in improving outcome measurement S1.1.

State and Federally Mandated Child Welfare/Probation Initiatives

STATE AND FEDERALLY MANDATED CHILD WELFARE INITIATIVES

Tulare County CWS has researched, and in some cases implemented, state and federally mandated initiatives to improve services to children and families during the 2012-2013 SIP Progress Report time period (Jan 2012 – Dec 2013). These are:

- ✓ Foster Connections After 18 Program
- ✓ Katie A. et al. v. Diana Bonta et al. Settlement Agreement
- ✓ Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project (CAP)

Foster Connections after 18 Program:

Starting in October 2011, CWS dedicated social workers to case manage the new Supportive Transitions clients by creating the Extended Foster Care (EFC) Program Team. This specialized team is tasked with educating foster youth about their rights under the newly implemented Foster Connections after 18 Program. They assist the youth with housing options, educational goals, basic needs, and case management services. As of July 2013 CWS has served 51 youth who have chosen to stay in CWS as a non-minor dependent. It is anticipated that CWS will top out at approximately 120 youth who choose to participate in the EFC program in 2015. Staff is discovering that the vast majority of Tulare County foster youth are choosing to participate in this program once they turn eighteen (18).

Katie A. et al. v. Diana Bonta et al. Settlement Agreement:

The Katie A. Settlement Agreement involves a joint effort between CWS and Mental Health to ameliorate barriers for children involved with CWS who also need mental health treatment. A requirement of this settlement is the adoption of the Core Practice Model (CPM) which is a set of practices and principles for children/youth served by both CWS and the Mental Health system. This model promotes a set of values, principles, and practices that are meant to be shared with all who seek to support children/youth and families. The CPM requires collaboration among CWS, Mental Health, service providers, and community/tribal partners working with the children, youth, and families. The CPM also introduces the Trauma-informed Practice which identifies trauma in children. The trauma-informed practice addresses this by seeking to prevent further trauma by providing intervention that is crucial to assisting children traumatized by maltreatment and other stressors.

CWS began meeting with Tulare County Mental Health early in 2013 to begin planning and coordinating the Katie A. Settlement implementation. In September 2013 CWS conducted a series of trainings to educate staff on how to screen all children with open CWS cases for the Katie A. subclass criteria. CWS began screening in October 2013. Mental Health is in the process of training the children's mental health providers on the requirements under the Katie A. settlement and it is anticipated that services will begin in November 2013.

Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project (CAP):

The purpose of the Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project (CAP) is to grant counties flexibility in the use of unrestricted federal Title IV-E foster care funding to provide alternative services that support family engagement, family-centered practice and interventions, and promote social and emotional well-being. In September 2012 Tulare County submitted a letter of intent to CDSS to announce interest in the project. After thoroughly analyzing the fiscal and programmatic advantages and disadvantages of the project, CWS concluded that it was not in the County's best interest to participate at this time. A letter was submitted to CDSS on July 18, 2013 to inform the state that Tulare County had chosen to opt out of the project.

Five-Year SIP Chart

SIP CHART AND STRATEGIES FOR CWS:

Priority Outcome Measure or Systemic Factor: C1.1 (Reunification within twelve (12) months)

National Standard: >75.2%

Current Performance: According to the July 2013 Quarterly Data Report (Q1-2013), of the 230 children in out-of-home foster care, 180 of them were reunified within twelve (12) months. This is a 78.3% rate of Reunification within twelve months.

Target Improvement Goal: Although the county's current performance has surpassed the national and state standard, the county will work towards consistently maintaining high performance on this measure.

Priority Outcome Measure or Systemic Factor: C1.4 (Re-entry Following Reunification)

National Standard: <9.9%

Current Performance: According to the July 2013 Quarterly Data Report (Q1-2013), of the 264 children who exited foster care to reunification, 31 children re-entered foster care. This is an 11.7% rate for Re-entry following Reunification.

Target Improvement Goal: On the last progress report, the county had met the national standard. This year the county will work towards improving performance on this measure by 2% by December 31, 2014. This target improvement goal is based from the July 2013 Quarterly Data Report for Q1-2013 of 11.7%. The target goal for the 2012 – 2016 SIP is a 9.9% rate for Re-entry following Reunification.

Priority Outcome Measure or Systemic Factor: C3.3 (In Care Three (3) Years or More)

National Standard: <37.5%

Current Performance: According to the July 2013 Quarterly Data Report (Q1-2013), of the 41 youth who turned 18 years old in foster care (or emancipated at an earlier age and left foster care and the dependency system), 26 youth were in care three (3) years or more. This is a 63.4% rate for youth in care three (3) years or more.

Target Improvement Goal: The county will improve performance on this measure by 7.2% by December 31, 2014 and will work towards improving performance to reach the target goal for the 2012 – 2016 SIP. This target improvement goal is based from the July 2013 Quarterly Data Report for Q1-2013 of 63.4%. The target goal for the 2012 – 2016 SIP is a 46.2% rate for youth who turned 18 years old in foster care (or emancipated at an earlier age and left foster care and the dependency system).

Priority Outcome Measure or Systemic Factor: C4.3 (Placement Stability, At least 24 Months In Care)

National Standard: >41.8%

Current Performance: According to the July 2013 Quarterly Data Report (Q1-2013), of the 335 children placed in foster care at least 24 months, 135 children had two (2) or less placement changes. This is a 40.3% rate for placement stability in at least 24 months of care.

Target Improvement Goal: The county met the improvement performance goal of 5% as reported on the University of California, Berkeley's CWS Outcomes System Summary data for Q1 2013 (March 31, 2013). The target improvement goal was based from the July 2013 Quarterly Data Report for Q1-2013 of 40.3%. The target goal for the 2012 – 2016 SIP was a 30.8% rate for placement stability in at least 24 months of care that was successfully met. The target goal for the next annual SIP progress report will increase by 1.5% to meet the National Standard of 41.8%.

Reunification Composite: Measure C1 – Child Welfare Services (CWS)			
Improvement Goal 1.0			
Increase the percentage of children who reunify within twelve (12) months by strengthening family-centered practice.			
Strategy 1.1:	Increase the number and quality of case staffings that engage the parents, caregivers, and the child (of appropriate age) in case planning.	Capit	Applicable Outcome Measure(s) and/or Systemic Factor(s): This strategy applies to Outcome Measure C1.1.
		CBCAP	
		PSSF	
		N/A	
Action Steps	1.1.1 Case staffing policy and training reviewed and revised to support the engagement of children, families and caregivers in developing and supporting case plans.	<input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 STATUS: COMPLETED	Person Responsible CWS Managers CWS Supervisors CWS Policy & Program Specialists Training CWS Supervisors Training CWS Family Advocate Subject Matter Experts CWS Managers CWS Supervisors Social Workers CWS Managers CWS Supervisors Quality Improvement CWS Administration CWS Managers CWS Supervisors CWS Policy & Program Specialists Training Analyst Team
	1.1.2 Policy and training are delivered to staff on the case staffings requirements (i.e., inclusion of family, youth, and caregivers) for developing case plans.	<input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 STATUS: COMPLETED	
	1.1.3 Case staffings are held as prescribed in revised policy.	<input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 STATUS: COMPLETED	
	1.1.4 Case staffing process is evaluated for quality and for consistency in its implementation.	<input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input type="checkbox"/> Year 5 – Jan 2016-Dec 2016	
	1.1.5 The case staffing process is evaluated for effectiveness in improving practice and modified as needed. Tulare County will use the Quarterly Outcome Reports and SafeMeasures® to measure and evaluate the impact of these strategies.	<input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5 – Jan 2016-Dec 2016	
	Timeframe		

Strategy 1.2: Increase the consistent use of the Structured Decision Making (SDM) Reunification Assessment tool.		Applicable Outcome Measure(s) and/or Systemic Factor(s): This strategy applies to Outcome Measure C1.1.	
		[] CAPIT [] CBCAP [] PSSF [X] N / A	[] CAPIT [] CBCAP [] PSSF [X] N / A
Action Steps	1.2.1 Utilize SafeMeasures and case reviews to assess SDM timely and appropriate usage.	[X] Year 1 – Jan 2012-Dec 2012 STATUS: COMPLETED	CWS Managers CWS Supervisors Quality Improvement
	1.2.2 Evaluate data to isolate and reveal barriers.	[X] Year 1 – Jan 2012-Dec 2012 STATUS: COMPLETED	CWS Managers CWS Supervisors Quality Improvement
	1.2.3 Review/revise or create/implement policies and implement training on the consistent use of the SDM Reunification Assessment tool.	[X] Year 1 – Jan 2012-Dec 2012 STATUS: COMPLETED (Review and Revise Policy) MODIFIED (Training) An additional milestone was created to address the discovery that in-depth training is needed for social workers and for supervisors.	CWS Managers CWS Supervisors CWS Policy & Program Specialists Training
	1.2.4 (Additional milestone) Develop and implement in-depth training for social workers and supervisors on how to appropriately apply and document the needed information for consistent use of the SDM Reunification Assessment tool.	[X] Year 2 – Jan 2013-Dec 2013 STATUS: COMPLETED	CWS Managers CWS Supervisors CWS Policy & Program Specialists Training
	1.2.5 Implement the SDM Reunification Assessment tool for cases moving from FR to FM and at the point when PP is being considered.	[X] Year 2 – Jan 2013-Dec 2013 [X] Year 3 – Jan 2014-Dec 2014 [] Year 4 – Jan 2015-Dec 2015 [] Year 5 – Jan 2016-Dec 2016 STATUS: MODIFIED This milestone was modified to begin in the third year due to the discovery that the tool is not being used consistently.	CWS Managers CWS Supervisors
Timeframe		Person Responsible	

<p>1.2.6 Use case readings to determine and assist staff in the effectiveness, quality, and consistency in using the SDM Reunification Assessment tool.</p>	<p><input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input type="checkbox"/> Year 5 – Jan 2016-Dec 2016</p>	<p>CWS Managers CWS Supervisors Quality Improvement</p>
<p>1.2.7 Evaluate the effectiveness of practice in use of the SDM Reunification Assessment tool using SafeMeasures, and modify as needed.</p>	<p><input checked="" type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input type="checkbox"/> Year 5 – Jan 2016-Dec 2016</p>	<p>CWS Administration CWS Managers CWS Supervisors Quality Improvement Analyst Team</p>
<p>Strategy 1.3: Increase the use of SDM Family and Needs Assessment and Reunification Assessment tools at the point of exit and consistently develop family exit plans for FM and FR cases.</p>		
<p>1.3.1 Complete a targeted review of a sampling of re-entry cases to evaluate for the consistent use of the SDM safety assessments at the point of exit. Use findings from case reviews to identify trends in the reasons that children re-enter foster care.</p>	<p><input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input type="checkbox"/> Year 5 – Jan 2016-Dec 2016</p> <p>STATUS: MODIFIED This milestone was modified to begin in the third year due to the focus with Strategy 1.2.</p>	<p>CWS Managers Quality Improvement Analyst Team</p>
<p>1.3.2 Develop targeted policies and training curriculum based on case review findings.</p>	<p><input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input type="checkbox"/> Year 5 – Jan 2016-Dec 2016</p> <p>STATUS: MODIFIED This milestone was modified to begin in the third year due to the focus with Strategy 1.2.</p>	<p>CWS Managers CWS Policy & Program Specialists Training</p>
<p>1.3.3 Implement policy and/or practice and training in response to case review findings.</p>	<p><input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input type="checkbox"/> Year 5 – Jan 2016-Dec 2016</p>	<p>CWS Managers CWS Supervisors Social Workers Training</p>
<p>Action Steps</p>	<p>Timeframe</p>	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s) : This strategy applies to Outcome Measure C1.1.</p> <p>Person Responsible</p>

<p>1.3.4 Use data reports and targeted case reviews to establish a baseline of the usage of family and needs assessments and reunification assessments and the impact on re-entry. This information will be used to evaluate, measure, and modify policy and practice shifts to continue making improvements.</p>	<p><input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5 – Jan 2016-Dec 2016</p>	<p>CWS Administration CWS Managers Quality Improvement CWS Policy & Program Specialists Training Analyst Team</p>
<p>Improvement Goal 2.0: Increase the percentage of children who reunify within 12 months by improving the consistent use of concurrent planning.</p>		
<p>Strategy 2.1: Review and revise concurrent planning practice by updating policies and staff training to increase consistency and quality. Addition: Social workers will engage children, youth, and care providers in the concurrent planning process.</p>		
<p><input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N / A</p>	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s) : This strategy applies to Outcome Measure C1.1 and C3.3.</p>	
<p>2.1.1 Research and develop improved concurrent planning model and policies to improve practice. Addition: review PQR focus group information and update according to findings from review.</p>		
<p><input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 STATUS: COMPLETED</p>	<p>CWS Managers CWS Supervisors CWS Policy & Program Specialists</p>	
<p>2.1.2 Develop and implement concurrent planning model pilot and providing policies and training to staff.</p>		
<p><input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input type="checkbox"/> Year 5 – Jan 2016-Dec 2016 STATUS: MODIFIED This milestone was modified due to the need for further development of concurrent planning throughout the life of a case.</p>	<p>CWS Managers CWS Supervisors CWS Policy & Program Specialists Training Social Workers</p>	
<p>2.1.3 Use data reports and targeted case reviews to</p>		
<p><input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input type="checkbox"/> Year 5 – Jan 2016-Dec 2016</p>	<p>CWS Managers CWS Supervisors Quality Improvement</p>	

<p>monitor the use of the concurrent planning model for children coming into CWS. Addition: evaluate revised concurrent planning practice with targeted group of children in the PP caseload.</p>	<p>2.1.4</p> <p>Evaluate the effectiveness/efficiency of concurrent planning model through the use of data reports and case reviews -- revise as needed to improve consistency and practice. Expand use of new model to existing PP caseload. Addition: Evaluate the results of the concurrent planning pilot using SafeMeasures and Quarterly Outcome Reports; revise policy and training as needed to expand to all children without a Planned Permanent Living Arrangement (PPLA).</p>	<p><input type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5 – Jan 2016-Dec 2016</p>	<p>CWS Administration CWS Managers CWS Policy & Program Specialists CWS Supervisors Training Analyst Team</p>
<p>Improvement Goal 3:</p>			
<p>Explore the development of best-practice/evidence-based programs for children and families with prevention-focused community partners.</p>			
<p>Strategy 3.1</p> <p>Explore and develop research-based, community-delivered, Aftercare services targeted to family maintenance (FM) and family reunification (FR) families when exiting the CWS system. The county will work with community-based providers to expand its Differential Response (DR) services program to include the Aftercare population and develop/deliver services which may include family case management and support services like parenting education, counseling, mentoring, respite, etc.</p>			
<p>Action Steps</p>	<p>3.1.1</p> <p>Review data from CWS/CMS and SafeMeasures to identify and review cases resulting in re-entry and identify common factors.</p>	<p><input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 STATUS: COMPLETED</p>	<p>Person Responsible CWS Managers Analyst Team</p>
	<p>3.1.2</p> <p>Explore the development and implementation of</p>	<p><input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014</p>	<p>Person Responsible CWS Managers CWS Supervisors CWS Family Advocate</p>

<p>training and/or resources for FM and FR families through collaborative endeavors with community-based providers.</p>	<p><input type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input type="checkbox"/> Year 5 – Jan 2016-Dec 2016 STATUS: MODIFIED This milestone was modified to begin in the first year and continue through the second and third year due to the decision to improve reunification efforts.</p>	<p>Analyst Team Community-Based Organizations</p>
<p>3.1.3 Develop policies and procedures to expand Aftercare safety plans for FM and FR families and provide appropriately targeted training.</p>	<p><input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input type="checkbox"/> Year 5 – Jan 2016-Dec 2016 STATUS: MODIFIED This milestone was modified to begin in Year 1 and ongoing through the third year due to the decision to improve reunification efforts.</p>	<p>CWS Managers CWS Policy & Program Specialists CWS Supervisors Training</p>
<p>3.1.4 Implement the development of targeted Aftercare plans.</p>	<p><input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input type="checkbox"/> Year 5 – Jan 2016-Dec 2016</p>	<p>CWS Managers CWS Supervisors Social Workers</p>
<p>3.1.5 Evaluate results of program and process improvements and modify as necessary.</p>	<p><input checked="" type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5 – Jan 2016-Dec 2016</p>	<p>CWS Administration CWS Managers CWS Supervisors</p>
<p>Strategy 3.2: Strengthen partnership with community partners to provide supportive services to children and families during and after reunification and/or following adoptions.</p>		<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): This strategy applies to Outcome Measure C1.4.</p>
<p>3.2.1 Continue attendance at countywide social services network meetings (community partners/agencies).</p>	<p><input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5 – Jan 2016-Dec 2016</p>	<p>CWS Administration CWS Managers CWS Supervisors Analyst Team</p>

Action Steps	Timeframe	STATUS: INITIATED AND ONGOING THROUGH YEAR 5	Person Responsible	Applicable Outcome Measure(s) and/or Systemic Factor(s):
<p>3.2.2 Work with community partners/agencies to determine available service and supports they can provide.</p>		<p><input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5 – Jan 2016-Dec 2016</p>	CWS Administration CWS Family Advocate Analyst Team	
<p>3.2.3 Utilize the service needs assessment/gap analysis completed by the Child Protection Planning Committee (CPPC) to frame the service continuum.</p>		<p>STATUS: INITIATED AND ONGOING THROUGH YEAR 5 <input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5 – Jan 2016-Dec 2016</p>	CWS Administration Community Partners Analyst Team	
<p>3.2.4 Identify opportunities to blend programs, services, and funding opportunities to meet newly identified or emergent child/family needs.</p>		<p>STATUS: INITIATED AND ONGOING THROUGH YEAR 5 <input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5 – Jan 2016-Dec 2016</p>	CWS Administration Community Partners Analyst Team	
<p>3.2.5 Implement services and programs to meet identified needs and evaluate effectiveness of new services/program.</p>		<p>STATUS: INITIATED AND ONGOING THROUGH YEAR 5 <input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5 – Jan 2016-Dec 2016</p>	CWS Administration CWS Managers Community Partners Analyst Team	
<p>Strategy 3.3 Work with the local Family Resource Centers' Differential Response program to help families develop an Aftercare services plan and to access resources once their FM or FR CWS case closes.</p>	<p><input checked="" type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input checked="" type="checkbox"/> PSSF <input type="checkbox"/> N/A</p>	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): This strategy applies to Outcome Measure C1.4.</p>		

Action Steps	Timeframe	Year 1 – Jan 2012-Dec 2012 Year 2 – Jan 2013-Dec 2013 Year 3 – Jan 2014-Dec 2014 Year 4 – Jan 2015-Dec 2015 Year 5 – Jan 2016-Dec 2016 STATUS: INITIATED AND ONGOING THROUGH YEAR 5	Person Responsible	
3.3.1 Continue regular meetings with FRCs as a forum for program review and evaluation.		<input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5 – Jan 2016-Dec 2016 STATUS: INITIATED AND ONGOING THROUGH YEAR 5		CWS Administration CWS Managers CWS Supervisors Family Resource Centers
3.3.2 Identify additional strength-based/solution-focused services.		<input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 STATUS: COMPLETED		CWS Administration CWS Managers CWS Supervisors Lead Workers CWS Family Advocate Family Resource Centers
3.3.3 Deliver “road show” training to support strength-based/solution-focused services, as needed.		<input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input type="checkbox"/> Year 5 – Jan 2016-Dec 2016		CWS Managers CWS Supervisors Lead Workers Training
3.3.4 Implement strength-based/solution-focused services and evaluate the effectiveness of the new services, and modify as necessary.		<input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5 – Jan 2016-Dec 2016		CWS Administration CWS Managers CWS Supervisors Quality Improvement Analyst Team Family Resource Centers

Long-Term Care Composite: Measure C3 - Child Welfare Services (CWS)			
Improvement Goal 1.0			
Increase the percentage of children/youth who exit to a permanent home within 24 months.			
Strategy 1.1:	[]	CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): This strategy applies to Outcome Measure C3.3
		CBCAP	
Develop a Permanency Team within CWS. The new Permanency Team will be tasked with looking at select PP cases to identify common barriers to permanency, work with Quality Improvement to evaluate current practice and policy, and develop strategies to expedite permanency options for children/youth.	[]	PSSF	
	[X]	N / A	
Action Steps	Timeframe	Person Responsible	
1.1.1 Review select cases in CWS/CMS to identify reasons for children not achieving permanency. Addition: Review PQCR focus group information and data reports from CWS/CMS to identify themes and reasons for children not achieving permanency.	<input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 STATUS: COMPLETED	CWS Managers CWS Supervisors Social Workers Quality Improvement	
1.1.2 Conduct in-depth review of the process that occurs when the service component changes from FR to PP.	<input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 STATUS: COMPLETED	CWS Managers CWS Supervisors Social Workers Quality Improvement	
1.1.3 Identify trends in process issues identified via the case reviews and propose policy and training needs.	<input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input type="checkbox"/> Year 5 – Jan 2016-Dec 2016 STATUS: MODIFIED This milestone is complete for identifying trends and modified due to the need for further development of policy and training needs.	CWS Managers CWS Supervisors Social Workers Quality Improvement	
1.1.4 Implement any new changes to practice or policy and	<input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input type="checkbox"/> Year 5 – Jan 2016-Dec 2016	CWS Managers CWS Supervisors Quality Improvement	

<p>provide training to address permanency issues for youth in PP caseloads.</p>			<p>Year 4 – Jan 2015-Dec 2015 Year 5 – Jan 2016-Dec 2016</p>	<p>CWS Policy & Program Specialists Training</p>
<p>1.1.5 Evaluate results of program and process improvements through the use of data reports and targeted case reviews, Quarterly Outcome Reports and SafeMeasures® and modify as necessary.</p>	<p><input checked="" type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5 – Jan 2016-Dec 2016</p>		<p>CWS Administration CWS Managers CWS Supervisors CWS Policy & Program Specialists Quality Improvement Training Analyst Team</p>	
<p>Strategy 1.2: Children in care will have genograms a Family Connections/Family Finding (FC) Project developed at assessment</p>	<p><input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N / A</p>	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): This strategy applies to Outcome Measure C3.3.</p>		
<p>1.2.1 Existing material on developing genograms will be identified.</p>	<p><input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 STATUS: COMPLETED</p>		<p>CWS Managers CWS Supervisors</p>	
<p>1.2.2 Policies and training curriculum will be developed on the use of genograms Family Connections/Family Finding for children in foster care; training will be developed and delivered to staff</p>	<p><input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input type="checkbox"/> Year 5 – Jan 2016-Dec 2016 STATUS: MODIFIED This milestone was modified due to the obstacles hindering implementation of GenoPro. This strategy was changed to develop the Family Connections/Family Finding (FC) Project which will include genograms.</p>	<p>Timeframe</p>	<p>CWS Managers CWS Policy & Program Specialists Training MSW Intern</p>	<p>Person Responsible</p>
<p>1.2.3 Staff will develop genograms the FC Project for children in care.</p>	<p><input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input type="checkbox"/> Year 5 – Jan 2016-Dec 2016 STATUS: MODIFIED This milestone was modified due to the change in strategy.</p>		<p>CWS Supervisors Social Workers</p>	

<p>1.2.4 The consistent use of genograms will be monitored by supervisors and managers. Implement the full role out of the FC Project.</p>	<p><input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input type="checkbox"/> Year 5 – Jan 2016-Dec 2016 STATUS: MODIFIED This milestone was modified due to the change in strategy.</p>	<p>CWS Managers CWS Supervisors</p>
<p>1.2.5 The use and quality of genograms will be evaluated for consistency and impact on outcomes. Evaluating the results of the FC Project and modifying as necessary.</p>	<p><input checked="" type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5 – Jan 2016-Dec 2016 STATUS: MODIFIED This milestone was modified due to the change in strategy.</p>	<p>CWS Administration CWS Managers CWS Supervisors Quality Improvement</p>
<p>Improvement Goal 2.0 Improve permanency outcomes for children/youth in the Permanent Planning caseload.</p>		
<p>Strategy 2-1: Social workers will engage children, youth, and caregivers in the concurrent planning process through the consistent use of case staffings, Family Finding, engagement strategies, and TDM meetings.</p>		
<p>2-1-1 Review PQCR focus group information and data reports from CWS/CMS to identify themes and reasons for children not achieving permanency.</p>	<p><input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A</p>	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p>
<p>2-1-2 Review policies on concurrent planning and update accordingly to include findings from reviews.</p>	<p>STATUS: DELETED This milestone was modified to be included with other Strategies. (Strategy 2.1 was deleted).</p>	<p>CWS Managers CWS Supervisors Social Workers Analyst Team</p>
<p>2-1-3 Develop and deliver concurrent planning training curriculum to staff.</p>	<p>STATUS: DELETED</p>	<p>CWS Managers CWS Supervisors CWS Policy & Program Specialists Training</p>
<p>2-1-4 Pilot revised concurrent planning practice with targeted group of children in the Permanency Planning caseload.</p>	<p>STATUS: DELETED</p>	<p>CWS Managers CWS Supervisors Social Workers Training</p>
<p>Action Steps</p>	<p>Timeframe</p>	<p>Person Responsible</p>

			STATUS: DELETED		CWS Administration CWS Managers Training CWS Policy & Program Specialists Quality Improvement	
2.1-5 Evaluate the results of the concurrent planning pilot using SafeMeasures® and Quarterly Outcome Reports; revise policy and training as needed to expand to all children without a Planned Permanent Living Arrangement (PPLA).						
Action Steps	Strategy 2.1: Implement Team Decision Making (TDM) to improve family engagement, address placement options, and placement changes.	Timeframe	<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): This strategy applies to Outcome Measure C3.3		
			<input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 STATUS: COMPLETED	Person Responsible		
			<input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 STATUS: MODIFIED/COMPLETED This milestone was modified to begin in Year 1 and completed due to the importance placed on the implementation of TDMs.			CWS Managers CWS Supervisors Training UC Davis
			<input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 STATUS: MODIFIED/COMPLETED This milestone was modified to begin in Year 1 and completed.			CWS Managers CWS Supervisors CWS Policy & Program Specialists Training Analyst Team
			<input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 STATUS: COMPLETED			CWS Managers CWS Supervisors Social Workers PPAU
<input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 STATUS: MODIFIED/COMPLETED This milestone was modified to begin in Year 1 and completed.	CWS Administration CWS Managers CWS Supervisors PPAU					
<input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 STATUS: MODIFIED/COMPLETED This milestone was modified to begin in Year 1 and completed.	CWS Managers CWS Supervisors Social Workers PPAU					

Permanency Outcome: Placement Stability (At Least 24 Months In Care): <u>Measure C4.3 - Child Welfare Services (CWS)</u>						
Improvement Goal 1.0						
Increase the placement stability for children in care.						
Strategy 1.1:	Explore the implementation of Ice Breaker meetings to assist children, their parents, and foster parents to develop a cooperative relationship.	[]	CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s):		
		[]	CBCAP	This strategy applies to Outcome Measure C4.3		
1.1.1	Research and explore Ice Breaker models used in other counties for replication in Tulare County.	[]	PSSF	Year 1 – Jan 2012-Dec 2012 Year 2 – Jan 2013-Dec 2013 STATUS: COMPLETED	CWS Managers CWS Supervisors CWS Family Advocate	Person Responsible
		[X]	N/A			
1.1.2	Develop and provide recommendations for implementing Ice Breaker models.	Timeframe			Year 2 – Jan 2013-Dec 2013 Year 3 – Jan 2014-Dec 2014 Year 4 – Jan 2015-Dec 2015 Year 5 – Jan 2016-Dec 2016 STATUS: INITIATED AND ONGOING THROUGH YEAR 3	CWS Managers CWS Supervisors CWS Family Advocate
		[]	[]	[]		
1.1.3	Pilot Ice Breaker meetings of the selected model.	[]	CAPIT	Year 3 – Jan 2014-Dec 2014 Year 4 – Jan 2015-Dec 2015 Year 5 – Jan 2016-Dec 2016	CWS Managers CWS Supervisors Social Workers	
Strategy 1.2:	Use Placement Staffings/TDMs when caregivers give a seven day notice requesting a placement change.	[]	CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s):		
		[]	CBCAP	This strategy applies to Outcome Measure C4.3.		
1.2.1	Review and/or revise policies and training around practice when seven-day notices are given.	[]	PSSF	Year 1 – Jan 2012-Dec 2012 STATUS: MODIFIED/COMPLETED This milestone was modified to begin in Year 1 and completed due to the importance of placement stability.	CWS Managers CWS Supervisors CWS Policy & Program Specialists Social Workers Training	Person Responsible
		[X]	N/A			
Action Steps		Timeframe				

as appropriate to explore ongoing community support.		STATUS: INITIATED AND ONGOING THROUGH YEAR 5	
1.3.4 Implement Strategic Plan improvements and build capacity for community level support to caregivers.	<input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5 – Jan 2016-Dec 2016	STATUS: INITIATED AND ONGOING THROUGH YEAR 5 <input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5 – Jan 2016-Dec 2016	CWS Managers CWS Supervisors Licensing Staff
1.3.5 Evaluate implemented improvements for effectiveness and efficiency and their impact on placement stability outcomes.	<input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5 – Jan 2016-Dec 2016	STATUS: INITIATED AND ONGOING THROUGH YEAR 5 <input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5 – Jan 2016-Dec 2016	CWS Administration CWS Managers CWS Supervisors CWS Family Advocate Licensing Staff
Strategy 1.4: Create a "Placement Unit" within the Permanency Planning Assessment Unit (PPAU).	<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): This strategy applies to Outcome Measure C4.3.	
1.4.1 Continue to use intake tools to better match children and caregivers.	<input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5 – Jan 2016-Dec 2016	STATUS: INITIATED AND ONGOING THROUGH YEAR 5 <input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5 – Jan 2016-Dec 2016	CWS Managers CWS Supervisors Social Workers PPAU Licensing Staff
1.4.2 Develop and finalize policy coordinating placement with the PPAU and using the completed child and caregiver profiles.	<input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5 – Jan 2016-Dec 2016	STATUS: INITIATED AND ONGOING THROUGH YEAR 5 <input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5 – Jan 2016-Dec 2016	CWS Managers CWS Supervisors PPAU
1.4.3 Provide training to staff on the new profiles and policy; implement.	<input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input type="checkbox"/> Year 5 – Jan 2016-Dec 2016	STATUS: MODIFIED/COMPLETED This milestone was modified to be complete by the end of Year 1.	CWS Managers CWS Supervisors PPAU CWS Managers CWS Supervisors Training Social Workers
Action Steps	Timeframe	Person Responsible	

	<p>1.4.4 Evaluate the impact of the Placement Unit on improving performance on placement stability outcomes using SafeMeasures® and Quarterly Outcome Reports; review and revise policy and training as needed.</p>		<input checked="" type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5 – Jan 2016-Dec 2016	<p>CWS Administration CWS Managers CWS Supervisors PPAU Quality Improvement Training</p>
<p>Strategy 1.5 Increase the number of children placed with relatives.</p>		<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): This strategy applies to Outcome Measure C4.3.</p>	<p>Capit <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N / A</p>	
<p>Action Steps</p>	<p>1.5.1 Review/revise current relative assessment and placement policies and training.</p> <p>1.5.2 Deliver revised policies and training to staff on the relative assessment process, especially for emergency relative placements which impact initial placement rates for stability outcomes.</p> <p>1.5.3 Implement practices according to policy and training.</p> <p>1.5.4 Monitor relative placement data using SafeMeasures and evaluate use of new practices to assure relatives are provided first placement preference when appropriate.</p> <p>1.5.5 Evaluate the effectiveness and efficiency of revised relative placement policies and revise accordingly.</p>	<p>Timeframe</p> <p><input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 STATUS: COMPLETED</p> <p><input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 STATUS: COMPLETED</p> <p><input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 STATUS: COMPLETED</p> <p><input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 STATUS: COMPLETED</p> <p><input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5 – Jan 2016-Dec 2016</p>	<p>Person Responsible</p>	<p>CWS Managers CWS Supervisors CWS Policy & Program Specialists Training</p> <p>CWS Managers Licensing & Relative Assessment Supervisors CWS Policy & Program Specialists Training</p> <p>CWS Managers CWS Supervisors Social Workers</p> <p>CWS Managers CWS Supervisors</p> <p>CWS Administration CWS Managers Licensing & Relative Assessment Supervisors Quality Improvement</p>

SIP CHART AND STRATEGIES FOR PROBATION:

Priority Outcome Measure or Systemic Factor: C1.1 (Reunification within twelve (12) months)

National Standard: >75.2%

Current Performance: According to the March 2013 Quarterly Report (Q1-2013), of the 3 youth in out-of-home foster care, 1 was reunified within twelve (12) months. This is 33% of reunification within twelve (12) months.

Target Improvement Goal: The County will improve performance on this measure by implementing Family Finding procedures.

Priority Outcome Measure or Systemic Factor: C3.3 (In Care Three (3) Years or More)

National Standard: <37.5%

Current Performance: According to the March 2013 Quarterly Report (Q1-2013), of the 14 youth who emancipated at an earlier age or turned 18 years and left foster care and the dependency system, 3 youth were in care for three (3) years or more. This is a 30.8% rate for youth who were either discharged to emancipation or turned 18 years while in care.

Target Improvement Goal: This is a slight increase compared to the March 2011 Quarterly Data Report for Q1-2011 of 14.3%. The National Standard for the 2012-2016 SIP is 37.5% rate for youth who were either discharged to emancipation or turned 18 years while in care. Probation has exceeded the national standard set and continues to work towards continuing to decrease the percentage by 2016.

<p>County's Current Performance: Probation</p> <p>Tulare County Probation will focus on three measures within this composite. Measure C1.2 (Median Time to Reunification) and Measure C1.3 (Reunification within twelve (12) Months – Entry Cohort) and C3.1 (Exits to Permanency – 24 Months in Care). In terms of the number of children affected for this measure, during the quarter ending December 2012, 1 of 3 children were reunified within 12 months.</p>		
<p>Improvement Goal 1.0</p> <p>Increase the number of children who reunify within twelve (12) months by improving the collaborative case staffing process.</p>		
<p>Strategy 1.1</p> <p>Increase the number of case staffings that engage the parent, caregivers and child in the case planning and placement decisions.</p>	<p><input type="checkbox"/> CAPIT</p> <p><input type="checkbox"/> CBCAP</p> <p><input type="checkbox"/> PSSF</p> <p><input checked="" type="checkbox"/> N/A</p>	
	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>Research has shown that engaging children and families in the case planning process leads to earlier reunification. Tulare County Probation utilizes case staffings to keep children, families and caregivers connected. In addition, they are utilized to address issues as they arise such as behavior issues, placement changes and the transition from foster care.</p>	
	<p>Action Steps</p> <p>1.1.1 Develop policy and training to implement consistent case staffings</p>	<p><input type="checkbox"/> Year 3 Jan 2014 – Dec 2014</p> <p><input type="checkbox"/> Year 4 Jan 2015 – Dec 2015</p> <p><input checked="" type="checkbox"/> Year 5 Jan 2016 – Dec 2016</p>
	<p>1.1.2 Policy and training are delivered to staff</p>	<p><input checked="" type="checkbox"/> Year 1 Jan 2012 – Dec 2012</p>
	<p>1.1.3 Case staffings are held as prescribed</p>	<p><input checked="" type="checkbox"/> Year 1 Jan 2012 – Dec 2012</p>
	<p>1.1.4 Case staffing process is evaluated for quality and consistency of delivery</p>	<p><input type="checkbox"/> Year 3 Jan 2014 – Dec 2014</p> <p><input type="checkbox"/> Year 4 Jan 2015 – Dec 2015</p> <p><input checked="" type="checkbox"/> Year 5 Jan 2016 – Dec 2016</p>
<p>1.1.5 Case staffing process is evaluated for effectiveness</p>	<p><input type="checkbox"/> Year 3 Jan 2014 – Dec 2014</p> <p><input type="checkbox"/> Year 4 Jan 2015 – Dec 2015</p> <p><input checked="" type="checkbox"/> Year 5 Jan 2016 – Dec 2016</p>	
<p>Timeframe</p>		
<p>Person Responsible</p> <p>Placement Supervisor</p> <p>Placement Supervisor</p> <p>Placement Supervisor</p> <p>Placement Supervisor</p> <p>Placement Supervisor</p>		

Improvement Goal 2.0	
Increase the percentage of children who reunify within twelve (12) months by improving the consistent use of concurrent planning.	
Strategy 2.1	Applicable Outcome Measure(s) and/or Systemic Factor(s):
Review and revise concurrent planning process,	Tulare County Probation Placement Unit has recently experienced staff turnover which has resulted in a unit of entirely new staff, therefore, fundamental concepts need to be taught and monitored.
	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A
Action Steps	Person Responsible
2.1.1 Research and develop improved concurrent planning policies and practice	<input checked="" type="checkbox"/> Year 2 Jan 2013 – Dec 2013 Placement Supervisor
2.1.2 Develop and implement concurrent planning policy and training to staff	<input checked="" type="checkbox"/> Year 2 Jan 2013 – Dec 2013 Placement Supervisor
2.1.3 Monitor the use of concurrent planning protocols	<input type="checkbox"/> Year 3 Jan 2014 – Dec 2014 <input type="checkbox"/> Year 4 Jan 2015 – Dec 2015 <input checked="" type="checkbox"/> Year 5 Jan 2016 – Dec 2016 Placement Supervisor
2.1.4 Evaluate the effectiveness of concurrent planning protocols and revise as needed	<input type="checkbox"/> Year 3 Jan 2014 – Dec 2014 <input type="checkbox"/> Year 4 Jan 2015 – Dec 2015 <input checked="" type="checkbox"/> Year 5 Jan 2016 – Dec 2016 Placement Supervisor

Improvement Goal 3.0 Increase the number of children discharged to a permanent home who has been in care 24 months or longer.	
Strategy 3.1 Develop policy regarding family finding and family engagement and provide training to staff.	
Action Steps	Applicable Outcome Measure(s) and/or Systemic Factor(s): Tulare County Probation Placement Unit has recently experienced staff turnover which has resulted in a unit of entirely new staff, therefore, fundamental concepts need to be taught and monitored.
Timeframe	Person Responsible
3.1.1 Research and develop improved family engagement/involvement policies and practice	<input checked="" type="checkbox"/> Year 2 Jan 2013 – Dec 2013 Placement Supervisor
3.1.2 Develop and implement family engagement policy and training to staff	<input checked="" type="checkbox"/> Year 2 Jan 2013 – Dec 2013 Placement Supervisor
3.1.3 Monitor the integration of family finding and engagement techniques	<input type="checkbox"/> Year 3 Jan 2014 – Dec 2014 <input type="checkbox"/> Year 4 Jan 2015 – Dec 2015 <input checked="" type="checkbox"/> Year 5 Jan 2016 – Dec 2016 Placement Supervisor
3.1.4 Evaluate the effectiveness of family engagement protocols and revise as needed	<input type="checkbox"/> Year 3 Jan 2014 – Dec 2014 <input type="checkbox"/> Year 4 Jan 2015 – Dec 2015 <input checked="" type="checkbox"/> Year 5 Jan 2016 – Dec 2016 Placement Supervisor