

California Outcomes & Accountability System

County of Ventura System Improvement Plan Progress Report 2012 – 2013



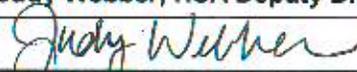
Prepared by the
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&
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Submitted to the California Department of Human Services
Children & Family Services Division

November 30, 2013

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California's Child and Family Services Review System Improvement Plan	
County:	Ventura County
Responsible County Child Welfare Agency:	Human Services Agency Children & Family Services
Period of Plan:	November 30, 2012 – November 30, 2013
Period of Outcomes Data:	Quarter ending: July 2013 (2013 Quarter 1 Extract)
Date Submitted:	November 27, 2013
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Introduction

Assembly Bill 636 (Chapter 678, The Child Welfare System Improvement and Accountability Act of 2001) established the Child Welfare Outcomes and Accountability System to improve child welfare outcomes for children and their families in California. The process for achieving this goal is the California Child and Family Services Review (C-CFSR). The review occurs in 5-year cycles during which the performance of each of the state's 58 counties is monitored regularly in five outcome domains: (a) protection of children from abuse and neglect; (b) safety of children not removed from their home; (c) permanence and stability for children in foster care; (d) maintenance of a child's family relationships and connections; and (e) preparation of youth for transition to adulthood.

Outcomes identified as needing improvement have been prioritized for improvement based on recent performance. As a result, plan components to address the following outcome measures and improvement goals will be implemented across the five years of the System Improvement Plan (SIP). This summary report includes progress toward achieving the priority outcome measures selected by Child Welfare and Probation in the SIP.

A. Stakeholder Participation

The Department of Children and Family Services has engaged a variety of community stakeholders as part of Ventura County's implementation of the Core Practice Model (CPM), integrated care and the requirements associated with the Katie A settlement. Implementation of these initiatives is directly related to Priority Outcome Measure 2, as implementation of the CPM and integrated care are expected to increase parent engagement, improve quality of care for children and families and increase the percentage of children who reunify within 12 months of removal.

Stakeholders from Behavioral Health, Probation and Public Health are part of a collaborative planning structure for Katie A implementation. This planning structure includes staff from the direct service to the executive level, with all workgroups and committees co-led by Children and Family Services and Behavioral Health. In addition, in November 2013, a wider stakeholder process began, in which the County's Katie A planning efforts were introduced to the Partnership for Safe Families and Communities of Ventura County, which serves as the Child Abuse Prevention Council for the county and is comprised of concerned citizens and professionals from business, childcare, education, faith, health, justice, law enforcement mental health and social services communities. Early in 2014, we will be reaching out to Partnership members to solicit participation in focus groups consisting of family members, youth and other community partners. These focus groups will provide guidance and input on the implementation of Katie A and integrated care.

The county's Citizen Review Panel (CRP) and its Interagency Placement Expansion Review Committee (IPERC) provide additional stakeholder feedback and guidance related to the SIP, particularly pertaining to the activities and strategies related to Priority Outcome Measures 1 and 2. For example, over the past year, these groups have examined service comprehensiveness and family inclusion in group home

services, both of which are critical to placement stability and timely reunification. The CRP and IPERC consist of public and private partners, including include representatives from the Ventura County SELPA, Ventura County Behavioral Health, Ventura County Probation Agency, Ventura County Human Services Agency, Ventura County Child Abuse Prevention Council and local service providers.

B. Current Performance

Priority outcome measure performance data has been gathered from reports provided by the Center for Social Services Research (CSSR), University of California, Berkeley¹ that are based on records contained in the California Child Welfare Services/Case Management System (CWS/CMS) through July 2013 (2013 Quarter 1 Extract). The review also includes additional data for some COAS measures provided by the Children's Research Center SafeMeasures® data retrieved September 2013 from the Children's Research Center website². Priority outcomes measures targeted for the 2012-2017 SIP are as follows:

Child Welfare

I. Increase the percent of children with two or fewer placements in foster care for 8 days or more, but less than 12 months.

Strategies:

1. Increase placement options for foster children (increase the number of foster family and relative homes).
2. Reinstate Team Decision Making (TDM) for placement changes to promote placement stability.
3. Increase services and supports for foster youth.
4. Engage in early and collaborative concurrent planning with children and families.

II. Increase the percent of children who reunify within 12 months of removal.

Strategies:

1. Parental engagement that is upfront, consistent and continuous will contribute to timely reunification.
2. Identify Behavioral Health engagement points for youth and family services.

Systemic factor targeted for the 2012-2017 SIP:

¹ Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Williams, D., Simon, V., Hamilton, D., Lou, 26 C., Peng, C., Moore, M., Jacobs, L., & King, B. (2011). *Child Welfare Services Reports for California*. Retrieved 1/17/2011, from University of California at Berkeley Center for Social Services Research website. URL: http://cssr.berkeley.edu/ucb_childwelfare

² Children's Research Center SafeMeasures® Data. Ventura County data through June 2011 from the Children's Research Center website. URL: <http://www.safemeasures.org/ca>

III. Identify, utilize and create technology options that support staff and business process to manage increased caseload and workload growth.

Strategy:

1. Identify technology options that streamline business process and increase access to resources.

Probation

IV. Increase the percent of children with two or fewer placements in foster care for at least 12 months, but less than 24 months.

V. Increase the percent of children with two or fewer placements who have been in foster care for 24 months or more.

Strategies:

1. Enhance family engagement by improving communication between the assigned Probation Officer and the birth parent(s). The Court and Probation's expectations should be discussed with families from the beginning.
2. Enhance family engagement by involving birth families in the planning and decision-making process during the course of the client's placement.
3. Reunification by identifying parent support groups that are available to support families who have children involved in the delinquency court system.
4. Enhance service delivery by referring families to community resources that offer support and contribute to positive placement stability and reunification outcomes including: in-home services, mental health or counseling services, substance abuse services, parenting support, child care, housing, financial assistance and transportation.
5. Improve assessments and case plans to increase placement stability and reunification outcomes.
6. Utilize the Agency's current juvenile risk assessment tool, Compas, to assist youth, families, and assigned Probation Officers to develop realistic case plans.
7. Enhance communication with Juvenile Facilities probation and behavioral health staff to ensure services are delivered as identified in the youth's case plan and to keep staff abreast of youth's placement plans.

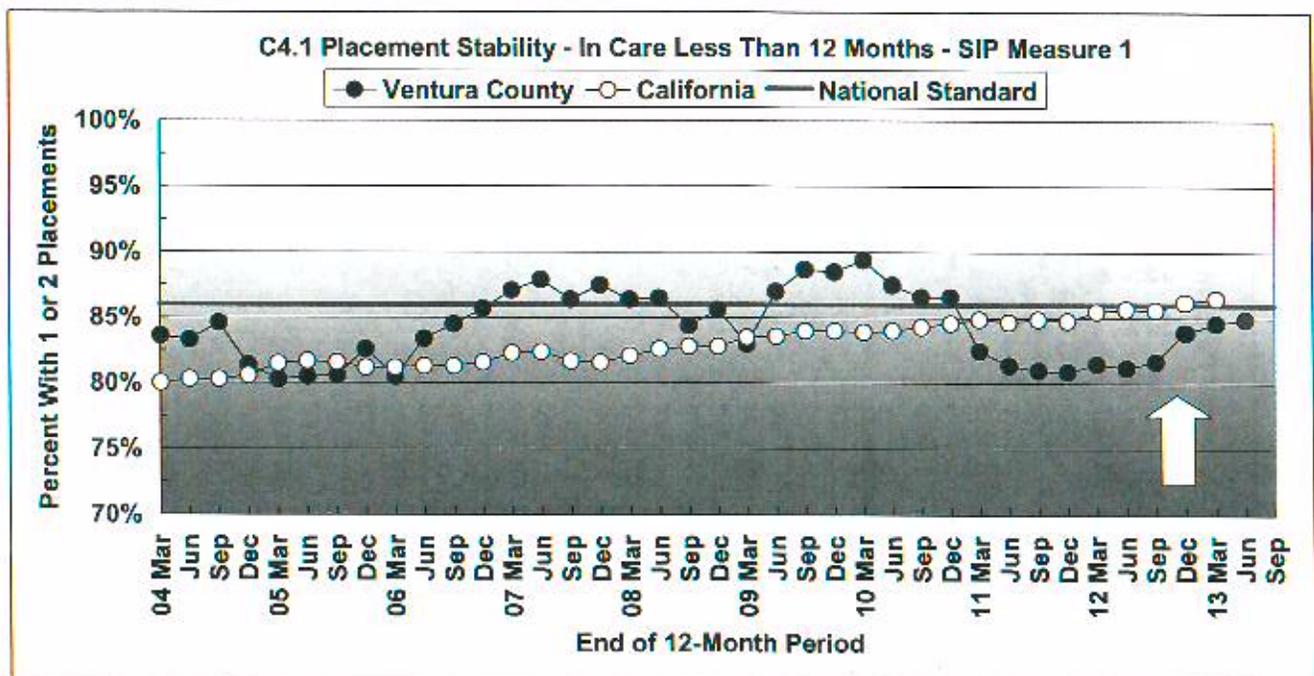
The primary data reported in this Update are from the Center for Social Services Research (CSSR), University of California, Berkeley and are based on records contained in the California Child Welfare Services/ Case Management System (CWS/ CMS) through July 2013 (2013 Quarter 1 Extract). The Update also includes additional data through March 2013 that are provided in SafeMeasures reports by the National Council on Crime and Delinquency Children's Research Center. When available, SafeMeasures data is depicted by red-filled circles within the data series. Results are reported for successive, rolling 12-month periods or for designated points-in-time. Finally, analysis focuses on results since July 2012 (2012 Quarter 1 Extract) the last CSSR update reported in Ventura County's System Improvement Plan.

Child Welfare Results

I. Priority Outcome Measure 1 – Placement stability for children in foster care for 8 days or more, but less than 12 months (Measure C4.1).

The SIP target for **Measure C4.1** is to increase the percentage of children with two or fewer placements in foster care for 8 days or more, but less than 12 months. This measure contributes to the fourth permanency composite.

Recent Performance. Performance levels for **Measure C4.1** have remained below statewide performance since March 31, 2011. Recent results reported in SafeMeasures show that 84.9% of all children in foster care, who were in care for at least eight days but less than 12 months, had two or fewer placements during the twelve-month period between July 1, 2012 and June 30, 2013. Ventura County's current performance falls below the National Standard for this measure (86.0%) and remains below statewide performance (86.5%).

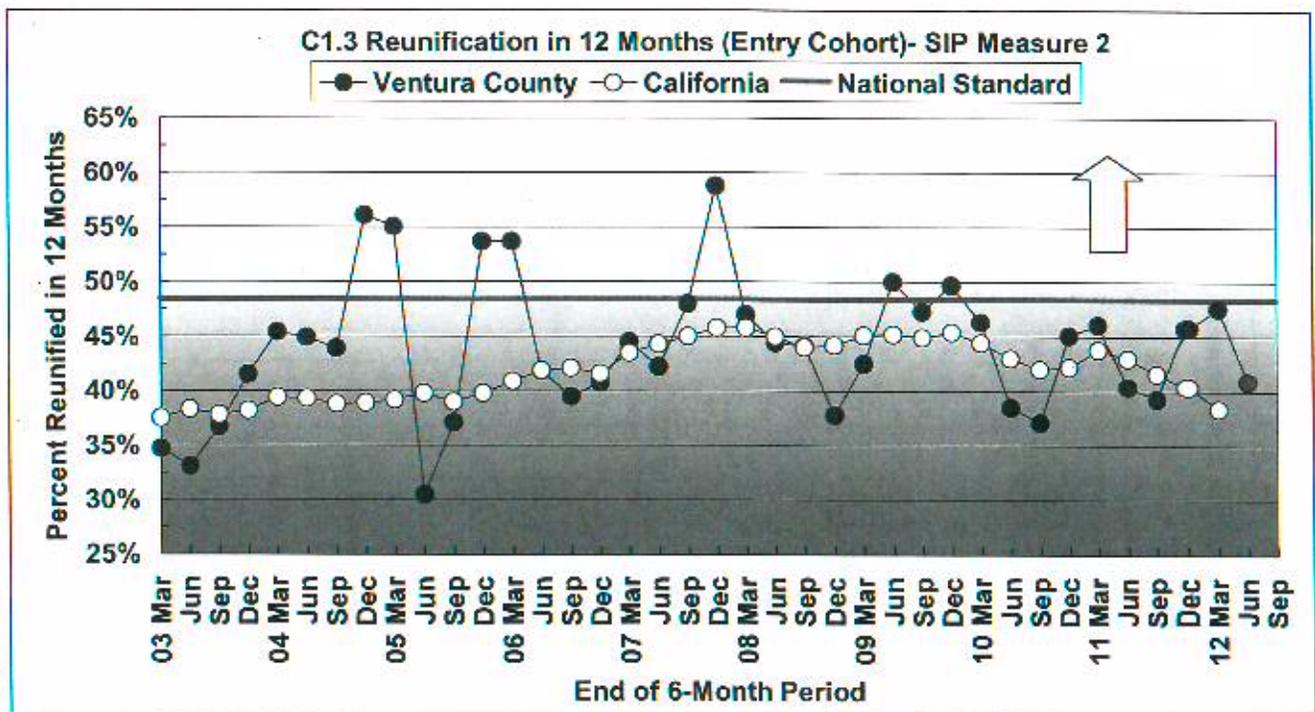


Target Performance. The County of Ventura will improve performance on this measure to a minimum of 86.0%, increasing the percentage of children with two or fewer placements. Strategies selected to improve this measure will positively impact other measures such as median time to reunification, no recurrence of maltreatment, placement in least restrictive setting, and placement stability.

II. Priority Outcome Measure 2 – Reunification in 12 months (Measure C1.3).

The SIP target for **Measure C1.3** is to increase the percent of children who reunify within 12 months of removal. This measure contributes to the first permanency composite and assesses the timeliness of reunification.

Recent Performance. Although performance levels for **Measure C1.3** have been in alignment with statewide results, recent performance levels have remained below the National Standard since March 31, 2010. Results reported in SafeMeasures during the 6-month period between January 1, 2012 and June 30, 2012 show that 40.9% of children reunified within 12 months of removal. Ventura County's current performance falls below the National Standard for this measure (48.4%) and slightly above recent statewide performance (38.4%).



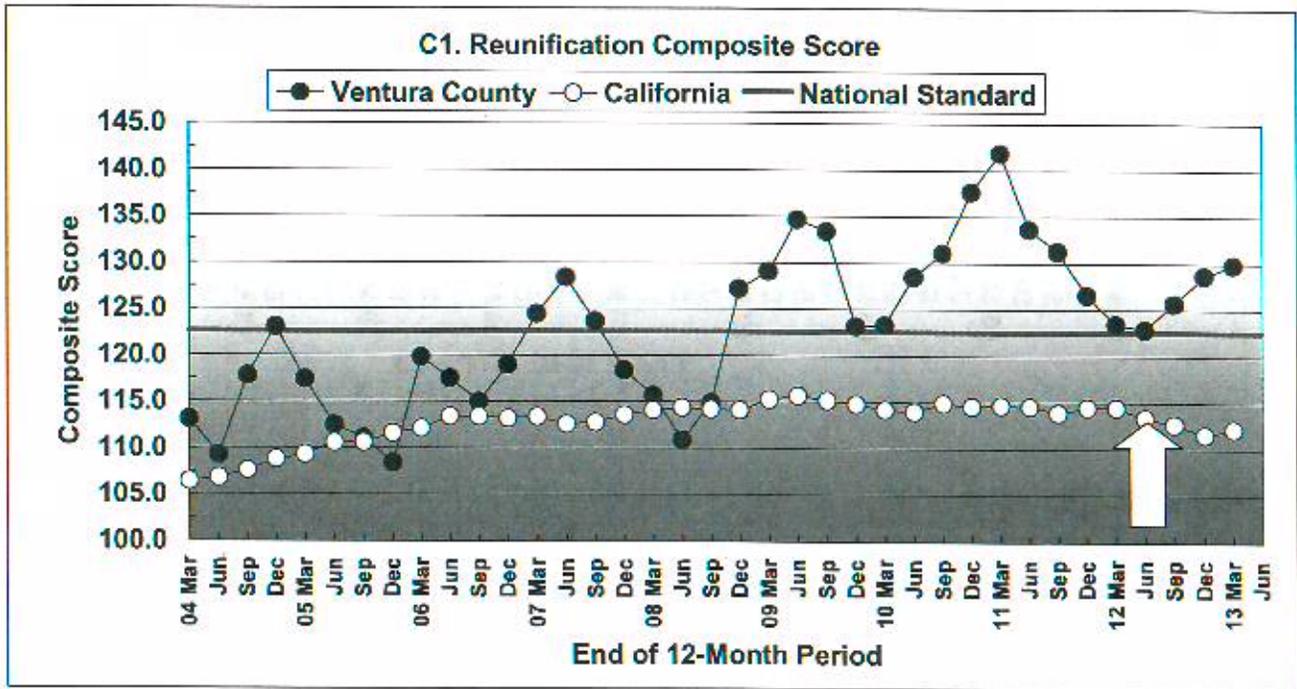
Target Performance. The County of Ventura will improve performance on this measure to a minimum of 49%, increasing the percentage of children who reunify within 12 months. Strategies selected to improve this measure will positively impact other measures such as median time to reunification, decreased recurrence of maltreatment, and placement stability.

III. Systemic Factor 3 – Identify, utilize and create technology options that support staff and business process to manage increased caseload and workload growth.

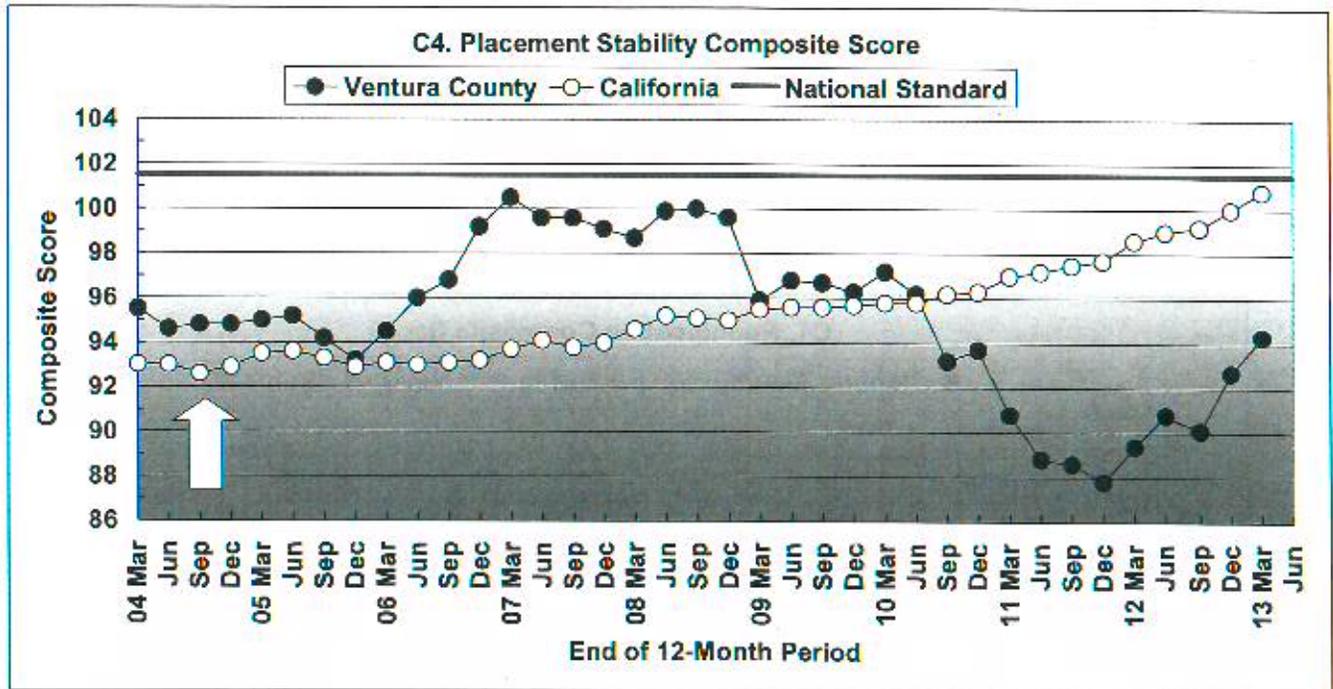
As identified in the SIP, Ventura County has experienced caseload growth that has adversely impacted the county's ability to sustain progress and achieve goals for outcome performance. Incorporating technology solutions into current business

processes will ultimately have a positive impact on multiple outcomes measure including reunification, placement stability and time to investigation.

Recent Performance. Recent performance for the first permanency composite (129.9) is above both statewide performance (112.2) and the National Standard (122.6). Strategies supporting the systemic factor selected will increase reunification within twelve months and decrease the median time to reunification.



Recent performance for the fourth permanency composite (94.3) falls below both statewide performance (100.8) and the National Standard (101.5). Strategies supporting the systemic factor selected will increase placement stability for all children in foster care.

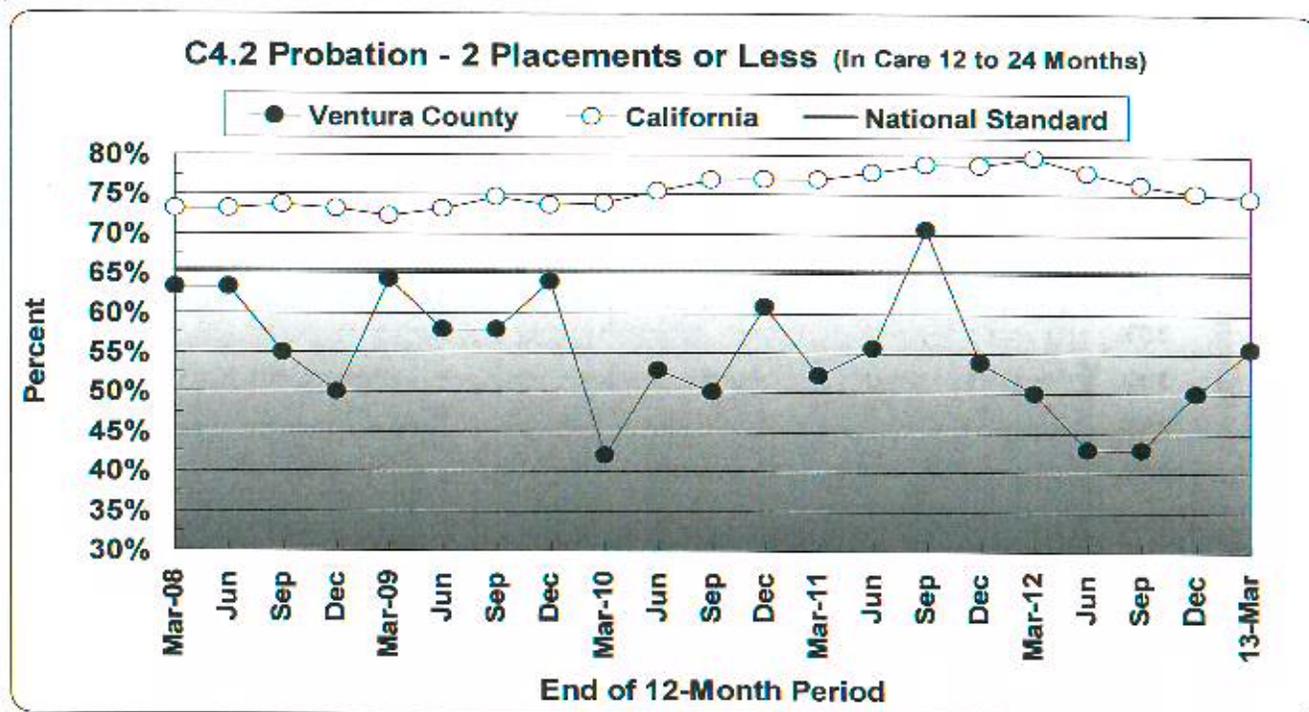


Probation Results

IV. Priority Outcome Measure 4 – Placement stability for children in foster care for at least 12 months, but less than 24 months (Measure C4.2).

The SIP target for **Measure C4.2** is to increase the percent of children with two or fewer placements in foster care for at least 12 months, but less than 24 months.

Recent Performance: Performance levels for **Measure C4.2** have remained below statewide performance since March 2008. Although there appears to have been some improvement over the last couple of report periods, the denominators for Probation youth are small, which will cause a greater fluctuation in the data. Current performance falls below the National Standard for this measure (65.4%) and remains below statewide performance (74.7%).

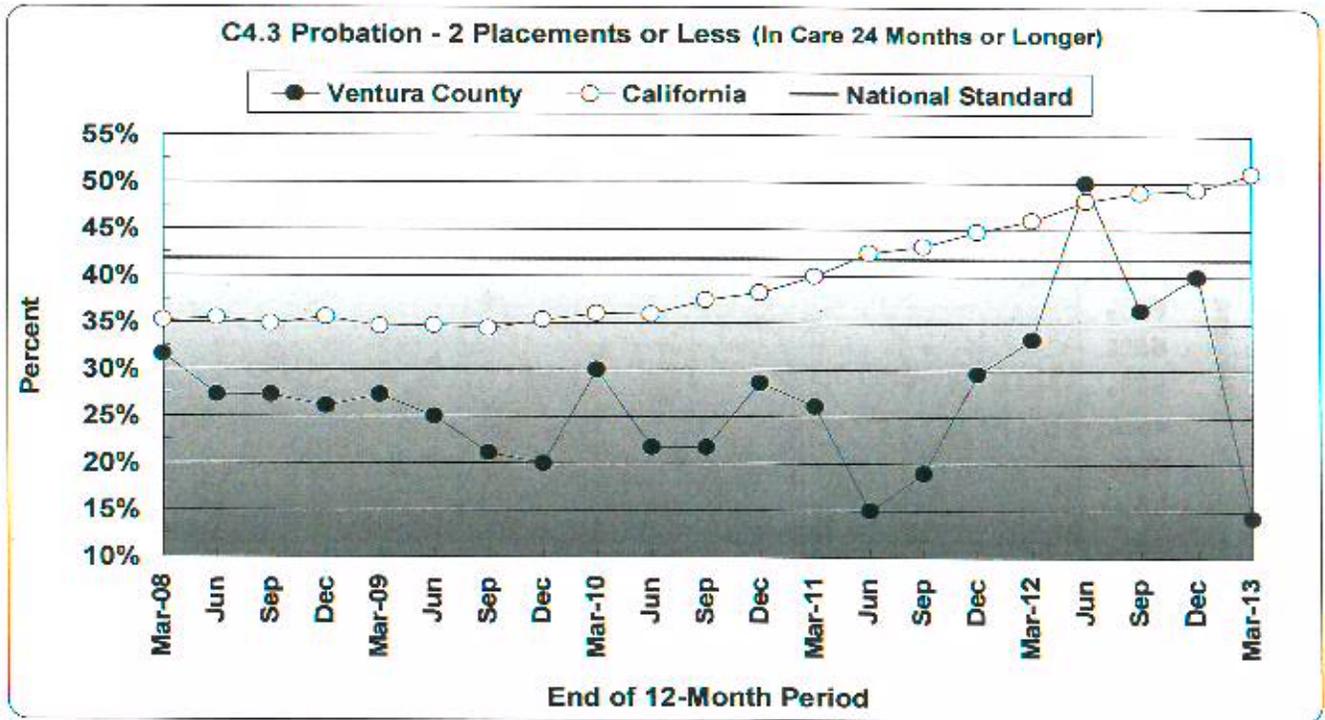


Target Performance: The Ventura County Probation Agency (VCPA) will improve performance on this measure from 43% to 60%, resulting in two to three more youth with stable placements.

V. Priority Outcome Measure 5 – Placement stability for children in foster care for 24 months or longer (Measure C4.3).

The SIP target for **Measure C4.3** is to increase the percent of children with two or fewer placements in foster care for 24 months or longer.

Recent Performance: Performance levels for **Measure C4.3** have remained below statewide performance since March 2008, except in June 2012 when performance exceeded both the National Standard and the State level. Although performance declined thereafter over the last couple of report periods, the denominators for Probation youth are small, which will cause a greater fluctuation in the data. Current performance falls below the National Standard for this measure (41.8%) and remains below statewide performance (51%).



Target Performance: The Ventura County Probation Agency (VCPA) will improve performance on this measure from 19% to 33%, resulting in two to three more youth with stable placements.

C. Strategy and Action Step Status

This section includes updates on the status of all strategies and action steps scheduled to start and/or be completed during the first year of the SIP. In addition, explanation of any revisions, barriers, and modifications to a strategy or action step have been summarized along with promising practices encountered during the system improvement process.

Child Welfare

Priority Outcome Measure 1: Increase the percent of children with two or fewer placements in foster care for 8 days or more, but less than 12 months. (Measure C4.1).

Strategy 1: Increase placement options for foster children (increase the number of foster family and relative homes).

Action Steps Achieved:

A1 Streamline the licensing process by reducing hours for licensure. Required hours for licensure have been reduced and additional training hours are provided in-home specific to the placement.

A3 Develop online Informational Session video.

Action Steps In Progress:

A2 Conduct targeted training and recruitment for each placement to support Best Match guidelines.

Summary

As of July 2012 through June 2013, 62 new families have committed to open their homes to foster children in Ventura County, bringing the current number of foster homes to 279 County-wide. On average, approximately 40 children are removed from their homes monthly due to child abuse/neglect. While the majority of these children are placed with their relatives, the remaining children require a foster home. Foster home availability impacts the ability to match children with the foster home that best meets their needs. Foster home capacity is further limited when considering child characteristics such as: special needs, language preferences, city of origin, siblings, and other placement considerations that ensure the best placement for the child.

In support of foster parent recruitment to increase placement options for foster children, several business process changes have been implemented. In order to streamline the foster parent licensing process, the required hours for licensure have been reduced and additional training hours are now provided in-home specific to the placement. This business process change expedites the steps to become a licensed foster parent and ensures that the training received matches the needs of the placement. In addition, prospective foster parents can access videos and foster parenting materials online. The new online Informational Session serves as an alternative to the in-person Informational Meetings that are offered each month. Therefore, prospective foster parents have the flexibility to engage via an in-person meeting or a convenient online format. Approximately 15 prospective foster parents access the online Informational Session each month. Prospective foster parents begin with viewing a presentation regarding foster parenting and adoption, followed by a survey to confirm that the entire presentation was viewed. The contact information provided in the survey allows staff to follow-up with prospective foster parents within two working days. After the Informational Session has been completed, prospective foster parents then attend a Foster Parent Orientation Session.

Currently targeted training to support Best Match guidelines is under development. The completion date for this activity has been extended to March 2014 to ensure successful implementation of several targeted activities. Training and recruitment targeting

prospective foster parents will be accomplished through a variety of activities including the launch of a new Ambassador Program. The Ambassador Program will be implemented in January 2014 to recruit, train, and arrange speaking engagements for foster parent "Ambassadors" to widely recruit foster homes across the county for specific populations such as siblings, teens, special needs, and Intensive Treatment Foster Care (ITFC). In order to further support recruitment activities, the Teen Recruitment Subcommittee, a partnership between Children and Family Services, Foster Family Agencies and the Recruitment Partnership Committee, will be recruiting for committee members in January 2014. Among other recruitment activities, the subcommittee will be developing a targeted youth recruitment campaign with area churches and communities.

Next steps include a redesign to the completion of home assessments for foster homes. The Foster Care Retention Social Worker will work with foster homes to identify "Best Stability" placement matches to ensure that children are matched with a foster home that best meets their needs. During the home assessment process, training and support needs of new foster families will be identified and addressed.

Action Steps Achieved:

B1 Formalize the structure for Relative Approval training and identify additional training topics as needed.

B2 Align staffing with the Relative Approval workload.

Action Steps In Progress:

B4 Maintain the Kinship Support Services Program (KSSP)

Summary

Relative approval training plans have been developed and finalized. At this time, additional training topics are not needed, but topics may be identified as new training opportunities develop and as new training is made available statewide. In addition to formalizing the Relative Approval training, efforts to align staff with workload are underway. Since the submission of the SIP, two additional Child Welfare Social Workers and one Case Aide have been assigned to the Relative Approval unit as dedicated staff. With the addition of new staff, the limit on regional relative approval requests will be lifted beginning in January 2014. Although Relative Approval requests will still require prioritization, the number of requests will no longer be limited. Furthermore, the additional staffing resources will increase capacity to complete relative home reviews annually versus once every two years.

To support relative placements, Kinship Support Services Program (KSSP) services have been continued despite the realignment of program funding. The KSSP provides

community based family support services to kinship caregivers and the dependent children placed in their homes by the juvenile court and to those who are at risk of dependency or delinquency. The program also provides post-permanency services to relative caregivers who have become the legal guardian or adoptive parent of formerly dependent children. In addition to support and post-permanency services, the KSSP Housing Fund assists kinship families to obtain/maintain stable living arrangements and to prevent involvement of the Juvenile Court. During FY 12-13 the KSSP Housing Fund provided emergency housing services to 39 children (18 families) in the amount of \$23,370 for the year. Families served through the program received assistance with moving related expenses, utility costs and basic household/furniture essentials.

Next steps to develop Relative Approval placement efforts include cross-training of Relative Approval and Licensing staff. Beginning in March 2014, Relative Approval social workers will be fully trained and prepared to attend the licensing academy as class offerings permit. During this time a training plan will be developed for both Licensing and Relative Approval staff.

Action Steps In Progress:

C1 Combine Prevention & Early Intervention (PEI) programs with KSSP, explore strength-based training.

Summary

The activity to combine Prevention & Early Intervention (PEI) programs with KSSP will provide support and training for foster parents and relative caregivers using the strength-based protective factors approach. Although PEI funding has been discontinued, Kids and Families Together is in the process of drafting a scope of work and a budget that will combine aspects of the PEI program with the KSSP contract. Specifically, the 14 mentors and community coalitions identified through the PEI program will be included. As noted above, the KSSP Housing Fund has provided emergency housing services and supports to families in need.

Next steps include work with First 5 to prioritize access for Children and Family Services families for Triple P Parenting and Peer Educators and Trainers.

Action Steps In Progress:

D1 Develop Intensive Treatment Foster Care (ITFC) and integrate into the recruitment continuum.

Summary

In order to provide support and training for specialized populations of foster parents, both Aspiranet and Casa Pacifica have been identified as service providers that will identify and train ITFC foster parents. The ITFS recruitment plan is currently under development in partnership with Children and Family Services, Aspiranet, and Casa Pacifica. The ITFC program provides specialized training to families as a stable alternative to institutional care for children who need a home-based treatment program. Currently, three families have been trained and one child receiving ITFC resides with a family in an active placement.

Next steps include ITFC integration into the foster home recruitment continuum. As mentioned previously, specialized recruitment efforts will begin in early 2014 to identify ITFC foster homes. As part of this effort, ITFC information has been integrated into foster parent training, orientation sessions, and foster parent newsletters. Additionally, the ITFC policy has been drafted to include business process, initial staffing structure and oversight activities.

Strategy 3: Increase services and supports for foster youth.

Action Steps Achieved:

C1 Identify specific supports/needs for this population and develop workplan to address service delivery.

Action Steps In Progress:

C2 Assess framework for youth development skills using protective factors model.

Summary

Beginning in November, staff will be trained in the Five Protective Factors Model. Following training, a matrix will be developed to link the Five Protective Factors with the Independent Living Domains. The assessment of services and supports targeted to non-minor dependents will continue throughout next year.

Priority Outcome Measure 2: Increase the percent of children who reunify within 12 months of removal (Measure C1.3).

Strategy 1: Parental engagement that is upfront, consistent and continuous will contribute to timely reunification.

Action Steps In Progress:

B1 Explore opportunity for Behavioral Health (BH) to conduct therapeutic visits.

B2 Explore the option for substitute care providers to provide supervised visitation and transportation.

B3 Design program to develop visitation centers in collaboration with BH to include therapeutic services. Develop plans to address opportunities for improvement (Kempe Center Model for therapeutic visitation).

Summary

Maintaining family connections is an important factor contributing to timely and successful reunification. Efforts to support timely reunification include parent-child visitation in a neutral environment with a therapeutic focus. Currently, a workplan is under development to identify resources and therapeutic care services. Staff have conducted site visits to identify potential models for a local visitation center that would provide a therapeutic environment for parents and their children. Possible visitation center site options have been explored, and a house setting has been identified as the ideal location. In order to provide a variety of scheduling options, the center would provide extended visitation hours including evenings and weekend visits. The action step to develop plans to address opportunities for improvement related to the Kempe Center Model for therapeutic visitation has been moved to Strategy 1 to be in alignment with the development of a visitation center.

In order to expand visitation opportunities, substitute care providers expectations will include supervised visitation and transportation to maintain visits with parents. In addition to staff training, the foster parent manual and foster parent training will need to be revised to clarify visitation expectations. To ensure that training has been delivered to staff and prospective foster parents, the completion date for this activity has been extended to December 2014.

Strategy 2: Identify Behavioral Health (BH) engagement points for youth and family services.

Action Steps Achieved:

A1 Conduct a Children and Family Services Department Value Stream Analysis to identify available services through Behavioral Health.

Action Steps In Progress:

A2 Develop integrated workgroups and implementation structure for the rollout of Katie A. and the Core Practice Model.

A3 Develop and implement workplans to address opportunities for improvement.

The December 2011 Katie A. court settlement provides intensive home- and community-based mental health services for children in foster care or at risk of removal from their families. As a result, Intensive Care Coordination (ICC) and Intensive Home-Based Services (IHBS) will be made available to certain children meeting specific criteria. Prior to developing an implementation structure for the administration of Katie A., a Value Stream Analysis was conducted to provide a high-level overview of engagement points between Children and Family Services and Behavioral Health. Through this process, engagement points and available services through Behavioral Health were documented and unmet needs were identified.

Building on the information gathered during the Value Stream Analysis, next steps included the creation of workgroups and committees to address the various aspects of implementation. All workgroups and committees include staff representation from both Children and Family Services and Behavioral Health. The Data Committee, Program Committee and the Fiscal/Contract Committee were the first created to organize key areas of Katie A. implementation. As a result from these key committees, additional workgroups were created including the Sharing of Information, Early Implementation, Coordinated Care ICC/IHBS and Parent Support Services Workgroups. To support the Katie A. infrastructure, all Committees and Workgroups have developed workplans to outline specific activities that will enable successful implementation of Katie A.. In addition to process tools and support structure, the workplans also include training activities and communication strategies.

In addition to workgroup and committee activities, the Steering Committee is currently in the process of identifying resource needs to support implementation. Data gathered to project the minimum service level required to comply with the settlement agreement and the ideal array of services needed will also be used to generate budgeting information and to complete the State Report due in October 2013.

Systemic Factor 3: Identify, utilize and create technology options that support staff and business process to manage increased caseload and workload growth.

Strategy 1: Identify technology options that streamline business process and increase access to resources.

Action Steps Achieved:

A1 Issue tablets to case carrying staff, provide training and develop utilization policy.

Action Steps In Progress:

A2 Review usage and identify areas for improvement.

Summary

The number of maltreated children has continued to decline nationwide and the rate of substantiated child abuse/ neglect for California has declined from 2002 (12.2 cases per 1,000 children) to 2012 (9.2 cases per 1,000 children). In contrast, Ventura County has experienced an increase in substantiated child abuse/neglect from 2009 (3.7 cases per 1,000 children) to 2012 (6.9 cases per 1,000 children). In response to increased caseload and workload growth, Ventura County has committed to identifying and utilizing technology options that enhance productivity and provide access to desktop systems in the field. In order to streamline business process and increase access to resources, the Mobility Project was developed to deploy iPads to field-based workers. All field-based workers received hands-on training regarding iPad functionality and standard applications. Using the iPad, staff have the ability to access their workstation remotely including internal websites and non-web-based applications such as CWS/CMS.

Due to the Mobility Project, field-based staff save a minimum of half an hours a day on transcription and travel, resulting in at least 10 FTEs annually. In addition to time savings, other benefits include: (a) access to key data in case management systems in real time to make informed decisions; (b) ability to provide referrals to needy families in real time; and (c) retrieve critical documents such as warrants that facilitate access to schools for interviews. Additional outcomes to evaluate performance regarding timely data entry and case management are currently under review. Next steps include identifying areas for improvement and delivering targeted training by program area to staff.

Action Steps In Progress:

C1 Develop Foster Parent Recruitment and Retention (FPRR) database.

C2 Implement electronic cross-reporting from law enforcement.

C3 Develop centralized assignment process via process improvement event.

Summary

To support foster home recruitment and retention, a Foster Parent Recruitment and Retention (FPRR) database has been designed to streamline business process and increase accessibility to foster home data. The database development has been ongoing and has reached the User Acceptance Testing phase with comprehensive testing scheduled for October 2013. Beginning next month, Licensing, Placement and Recruitment staff will be able to test and access the new database to ensure that all business requirements have been met and that the database is functioning as designed.

In addition to innovative technology solutions, continuous process improvement activity has proved to be a valuable promising practice for Ventura County. In 2008, the County of Ventura adopted the Lean Six Sigma continuous process improvement model. Over the past four years, the Human Services Agency has conducted 33 Lean Six Sigma rapid process improvement events targeted at streamlining business process and maximizing County resources. The total annual value of these 33 improvement events, including hard and soft savings, exceeds \$1.7 million.

Therefore, Children and Family Services will be utilizing the Lean Six Sigma business methodology to conduct a Centralized Assignment Kaizen in October 2013 to streamline business process. Currently, Regional Office Supervisors review Hotline decisions and research all referrals resulting in the duplication of work effort and increased workload. Additionally, the current referral assignment process is not centralized and allows for variation in assignment across regions. A centralized assignment process will promote standardization, improve efficiencies and reduce potential errors in the decision-making process. As a result, the revised process will decrease the number of hand-offs between staff, decrease the time to investigation and decrease variation in the completion of the SDM Hotline Tool.

Probation

Priority Outcome Measure 4 – Placement stability for children in foster care for at least 12 months, but less than 24 months (Measure C4.2).

Priority Outcome Measure 5 – Placement stability for children in foster care for 24 months or longer (Measure C4.3).

Strategy 1: Enhance family engagement by improving communication between the assigned Probation officer and the birth parent(s). The Court and Probation's expectations should be discussed with families from the beginning.

Action Steps

- A. Engage group home providers, Probation Officers, parents and/or relatives within 45 days of placement to discuss expectations and goals in efforts to achieve successful placement and subsequent reunification. Revisions can then be made for those case plans that were initiated prior to the 45 days. Status: Completed and ongoing. Assigned POs are engaging group home providers, and parents/relatives when possible, within 45 days of placement to discuss expectations and goals. Monitored and evaluated by SrDPO.
- B. Develop and implement a revised staff work schedule that permits Probation Officers to be available a few weekend and evening hours to increase meetings with youth and families that cannot meet during regular business hours (weekdays 8 a.m. – 5:00 p.m.). Status: Completed. Placement probation officers maintain flexibility in

their work schedules, particularly to meet with families when the need arises. Monitored and evaluated by SrDPO.

- C. Identify family needs based on meetings PO has with family. Seek resources to address those needs using the protective factors framework and funding for families in need of services: e.g. transportation, housing, parenting classes, childcare. Once identified, resources will be accessed by PO to see if appropriate for family. Status: Completed and ongoing. Assigned POs are aware of resources and funding available for families in need of assistance of listed services. Monitored and evaluated by SrDPO.

Strategy 2: Enhance family engagement by involving birth families in the planning and decision-making process during the course of the client's placement.

Action Steps

- A. Implement team meetings involving the family during the intake process to review placement needs and goals, and reunification needs and goals. The assigned Probation Officer will facilitate the meeting. Team meetings should include parents, relatives, group home providers, the assigned JF probation officer and the assigned placement probation officer. Status: Pending. SrDPO and assigned POs to develop and implement family team meetings. To be monitored and evaluated by SrDPO.
- B. Identify relatives and/or individuals that will offer support to the youth and their parents/guardians during the placement process, and after the youth is reunified with his/her family by using "family finding" through Casa Pacifica (Kindle). Also, assess relatives for potential placement possibility in lieu of youth being placed in a group home setting. Status: Completed and ongoing. Assigned POs are expending more effort in identifying and engaging birth parents/guardian support during reunification process. Monitored and evaluated by SrDPO.
- C. Implement an increase in the frequency of client visits to exceed the current mandate leading up to reunification to help maintain a stable placement and to facilitate the reunification transition. Status: Completed and ongoing. Due to small caseloads, assigned POs are able to increase frequency of visits when possible, particularly to facilitate reunification. Monitored and evaluated by SrDPO.

Strategy 3: Reunification by identifying parent support groups that are available to support families who have children involved in the delinquency court system.

Action Steps

- A. Attend meetings such as the Children's Services Oversight Committee (CSOC) and the Interagency Placement Expansion Review Committee (IPERC) to receive input in identifying services that promote timely reunification, best practices, gaps in services that support placement stability and reunification, and to evaluate the roles and expectations of group home providers that promote family participation. The

information gathered will be provided to the assigned Probation Officers. Status: Completed and ongoing. CSOC attended by DM, and IPERC attended by SDPO and remaining placement personnel. Monitored by DM and SDPO.

- B. Attend meetings such as the statewide Probation Advisory Committee to receive assistance in identifying successful reunification services and best practices regarding placement stability from other probation departments. The information will be provided to the assigned Probation Officers. Status: Completed and ongoing. Probation Advisory Committee meetings are attended when they are held every six weeks in Sacramento by a placement unit staff person. This committee is an excellent networking opportunity that discusses various federal, state and local foster care issues. Monitored and evaluated by SDPO and SrDPO.
- C. Meet with community partners and group home providers to identify supportive services available to biological families. Status: Completed and ongoing. All placement staff, including the Division Manager, attend meetings with community partners and group home providers on a monthly basis to discuss placement issues, including supportive services available to families. Some of these meetings involve the Wraparound Review Committee (WRC) and the Placement Agencies Collaborative (PAC) just to name a few. Monitored by DM and SDPO.

Strategy 4: Enhance service delivery by referring families to community resources that offer support, and contribute to positive placement stability and reunification outcomes including: in-home services, mental health or counseling services, substance abuse services, parenting support, child care, housing, financial assistance and transportation.

Action Steps

- A. Obtain resource guides utilized by community partners that include services for foster youth to share with placement youth and their families. Identify effective community-based interventions and programs that emphasize family interactions. Status: Ongoing and pending. Placement officers obtain resource guides utilized by community partners on an ongoing basis to identify effective community-based interventions and programs. Resource guides for youth and their families to be continually updated.
- B. Refer families to in-home services such as Therapeutic Behavioral Services (TBS), Intensive Family Services (IFS), and Wraparound for youth who are at-risk for removal from the home, for youth currently in foster care and their families, and for youth who are transitioning home for reunification. Status: Completed and ongoing. Probation placement staff follow-up and monitor all referrals of families to in-home and community services to ensure quality assistance is provided, such as when Wraparound services are provided to a family in the home. These services are typically provided to a family to avoid having a child removed from the home to be suitably placed, or after a child is reunified with his/her family and are in need of aftercare services. Monitored and evaluated by SrDPO.

- C. Update and implement a resource guide for linkages and referrals to services to include information regarding housing, employment, health care, transportation, education, support groups and counseling. The assigned probation officer is to provide this guide to families that reunify and to youth with plans to emancipate. He/she will also educate parents and youth to utilize guide(s) and seek services independently as needed. Status: Pending. Development of resource guide is pending, however, Probation placement staff works extensively with reunified families to ensure they are receiving the services they need. Additionally, placement staff works collaboratively with their partner, the Human Services Agency, in providing AB12 services and Independent Living skills to age-appropriate youth who do not reunify with their families. Monitored and evaluated by SrDPO and assigned POs.

Strategy 5: Improve assessments and case plans to increase placement stability and reunification outcomes.

Action Steps

- A. Revise and implement current intake process that occurs while the youth is in custody and before he/she is placed or returned to an out-of-home placement. Intake process to include birth parents (if available) and assigned probation officers. Status: Revision of intake process complete, engagement of assigned POs ongoing. Monitored and evaluated by SDPO and SrDPO.
- B. Identify community resources that assist foster youth with challenges that impede placement stability and reunification efforts (substance abuse counseling, anger mgmt., mental health therapy, parenting classes, domestic violence therapy, etc.). A list will then be created, including but not limited to community organizations and websites, to be used by the Probation Officers as needed for each individual case. Status: Completed and ongoing. Community resources identified and list established. Updates to be continuous. Monitored and evaluated by SDPO and SrDPO.
- C. Placement Officers to attend specialized training for probation officers working with foster youth, including Placement Officer CORE, case planning and family engagement. In addition, to attend training offered by UC Davis Extension and in-house training provided by Probation and Human Services Agencies. Status: Ongoing. Placement staff has and will be attending majority of training offered by U.C, Davis, such as placement officer CORE, Secrets of Case Planning, Skills and Practices for Permanency Training, and CWS/CMS Data Entry Training. Monitored and evaluated by DM and SDPO.

Strategy 6: Utilize the Agency's current juvenile risk assessment tool, Compass, to assist youth, families, and assigned Probation Officers to develop realistic case plans.

- A. Probation Officers to use questions in current risk assessment tool to obtain participation from the youth and families to create a case plan with realistic goals

and timeframes to help with placement stability and reunification efforts. Status: Completed and pending. Probation placement officers currently use Compas, a risk assessment and case plan-generating tool that was designed and validated for the Probation Agency's use. This tool is comprised of 176 questions and is first utilized at the time the probationer and his/her family first enters the juvenile justice system. Thereafter, the case plan and risk assessment status is updated by the assigned probation officer at least every six months. Additional questions are asked for probationers placed under a suitable placement order, as the tool complies with all Title IV E and Division 31 mandates. The Agency will soon be transitioning to use the Ohio Youth Assessment System tool, which will subsequently replace the current Compas tool. This tool will be integrated with Probation's current client system, which was not possible with the Compas tool. It is unknown at this time when this transition will occur. Monitored and evaluated by DM and SDPO.

- B. Develop questions that facilitate early concurrent planning. Identify immediate family members (parents, grandparents, aunts, uncles, great aunts/great uncles, siblings, non-relatives) and educate parents/caregivers about the foster care process. Status: Completed. As noted in the previous section, the Compas has a specific section that addresses probationers in suitable placement, including concurrent planning and identification of immediate family. Monitored and evaluated by SDPO, SrDPO and DPOs.

Strategy 7: Enhance communication with Juvenile Facilities (JF) probation and behavioral health staff to ensure services are delivered as identified in the youth's placement plans.

Action Steps

- A. Schedule meetings with JF probation and behavioral health staff to educate about pending placement youth's risk factors and needs. Other meetings regarding the youth may involve the placement supervisor and/or the senior probation officer, who will then forward the information to JF staff. Status: Completed and ongoing. Field/Institution staff meetings (e.g. JPOC, JF Critical Case Reviews) are currently being utilized to educate institution staff regarding placement youth on a monthly basis. Monitored and evaluated by SDPO and SrDPO.
- B. Assigned Probation Officers and JF staff to begin meeting on a bi-monthly basis to review youth's progress while in custody, case plan objectives, child/family's needs, and potential release. The process should also include parents and they should be involved in at least one meeting per month if available. Status: Completed and ongoing. Placement unit officers meet regularly with JF staff to discuss youth's progress in custody and involve parents when possible. Monitored and evaluated by SrDPO.

Probation Summary

Probation focused on placement stability in the 2012-2017 SIP because the decreasing performance trend for youth in care 12 months or longer reflected the need to focus on

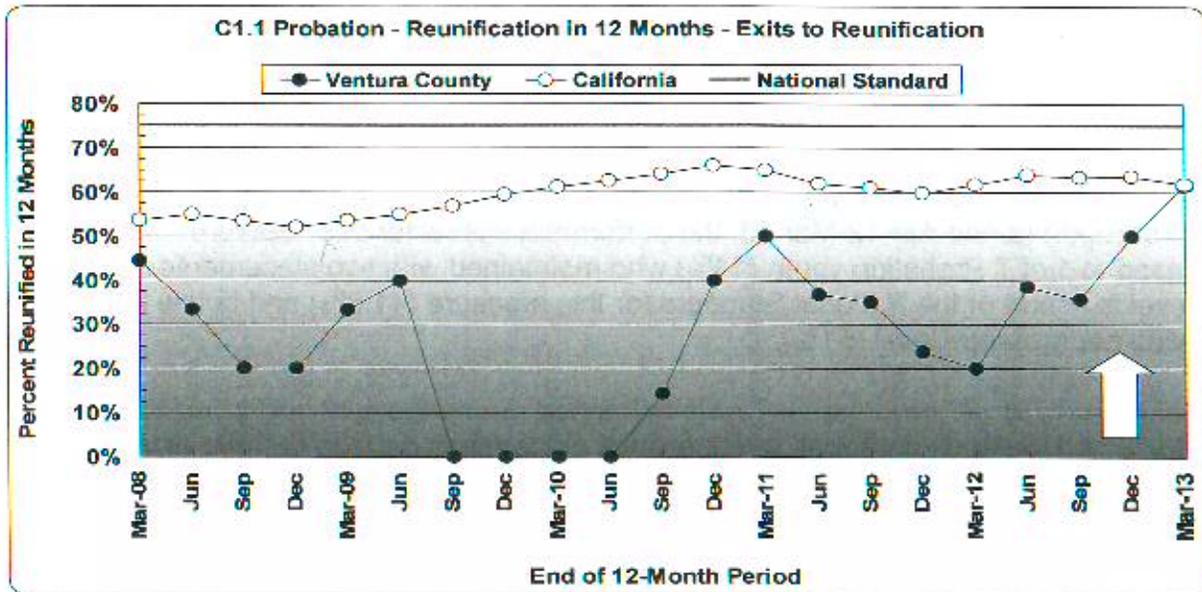
current practices for serving youth who have been in care for extended periods. Although there have been some improvements made in increasing stability and reducing AWOLs, outcome measures reflecting placement stability during long-term placements still fell below the National Standard and the statewide performance levels for probation-supervised youth.

Data for Measure C4.2 (12 to 24 months in care) from the CWS/CMS 2013 Quarter 1 Extract indicated for report period Oct 11-Sep 12 that 3 of 7 Probation youth (43%) maintained with two placements or less. For report period Apr 12-Mar 13, the performance level for this measure increased to 5 of 9 Probation youth (55.6%) who maintained with two placements or less, almost reaching Probation's target performance of 60%. This level fell short of the National Standard for this measure (65.4%) and below the statewide performance level (74.7%). Data for Measure C4.3 (at least 24 months in care) from the CWS/CMS 2013 Quarter 1 Extract indicated for report period Oct 11-Sep 12 that 4 of 11 Probation youth (36%) maintained with two placements or less. For report period Apr 12-Mar 13, the performance level for this measure decreased to 1 of 7 Probation youth (14%) who maintained with two placements or less. This level fell short of the National Standard for this measure (41.8%) and below the statewide performance level (51%).

The decrease in these performance levels happened during the continuing decline in both the total population of probation-supervised placements and the number of youth who have maintained with two placements or less while in care 12 months or more. In the latter regard, 14 youth were in two placements or less while in care 12 to 24 months during the Jan-Dec 10 period compared to 5 during the most recent Apr 12-Mar 13 period. Additionally, 8 youth were in two placements or less while in care at least 24 months during the Jan-Dec 10 period compared to 1 during the most recent Apr 12-Mar 13 period. These small numbers make questionable comparisons with the County's previous performance levels and with concurrent statewide levels.

For the past couple of years, Probation's placement unit has continued to work on reducing the number of probationers who are Court-ordered into suitable placement, specifically group homes. Historically, probationers' placement in group homes was used as an alternative sanction when other community and institutional programs failed to adjust delinquent behavior. Consequently, the numbers of probationers in group homes in county, out-of-county and out-of-state increased dramatically. VCPA decided to decrease these numbers by narrowing their focus towards probationers who were solely abused, abandoned, or neglected. This created an all time low of 9 probation-supervised youth in group homes in January 2012. In addition to decreasing the numbers, probationers were no longer being placed out-of-state, and more were being placed locally in Ventura County instead of out-of-county. Although this benefited the placement unit due to budgetary concerns and workforce reductions in placement staff, the change in focus adversely affected the trend in the outcome data. In March 2011, outcome data for VCPA showed probationers being unified with their families within the first 12 months of placement at 50%. In March 2012, this outcome data had declined to 20%. The reason – those probationers who were placed because they had been abused, abandoned and/or neglected were typically clients in most cases who did not have a home to return to or the home was inappropriate for their return, particularly

within the first 12 months of their placement. Although current data show there has been an increase in reunification during the first 12 months since March 2012, outcomes still fall below the National Standard and the statewide performance level (see chart below). An additional factor affecting overall outcomes has been the Agency's increase in its use of alternative detention, where community-based programs such as Wraparound and juvenile specialty court programs have been successful in keeping probationers from being removed from their homes.



A systemic factor that continues to affect outcome data significantly is the small number of probation staff operating the placement unit. Currently there is one supervisor, one senior officer and two placement officers within the placement unit. One placement officer has just over one year experience and the other was just recently assigned. Having such a small number of staff with little experience is a deficiency for foster youth and their families as it simply does not allow probation staff to explore resources, implement procedures, seek funding streams, develop programs, etc. Given the various State mandates and regulations, it is simply overwhelming for a small unit to carry out all the possible operations that Children and Family Services (CFS) offers. Any changes to the current makeup of the placement unit are not expected anytime soon due to AB109 and the realignment of probation services to adult parolees. Although it is an impediment, it is hoped that we will continue to improve our delivery of services with the collaborative relationship Probation has with CFS. It is also significant to note that despite the negative outcome trends and all the factors that cause them, VCPA has successfully achieved many of its action steps to date and is on track to complete those still pending.

- e. Child welfare adoption in 12 months (legally freed) (C2.5).
Although performance for this measure has remained stable through 2009, levels have decreased over the last six report periods. As a result, recent performance (51.2%) has fallen below the National Standard for this measure (53.7%) and the statewide average (64.6%).
- f. Child welfare in care three years or longer (emancipated or turned 18) (C3.3).
Decreasing the number youth in care three years or longer was recently targeted in the 2010-2013 SIP. Although performance levels have remained above the National Standard (37.5%) across previous years, significant improvement has been made over the past couple of years. As a result, recent performance (44.2%) has exceeded the statewide average (54.3%) and has stabilized just above the National Standard for the past seven report periods.
- g. Child welfare two placements or less (in care 12 to 24 months) (C4.2). Performance levels for children in care between 12 and 24 months has remained stable, however, below both the National Standard (65.4%) and the statewide average (67.6%). Recent performance shows that 61.6% of children in care between 12 and 24 had less than two placements. Although this measure is not specifically targeted in the current SIP, strategies and actions steps that will be completed in the 2012-2017 SIP will positively impact performance for this measure.
- h. Child welfare two placement or less (in care 24 months or longer) (C4.3).
Performance levels have remained at about the level of the statewide average for this measure through the period ending Sep 09 but have fallen below that level since then. Although recent performance (30.9%) indicates a positive trend, levels remain below the National Standard (41.8%) and the statewide average (37.2%). As noted above, strategies and actions steps that will be completed in the 2012-2017 SIP will positively impact performance for this measure.

Probation

- a. Reunification within 12 months for exit cohorts (C1.1). Following the submission of the 2012-17 SIP, performance levels for Probation-supervised youth decreased from 50.0% (Apr 10-Mar 11) to 20% (Apr 11-Mar 12) and then increased to 61% (Apr 12-Mar 13). Although the performance level showed an improvement over the last four report periods, it was still below the National Standard (75.2%) and slightly below the statewide performance level (61.9%) according to the data from the CWS/CMS 2013 Quarter 1 Extract.
- b. Placement stability for children in foster care for at least 8 days, but less than 12 months (C4.1). Performance levels for Measure C4.1 maintained at 100% for over three report periods ending in the Jul 10-Jun 11 period, which was above the National Standard and the statewide performance levels. Performance then decreased over two report periods to 88.2%, but then climbed over the next two report periods back to 100% in the Apr 11-Mar 12 report period. Performance levels have since slowly declined to 82.6% in report period Apr 12-Mar 13, which is below

the National Standard (86%) and the statewide performance level (93.7%) according to the data from the CWS/CMS 2013 Quarter 1 Extract. Although this measure is not specifically targeted in the current SIP, strategies and actions steps that will be completed in the 2012-2017 SIP will positively impact performance for this measure.

E. State and Federally Mandated Child Welfare/Probation Initiatives

As previously noted in Priority Outcome Measure 2, Strategy 2, Children and Family Services has been working collaboratively with Behavioral Health to implement Katie A.. As noted in the SIP Chart, integrated workgroups have been created to develop the infrastructure and business process to implement Katie A. and the Core Practice Model.

The only issue at hand for Probation in this section is the Katie A. settlement agreement. Currently, Ventura County Probation and other Probation Departments in California have not implemented Katie A. and the Core Practice Model because it has not been determined if probation placement wards are included in the subclass criteria. The California Department of Social Services is presently exploring the issue of whether a youth under the jurisdiction of the county pursuant only to Section 602 of the Welfare and Institutions Code (WIC) can be considered to be "in foster care" under the subclass definition. If a probation youth is also a dependent of the court under Section 300 of the WIC (i.e., dual jurisdiction), they meet Katie A. subclass criteria as being "in foster care" and are eligible to receive services. Ventura County Children & Family Services and Probation do not have dual jurisdictions.

If the determination is finally made that probation placement wards are included in the subclass criteria, Ventura County Probation is prepared to move forward with implementation. Probation staff have maintained contact with the Ventura County Behavioral Health Department in regards to Katie A. protocols, and Behavioral Health is prepared to assist Probation in the implementation process. A form has already been developed that includes probation youth if and when the determination is made that probation placement wards are included in the subclass criteria.

F. System Improvement Plan Chart

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Priority Outcome Measure 1: Increase the percent of children with two or fewer placements in foster care for 8 days or more, but less than 12 months (**Child Welfare Only – Measure C4.1**).

National Standard: 86.0%

Current Performance: According to the CSSR July 2012 Quarter 1 Extract, 80.3% of children in care less than 12 months had two or fewer placements. Performance has remained below the National Standard (86.0%) for the past five most recent report periods. Results reported in SafeMeasures show a consistent decline with 81.6% of children having two or fewer placements while in care during the 12 period between July 2011 and June 2012.

Target Improvement Goal: The County of Ventura will improve performance on this measure from 80.6% to a minimum of 86.0%, increasing the percentage of children with two or fewer placements and resulting in at least 30 or more youth with stable placements.

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<p>Strategy 1: Increase placement options for foster children (increase the number of foster family and relative homes).</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.1 Reunification within 12 months (exit cohort) C1.2 Median time to reunification (exit cohort) C1.3 Reunification within 12 months (entry cohort) C4.2 Placement stability (12 to 24 Months in Care) C4.3 Placement stability (At Least 24 Months in Care) 4B-1 and 4B-2 Placement in least restrictive setting</p>
<p>Action Steps:</p>	<p>Timeframe:</p>	<p>Person Responsible:</p>
<p>A. Complete Recruitment Workplan activities: A1 - Streamline the licensing process by reducing hours for licensure. A2 - Conduct targeted training and recruitment for each placement to support Best Match guidelines. A3 - Develop online Informational Session video. A4 - Analyze recruitment efforts by monitoring net gain in licensed foster homes. A5 - Identify promising practices and further areas for development. A6 - Monitor, evaluate, and modify recruitment activities. Continue to analyze gain in licensed foster homes.</p>	<p><u>Implementation</u></p> <p><u>Year 1:</u> A1 December 2012 A2 December 2012 A3 December 2012</p> <p><u>Year 3:</u> A4 December 2014</p> <p><u>Year 4:</u> A5 December 2015</p> <p><u>Year 5:</u> A6 December 2016</p>	<p><u>Completion</u></p> <p>March 2013 March 2014 December 2013</p> <p>December 2015</p> <p>December 2016</p> <p>November 2017</p> <p>Program Manager, Administration and Program Administrator</p>
<p>B. Develop Relative Approval placement efforts: B1 - Formalize the structure for Relative Approval training and identify additional training topics as needed. B2 - Align staffing with the Relative Approval workload. B3 - Cross-train the relative Approval and Licensing staff.</p>	<p><u>Implementation</u></p> <p><u>Year 1:</u> B4 November 2012</p> <p><u>Year 2:</u> B1 February 2013 B2 July 2013</p> <p><u>Year 3:</u> B3 March 2014</p>	<p><u>Completion</u></p> <p>November 2017</p> <p>February 2014 July 2014</p> <p>June 2014</p> <p>Program Manager and Program Administrator</p>

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<p>B4 - Maintain the Kinship Support Services Program (KSSP). B5 - Monitor, evaluate, and modify relative Approval activities.</p>	<p><u>Year 4/5:</u> B5 August 2014 November 2017</p>	
<p>C. Support and training for foster parents and relative caregivers using strength-based protective factors approach: C1 - Combine Prevention & Early Intervention (PEI) programs with KSSP, explore strength-based training. C2 - Explore alternative funding for childcare and emergency housing program for relatives C3 - Work with First 5 to prioritize access for CFS families (with children age 0 to 5) for Triple P Parenting and include Peer Educators and Trainers. C4 - Monitor, evaluate, and modify training activities.</p>	<p><u>Year 1:</u> C1 December 2012 December 2013 December 2015 December 2016 November 2017</p> <p><u>Year 2/3:</u> C2 December 2013 December 2015 December 2016</p> <p><u>Year 4:</u> C3 December 2015 December 2016</p> <p><u>Year 5:</u> C4 December 2016 November 2017</p>	<p>Program Manager and Program Administrator</p>
<p>D. Support and training for specialized populations of foster parents: D1 - Develop Intensive Treatment Foster Care (ITFC) and integrate into the recruitment continuum. D2 - Monitor, evaluate, and modify training activities.</p>	<p><u>Year 1:</u> D1 December 2012 December 2015 December 2016 November 2017</p> <p><u>Year 4/5:</u> D2 December 2015 November 2017</p>	<p>Program Manager, Administration and Program Administrator</p>
<p>E. Structured Decision Making (SDM) tools: E1 - Explore training opportunities to use the Family Strengths and Needs Assessment for placement considerations, used in conjunction with the child needs and services plan.</p>	<p><u>Year 2:</u> E1 December 2013 June 2014</p> <p><u>Completion</u> June 2014</p>	<p>Program Manager and Program Administrator</p>

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E2 - Monitor, evaluate, and modify training activities.	<u>Year 4/5:</u> E2 December 2016 November 2017	
Strategy 2: Reinstate Team Decision Making (TDM) for placement changes to promote placement stability.	<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): S1.1 No recurrence of maltreatment C1.1 Reunification within 12 months (exit cohort) C1.2 Median time to reunification (exit cohort) C1.3 Reunification within 12 months (entry cohort) C4.2 Placement stability (12 to 24 Months in Care) C4.3 Placement stability (At Least 24 Months in Care) 4B-1 and 4B-2 Placement in least restrictive setting
Action Steps: A. Identify staffing resources/ facilitators for Team Decision Making: A1 - Explore opportunity to provide facilitator positions to CFS MSW interns. A2 - Develop recruitment process and plan for MSW interns. A3 - Implement CFS facilitator training plan and recruitment. A4 - Monitor, evaluate, and modify activities.	Timeframe: <u>Year 2:</u> A1 December 2013 June 2014 <u>Year 3:</u> A2 June 2014 August 2014 A3 Sept 2014 December 2015 <u>Year 4/5:</u> A4 December 2015 November 2017	Person Responsible: Program Manager and Program Administrator

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<p>B. Provide standardized training for TDM facilitators:</p> <p>B1 - Incorporate family strengthening protective factors into TDM meetings.</p> <p>B2 - Coordinate training to maintain at least three regional TDM facilitators concurrently.</p> <p>B3 - Monitor, evaluate, and modify training activities.</p>	<p><u>Year 3:</u> B1</p>	<p><u>Implementation</u> Sept 2014</p>	<p><u>Completion</u> December 2015</p>	<p>Program Manager and Program Administrator</p>
	<p><u>Year 4:</u> B2</p>	<p>December 2015</p>	<p>June 2016</p>	
	<p><u>Year 4:</u> B3</p>	<p>June 2016</p>	<p>November 2017</p>	

<p>Strategy 3: Increase services and supports for foster youth.</p>	<input type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>C1.1 Reunification within 12 months (exit cohort)</p> <p>C1.2 Median time to reunification (exit cohort)</p> <p>C1.3 Reunification within 12 months (entry cohort)</p> <p>C4.2 Placement stability (12 to 24 Months in Care)</p> <p>C4.3 Placement stability (At Least 24 Months in Care)</p> <p>4B-1 and 4B-2 Placement in least restrictive setting</p>
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
<p>Action Steps:</p> <p>A. Maximize foster youth referrals to the Wraparound program:</p> <p>A1 - Conduct mapping to identify the key triggers, engagement points, and gaps in the Wraparound referral process.</p> <p>A2 - Explore impact of family strengthening and protective factors to support Wraparound practice.</p> <p>A3 - Standardize the Wraparound referral process and review policy and procedure.</p> <p>A4 - Monitor, evaluate, and modify activities.</p>	<p>Timeframe:</p> <p><u>Year 2:</u> A1 December 2013</p> <p><u>Year 3:</u> A2 June 2014</p> <p><u>Year 4:</u> A3 June 2015</p>	<p>Person Responsible:</p> <p>Program Manager and Program Administrator</p>

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	<p><u>Year 5:</u> A4</p>	<p>December 2015</p> <p>November 2017</p>
<p>B. Sustain and grow the number, variety, and class length of Independent Living Program (ILP) classes offered and access contracted resources: B1 - Assess framework for youth development skills using protective factors model. B2 - Monitor, evaluate, and modify activities.</p>	<p><u>Year 3:</u> B1</p> <p><u>Implementation</u> December 2014</p> <p><u>Completion</u> June 2015</p> <p><u>Year 4/5:</u> B2</p> <p><u>Implementation</u> December 2015</p> <p><u>Completion</u> November 2017</p>	<p>Program Manager and Program Administrator</p>
<p>C. Provide services and supports targeted to non-minor dependents: C1 - Identify specific supports/needs for this population and develop workplan to address service delivery. C2 - Assess framework for youth development skills using protective factors model. C3 - Monitor, evaluate, and modify training activities.</p>	<p><u>Year 1:</u> C1</p> <p><u>Implementation</u> December 2012</p> <p><u>Completion</u> June 2013</p> <p><u>Year 2/3:</u> C2</p> <p><u>Implementation</u> June 2013</p> <p><u>Completion</u> December 2014</p> <p><u>Year 4/5:</u> C3</p> <p><u>Implementation</u> December 2014</p> <p><u>Completion</u> November 2017</p>	<p>Program Manager, Administration and Program Administrator</p>

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<p>Strategy 4: Engage in early and collaborative concurrent planning with children and families.</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.1 Reunification within 12 months (exit cohort) C1.2 Median time to reunification (exit cohort) C1.3 Reunification within 12 months (entry cohort) C4.2 Placement stability (12 to 24 Months in Care) C4.3 Placement stability (At Least 24 Months in Care) 4B-1 and 4B-2 Placement in least restrictive setting</p>
<p>Action Steps:</p> <p>A. Maintain the concurrent planning model to decrease the number of placement moves while in foster care:</p> <p>A1 - Conduct data review to determine concurrent planning best practices</p> <p>A2 - Revise policy and procedure as needed and implement.</p> <p>A3 - Monitor, evaluate, and modify concurrent planning activities.</p>	<p>Timeframe:</p> <p><u>Implementation</u> December 2014</p> <p><u>Year 3:</u> A1 December 2015</p> <p><u>Year 4/5:</u> A2 December 2016 A3 November 2016 November 2017</p>	<p>Person Responsible:</p> <p>Program Manager and Program Administrator</p>
<p>B. Develop a Unified Home Study process:</p> <p>B1 - Conduct a process improvement event to standardize the unified home study business process and develop related policy and procedure.</p> <p>B2 - Identify appropriate staffing resources.</p> <p>B3 - Monitor and evaluate performance via metrics established in the process improvement event to maximize performance outcomes.</p>	<p><u>Implementation</u> December 2014</p> <p><u>Year 3:</u> B1 June 2015</p> <p><u>Year 4:</u> B2 September 2015</p> <p><u>Year 5:</u> B3 November 2017</p>	<p>Person Responsible:</p> <p>Program Manager and Program Administrator</p>

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Priority Outcome Measure 2: Increase the percent of children who reunify within 12 months of removal (Child Welfare Only – Measure C1.3).

National Standard: 48.4%

Current Performance: According to the CSSR July 2012 Quarter 1 Extract, 45% of children reunified within 12 months of removal. Although levels have varied widely since the beginning of recorded performance, more recent performance reflects a downward trend. Performance has remained below the National Standard (48.4%) for the past five most recent report periods. Results reported in SafeMeasures show that 38.1% of children were reunified in 12 months for the entry period ending June 2011.

Target Improvement Goal: The County of Ventura will improve performance on this measure from 45% to a minimum of 49%, increasing the percentage of children who reunify within 12 months of removal and resulting in at least 9 or more youth reunifying timely.

<p>Strategy 1: Parental engagement that is upfront, consistent and continuous will contribute to timely reunification.</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>S1.1 No recurrence of maltreatment C1.1 Reunification within 12 months (exit cohort) C1.2 Median time to reunification (exit cohort) C4.1 Placement Stability (12 months or less) C4.2 Placement stability (12 to 24 Months in Care) C4.3 Placement stability (At Least 24 Months in Care)</p>									
<p>Action Steps:</p> <p>A. Combine the Emergency Response (ER) and Court Investigation Units to support early parent engagement: A1 - Develop pilot project to assess capacity, resources, and business process strategies. A2 - Create a workplan to integrate ER and Court activities. Revise policy and procedure as needed. A3- Monitor, evaluate, and activities.</p>	<p>Timeframe:</p> <table border="1"> <tr> <td><u>Year 3:</u> A1</td> <td><u>Implementation</u> December 2014</td> <td><u>Completion</u> June 2015</td> </tr> <tr> <td><u>Year 4:</u> A2</td> <td>June 2015</td> <td>September 2015</td> </tr> <tr> <td><u>Year 5:</u> A3</td> <td>September 2015</td> <td>November 2017</td> </tr> </table>	<u>Year 3:</u> A1	<u>Implementation</u> December 2014	<u>Completion</u> June 2015	<u>Year 4:</u> A2	June 2015	September 2015	<u>Year 5:</u> A3	September 2015	November 2017	<p>Person Responsible:</p> <p>Program Manager and Program Administrator</p>
<u>Year 3:</u> A1	<u>Implementation</u> December 2014	<u>Completion</u> June 2015									
<u>Year 4:</u> A2	June 2015	September 2015									
<u>Year 5:</u> A3	September 2015	November 2017									

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	<u>Year 1:</u> B1 B2	<u>Implementation</u> December 2012 February 2013	<u>Completion</u> December 2013 December 2014	
<p>B. Pursue strategies to increase parent and child visitation:</p> <p>B1 - Explore opportunity for Behavioral Health (BH) to conduct therapeutic visits.</p> <p>B2 - Explore the option for substitute care providers to provide supervised visitation and transportation.</p> <p>B3 - Engage Parents With Purpose at TDM Meetings.</p> <p>B4 - Design program to develop visitation centers in collaboration with BH to include therapeutic services. Develop plans to address opportunities for improvement (Kempe Center Model for therapeutic visitation). (2013 Update)</p> <p>B5 - Monitor, evaluate, and modify activities.</p>	<u>Year 2:</u> B4	June 2013	December 2014	Program Manager and Program Administrator
<p>C. Integrate Parents with Purpose parent support into standard reunification practices:</p> <p>C1 - Identify mentorship opportunities</p> <p>C2 - Develop structured engagement and referral processes</p> <p>C3 - Monitor, evaluate, and modify activities.</p>	<u>Year 3:</u> B3 <u>Year 4/5:</u> B5	December 2014 December 2014	January 2015 November 2017	
	<u>Year 3:</u> C1	December 2014	February 2015	Program Manager and Program Administrator
	<u>Year 4:</u> C2	February 2015	July 2015	
	<u>Year 5:</u> C3	December 2015	November 2017	

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<p>Strategy 2: Identify Behavioral Health (BH) engagement points for youth and family services.</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>S1.1 No recurrence of maltreatment C1.1 Reunification within 12 months (exit cohort) C1.2 Median time to reunification (exit cohort) C4.1 Placement Stability (12 months or less) C4.2 Placement stability (12 to 24 Months in Care) C4.3 Placement stability (At Least 24 Months in Care)</p>
<p>Action Steps:</p>	<p>Timeframe:</p>	<p>Person Responsible:</p>
<p>A. Support a Behavioral Health integrated service model:</p> <p>A1 - Conduct a Children and Family Services Department Value Stream Analysis to identify available services through BH.</p> <p>A2 – Develop integrated workgroups and implementation structure for the rollout of Katie A and the Core Practice Model (2013 Update). Develop workgroups to identify BH points of engagement and prioritize opportunities for improvement.</p> <p>A3 – Develop and implement workplans to address opportunities for improvement (2013 Update) (Kemper Center Model for therapeutic visitation).</p> <p>A4 - Identify measurable outcomes to monitor functioning.</p>	<p><u>Implementation</u></p> <p><u>Year 1:</u> A1 December 2012 A2 March 2013</p> <p><u>Year 2/3:</u> A3 June 2013</p> <p><u>Year 4/5:</u> A4 December 2014</p>	<p><u>Completion</u></p> <p>March 2013 September 2013</p> <p>December 2014</p> <p>November 2017</p> <p>Program Manager, Administration and Program Administrator</p>
<p>B. Prioritize access to resources:</p> <p>B1 - Work with First 5 and Behavioral Health to prioritize access for Children and Family Services Department families for Triple P parenting at the trial home visit.</p> <p>B2 - Identify necessary process changes, develop</p>	<p><u>Implementation</u></p> <p><u>Year 3:</u> B1 December 2013</p> <p><u>Year 4/5:</u> B2 June 2015</p>	<p><u>Completion</u></p> <p>June 2015 November 2017</p> <p>Administration</p>

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<p>process and procedure, and implement changes B3 - Monitor, evaluate, and modify activities.</p>	<p>B3 December 2015 November 2017</p>	
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Systemic Factor 3: Identify, utilize and create technology options that support staff and business process to manage increased caseload and workload growth (Child Welfare Only).

National Standard: N/A

Current Performance: As identified in the County Self Assessment (CSA), Ventura County has experienced a caseload growth that has adversely impacted the county's ability to sustain progress and achieve goals for outcome performance. Incorporating technology solutions into current business processes will maximize staff time, reduce data entry, and support quality case management.

Target Improvement Goal: The County of Ventura will improve data entry timeliness for Immediate Response and 10-day referral investigation compliance performance measures (2B-1 & 2B2).

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<p>Strategy 1: Identify technology options that streamline business process and increase access to resources.</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>C1.1 Reunification within 12 months (exit cohort) C1.2 Median time to reunification (exit cohort) C4.1 Placement Stability (12 months or less) C4.2 Placement stability (12 to 24 Months in Care) C4.3 Placement stability (At Least 24 Months in Care) 2B Timely response</p>	
<p>Action Steps:</p>		<p>Timeframe:</p>	<p>Person Responsible:</p>
<p>A. Utilize technology (tablets and other mobility devices) to streamline data entry: A1 - Issue tablets to case carrying staff, provide training and develop utilization policy. A2 - Review usage and identify areas for improvement. A3 - Monitor, evaluate, and modify activities.</p>	<p><u>Year 1:</u> A1 December 2012 A2 June 2013</p> <p><u>Year 2-5:</u> A3 December 2013</p>	<p><u>Implementation</u> June 2013 December 2013</p> <p><u>Completion</u> June 2013 December 2013 November 2017</p>	<p>Program Manager and Program Administrator</p>
<p>B. Utilize HSANet to streamline service matching and referral to services (Maximize 211 database resources): B1 - Identify necessary services B2 - Engage community partners and match resources B3 - Monitor, evaluate, and modify activities.</p>	<p><u>Year 3:</u> B1 December 2014</p> <p><u>Year 4/5:</u> B2 June 2015 B3 December 2016</p>	<p><u>Implementation</u> December 2014 June 2015 December 2016 November 2017</p> <p><u>Completion</u> June 2015 December 2016 November 2017</p>	<p>Program Manager and Program Administrator</p>
<p>C. Design technology projects to streamline business process: C1 - Develop Foster Parent Recruitment and Retention (FPRR) database. C2 - Implement electronic cross-reporting from law enforcement.</p>	<p><u>Year 1:</u> C1 December 2012 C2 December 2012</p> <p><u>Year 2/3:</u> C3 June 2014 C4 June 2014</p>	<p><u>Implementation</u> December 2012 December 2012 June 2014 June 2014</p> <p><u>Completion</u> June 2014 June 2014 December 2014 December 2014</p>	<p>Program Manager and Program Administrator</p>

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<p>C3 - Develop electronic signing process for warrants and court reports.</p> <p>C4 - Enhance Independent Living Program (ILP) database.</p> <p>C5 - Develop centralized assignment process via process improvement event (Kaizen). test (White Bear).</p> <p>C6 - Monitor, evaluate, and modify activities.</p>	<p>C5 Year 5: C6</p> <p>October 2013 December 2014</p> <p>December 2014 November 2017</p>	
<p>Priority Outcome Measure 4: Increase the percent of children with two or fewer placements in foster care for 12 to 24 months in Care) (Probation Only – Measure C4.2)</p> <p>National Standard: 65.4%</p> <p>Current Performance: According to the CSSR CWS/CMS 2012 Quarter 1 Extract, data indicated for report period Oct 10-Sep 11 that 9 of 17 (53%) of Probation youth maintained with two placements or less. During report periods Jan 11-Dec 11 and Apr 11-Mar 12, 6 of 13 (46%) and 6 of 14 (43%) youth respectively maintained with two placements or less. This reflects a downward trend over the last three most recent report periods with the last report period showing a 43% rate of placement stability.</p> <p>Target Improvement Goal: The county will improve performance on this measure from 43% to 60%, resulting in two to three more youth with stable placements.</p>		
<p>Priority Outcome Measure 5: Increase the percent of children with two or fewer placements in foster care for 24 months in care or longer (Probation Only – Measure C4.3)</p> <p>National Standard: 41.8%</p> <p>Current Performance: According to the CSSR CWS/CMS 2012 Quarter 1 Extract, data indicated for report period Oct 10-Sep 11, that 4 of 21 (19%) of Probation youth maintained with two placements or less. During report periods Jan 11-Dec 11 and Apr 11-Mar 12, 5 of 27 (18.5%) and 4 of 21 (19%) youth respectively maintained with two placements or less. This reflects that the rate of placement stability held steady at roughly 19% over the last three most recent report periods.</p> <p>Target Improvement Goal: The county will improve performance on this measure from 19% to 33%, resulting in two to three more youth with stable placements.</p>		

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Strategy 1: Enhance family engagement by improving communication between the assigned Probation officer and the birth parent(s). The Court and Probation's expectations should be discussed with families from the beginning.	<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):	
	C1.1 Reunification within 12 months (exit cohorts) C4.2 Placement Stability (12 to 24 Months in Care) C4.3 Placement Stability (At Least 24 Months in Care)			
Action Steps:	Timeframe:	Person Responsible:		
A. Engage group home providers, Probation Officers, parents and/or relatives within 45 days of placement to discuss expectations and goals in efforts to achieve successful placement and subsequent reunification. Revisions can then be made for those case plans that were initiated prior to the 45 days.	Implementation: <u>Start</u> Qtr. 4/2012 <u>End</u> Qtr. 4/2013 Reassess/Adjust: Qtr. 4/2013 Qtr. 4/2015 Monitor/modify: Qtr. 4/2015 Qtr. 4/2017	Senior Deputy Probation Officer Assigned Probation Officers		
B. Develop and implement a revised staff work schedule that permits Probation Officers to be available a few weekend and evening hours to increase meetings with youth and families that cannot meet during regular business hours (weekdays 8 a.m. – 5:00 p.m.)	Implementation: <u>Start</u> Qtr. 4/2012 <u>End</u> Qtr. 4/2013 Reassess/Adjust: Qtr. 4/2013 Qtr. 4/2015 Monitor/modify: Qtr. 4/2015 Qtr. 4/2017	Placement Unit Supervisor Senior Deputy Probation Officer		
C. Identify family needs based on meetings PO has with family. Seek resources to address those needs using the protective factors framework and funding for families in need of services: e.g. transportation, housing, parenting classes, childcare. Once identified, resources will be accessed by PO to see if appropriate for family.	Seek resources and explore funding: Reassess funding streams/add new sources if necessary: Monitor/modify:	<u>Start</u> Qtr. 4/2012 <u>End</u> Qtr. 4/2013 Qtr. 4/2013 Qtr. 4/2015 Qtr. 4/2015 Qtr. 4/2017	Juvenile Division Manager	
D. Ensure on a quarterly basis that assigned Probation Officers have engaged with birth parent(s), if available, and attempt to rectify any barriers that exist if the parents are resistant to being involved. Evaluate strategy by reviewing PO chrono entries for information gathered from meetings between families and PO.	Implementation: Ongoing quarterly Assessment: Ongoing quarterly Assessment:	<u>Start</u> Qtr. 4/2012 <u>End</u> Qtr. 4/2013 Qtr. 4/2013 Qtr. 4/2015 Qtr. 4/2015 Qtr. 4/2017	Placement Supervisor Senior Deputy Probation Officer	

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<p>Strategy 2: Enhance family engagement by involving birth families in the planning and decision-making process during the course of the client's placement.</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>C1.1 Reunification within 12 months (exit cohorts) C4.2 Placement Stability (12 to 24 Months in Care) C4.3 Placement Stability (At Least 24 Months in Care)</p>
<p>Action Steps:</p>		<p>Person Responsible:</p>
<p>A. Implement team meetings involving the family during the intake process to review placement needs and goals, and reunification needs and goals. The assigned Probation Officer will facilitate the meeting. Team meetings should include parents, relatives, group home providers, the assigned JF probation officer and the assigned placement probation officer.</p>	<p>Timeframe:</p> <p>Implementation: Qtr. 4/2012 Qtr. 4/2013 Reassess/Adjust: Qtr. 4/2013 Qtr. 4/2015 Monitor/modify: Qtr. 4/2015 Qtr. 4/2017</p>	<p>Senior Deputy Probation Officer Assigned Probation Officers</p>
<p>B. Identify relatives and/or individuals that will offer support to the youth and their parents/guardians during the placement process, and after the youth is reunified with his/her family by using "family finding" through Casa Pacifica (Kindle). Also, assess relatives for potential placement possibility in lieu of youth being placed in a group home setting.</p>	<p>Timeframe:</p> <p>Implementation: Qtr. 4/2012 Qtr. 4/2013 Assess/Adjust: Qtr. 4/2013 Qtr. 4/2015 Monitor/modify: Qtr. 4/2015 Qtr. 4/2017</p>	<p>Senior Deputy Probation Officer Assigned Probation Officers</p>
<p>C. Implement an increase in the frequency of client visits to exceed the current mandate leading up to reunification to help maintain a stable placement and to facilitate the reunification transition.</p>	<p>Timeframe:</p> <p>Implementation: Qtr. 4/2012 Qtr. 4/2013 Reassess/Adjust: Qtr. 4/2013 Qtr. 4/2015 Monitor/modify: Qtr. 4/2015 Qtr. 4/2017</p>	<p>Assigned Probation Officers</p>
<p>D. Ensure on a quarterly basis that assigned Probation Officers are involving parents and any available relatives in the planning and decision-making of the client's placement and reunification transition. Evaluate strategy by reviewing PO chrono entries from family meetings with PO.</p>	<p>Timeframe:</p> <p>Implementation: Qtr. 4/2012 Qtr. 4/2013 Quarterly Assessment: Qtr. 4/2013 Qtr. 4/2015 Quarterly assessment: Qtr. 4/2015 Qtr. 4/2017</p>	<p>Placement Supervisor Senior Deputy Probation Officer</p>

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<p>Strategy 3: Reunification by identifying parent support groups that are available to support families who have children involved in the delinquency court system.</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): C1.1 Reunification within 12 months (exit cohorts) C4.2 Placement Stability (12 to 24 Months in Care) C4.3 Placement Stability (At Least 24 Months in Care)</p>
<p>Action Steps:</p>		<p>Timeframe:</p>
<p>Person Responsible:</p>		
<p>A. Attend meetings with the Children's Services Oversight Committee (CSOC) to receive input in identifying services that promote timely reunification, best practices, gaps in services that support placement stability and reunification, and to evaluate the roles and expectations of group home providers that promote family participation. The information will be provided to the assigned Probation Officers.</p>	<p>Implementation: Start Qtr. 4/2012 End Qtr. 4/2013 Reassess/Adjust: Qtr. 4/2013 Qtr. 4/2015 Monitor/modify: Qtr. 4/2015 Qtr. 4/2017</p>	<p>Juvenile Division Manager Placement Supervisor</p>
<p>B. Attend meetings with the statewide Probation Advisory Committee to receive assistance in identifying successful reunification services and best practices regarding placement stability from other probation departments. The information will be provided to the assigned Probation Officers.</p>	<p>Implementation: Start Qtr. 4/2012 End Qtr. 4/2013 Reassess/Adjust: Qtr. 4/2013 Qtr. 4/2015 Monitor/modify: Qtr. 4/2015 Qtr. 4/2017</p>	<p>Placement Supervisor Senior Deputy Probation Officer</p>
<p>C. Meet with community partners and group home providers to identify supportive services available to biological families.</p>	<p>Implementation: Start Qtr. 4/2012 End Qtr. 4/2013 Reassess/Adjust: Qtr. 4/2013 Qtr. 4/2015 Monitor/modify: Qtr. 4/2015 Qtr. 4/2017</p>	<p>Juvenile Division Manager Placement Supervisor</p>
<p>D. Evaluate identified services and best practices received from this strategy on a quarterly basis to see if applicable for this agency's supervised youth and if so, provide information to assigned Probation Officers. Evaluate quarterly the effectiveness of services by having POs report out at staff meetings.</p>	<p>Implementation: Start Qtr. 4/2012 End Qtr. 4/2013 Quarterly assessment: Qtr. 4/2013 Qtr. 4/2015 Quarterly assessment: Qtr. 4/2015 Qtr. 4/2017</p>	<p>Placement Supervisor</p>

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<p>Strategy 4: Enhance service delivery by referring families to community resources that offer support and contribute to positive placement stability and reunification outcomes including: in-home services, mental health or counseling services, substance abuse services, parenting support, child care, housing, financial assistance and transportation.</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): C1.1 Reunification within 12 months (exit cohorts) C4.2 Placement Stability (12 to 24 Months in Care) C4.3 Placement Stability (At Least 24 Months in Care)</p>	
<p>Action Steps:</p>		<p>Timeframe:</p>	<p>Person Responsible:</p>
<p>A. Obtain resource guides utilized by community partners that include services for foster youth. Identify effective community-based interventions and programs that emphasize family interactions.</p>	<p>Implementation: Qtr. 4/2012 Reassess/Adjust: Qtr. 4/2013 Monitor/modify: Qtr. 4/2015</p>	<p>Start Qtr. 4/2012 End Qtr. 4/2013</p>	<p>Placement Supervisor Senior Deputy Probation Officer</p>
<p>B. Refer families to in-home services such as Therapeutic Behavioral Services (TBS), Intensive Family Services (IFS), and Wraparound for youth who are at-risk for removal from the home, for youth currently in foster care and their families, and for youth who are transitioning home for reunification.</p>	<p>Implementation: Qtr. 4/2012 Reassess/Adjust: Qtr. 4/2013 Monitor/modify: Qtr. 4/2015</p>	<p>Start Qtr. 4/2012 End Qtr. 4/2013</p>	<p>Senior Deputy Probation Officer Assigned Probation Officer</p>
<p>C. Design and implement a resource guide for linkages and referrals to services to include information regarding housing, employment, health care, transportation, education, support groups and counseling. The assigned probation officer is to provide this guide to families that reunify and to youth with plans to emancipate. He/she will also educate parents and youth to utilize guide(s) and seek services independently as needed.</p>	<p>Implementation: Qtr. 4/2012 Assess resources and modify: Qtr. 4/2013 Assess resources and modify: Qtr. 4/2015</p>	<p>Start Qtr. 4/2012 End Qtr. 4/2013</p>	<p>Senior Deputy Probation Officer Assigned Probation Officer</p>
<p>D. Evaluate identified services on a quarterly basis to insure the services offered are active and potentially successful for referred youth and their families. Evaluate quarterly the effectiveness of services by having POs report at staff meetings.</p>	<p>Implementation: Qtr. 4/2012 Quarterly assessment: Qtr. 4/2013 Quarterly assessment: Qtr. 4/2015</p>	<p>Start Qtr. 4/2012 End Qtr. 4/2013</p>	<p>Placement Supervisor Senior Deputy Probation Officer</p>

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<p>Strategy 5: Improve assessments and case plans to increase placement stability and reunification outcomes.</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): C1.1 Reunification within 12 months (exit cohorts) C4.2 Placement Stability (12 to 24 Months in Care) C4.3 Placement Stability (At Least 24 Months in Care)</p>
<p>Action Steps:</p>		<p>Timeframe:</p>
<p>Person Responsible:</p>		<p>Person Responsible:</p>
<p>A. Revise and implement current intake process that occurs while the youth is in custody and before he/she is placed or returned to an out-of-home placement. Intake process to include birth parents (if available) and assigned probation officers.</p>	<p>Implementation: Reassess/Adjust: Monitor/modify:</p>	<p>Start Qtr. 4/2012 Qtr. 4/2013 Qtr. 4/2015</p> <p>End Qtr. 4/2013 Qtr. 4/2015 Qtr. 4/2017</p> <p>Placement Supervisor</p>
<p>B. Identify community resources that assist foster youth with challenges that impede placement stability and reunification efforts (substance abuse counseling, anger mgmt., mental health therapy, parenting classes, domestic violence therapy, etc.). A list will then be created, including but not limited to community organizations and websites, to be used by the Probation Officers as needed for each individual case.</p>	<p>Implementation: Reassess/Adjust: Assess resources and modify:</p>	<p>Start Qtr. 4/2012 Qtr. 4/2013 Qtr. 4/2015</p> <p>End Qtr. 4/2013 Qtr. 4/2015 Qtr. 4/2017</p> <p>Placement Supervisor Senior Deputy Probation Officer</p>
<p>C. Placement Officers to attend specialized training for probation officers working with foster youth, including Placement Officer CORE, case planning and family engagement. In addition, to attend training offered by UC Davis Extension and in-house training provided by Probation and Human Services Agencies.</p>	<p>Implementation: Reassess/Adjust: Monitor/modify:</p>	<p>Start Qtr. 4/2012 Qtr. 4/2013 Qtr. 4/2015</p> <p>End Qtr. 4/2013 Qtr. 4/2015 Qtr. 4/2017</p> <p>Placement Supervisor</p>
<p>D. Evaluate on a quarterly basis the effectiveness of the revised intake process to ensure all needed parties are involved as much as possible. Also, evaluate if the identified resources are being utilized to assist the probation supervised youth with their challenges in foster care.</p>	<p>Implementation: Quarterly assessment: Quarterly assessment:</p>	<p>Start Qtr. 4/2012 Qtr. 4/2013 Qtr. 4/2015</p> <p>End Qtr. 4/2013 Qtr. 4/2015 Qtr. 4/2017</p> <p>Placement Supervisor</p>

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<p>Strategy 6: Utilize the Agency's current juvenile risk assessment tool, Compas, to assist youth, families, and assigned Probation Officers to develop realistic case plans. Transition to new assessment tool, Ohio Youth Assessment System, when preparations for implementation are complete (unknown date at this time).</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>C1.1 Reunification within 12 months (exit cohorts) C4.2 Placement Stability (12 to 24 Months in Care) C4.3 Placement Stability (At Least 24 Months in Care)</p>
<p>Action Steps:</p>		<p>Person Responsible:</p>
<p>Timeframe:</p>		<p>Person Responsible:</p>
<p>A. Probation Officers to use questions in current risk assessment tool to obtain participation from the youth and families to create a case plan with realistic goals and timeframes to help with placement stability and reunification efforts.</p>	<p>Implementation: Reassess/Adjust: Monitor/modify:</p>	<p><u>Start</u> <u>End</u> Qtr. 4/2012 Qtr. 4/2013 Qtr. 4/2013 Qtr. 4/2015 Qtr. 4/2015 Qtr. 4/2017</p> <p>Assigned Probation Officers</p>
<p>B. Develop questions that facilitate early concurrent planning. Identify immediate family members (parents, grandparents, aunts, uncles, great aunts/great uncles, siblings, non-relatives) and educate parents/caregivers about the foster care process.</p>	<p>Implementation: Reassess/Adjust: Monitor/modify:</p>	<p><u>Start</u> <u>End</u> Qtr. 4/2012 Qtr. 4/2013 Qtr. 4/2013 Qtr. 4/2015 Qtr. 4/2015 Qtr. 4/2017</p> <p>Placement Supervisor Senior Deputy Probation Officer Assigned Probation Officers</p>
<p>C. Ensure quarterly that the Agency's risk assessment tool is being used by the Probation Officers to create realistic case plans with the youth and their immediate family members, if available.</p>	<p>Implementation: Quarterly assessment: Quarterly assessment:</p>	<p><u>Start</u> <u>End</u> Qtr. 4/2012 Qtr. 4/2013 Qtr. 4/2013 Qtr. 4/2015 Qtr. 4/2015 Qtr. 4/2017</p> <p>Senior Deputy Probation Officer</p>

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