

**California Child and Family Services Review
System Improvement Plan
ANNUAL PROGRESS REPORT
County of Imperial
March 28, 2014 – March 28, 2015**



Peggy Price, Director, Imperial County Department of Social Services
Benny G. Benavidez, Chief Probation Officer, Imperial County
Probation



Mission...

To serve, aid and protect needy and vulnerable children, strengthen and preserve families, encourage personal responsibility, and foster independence.

PREPARED BY: Kelley Sanchez, SIP Team Lead
Staff Services Analyst II, Imperial County Children and Family Services

Submitted to the California Department of Social Services
Children and Family Services Division

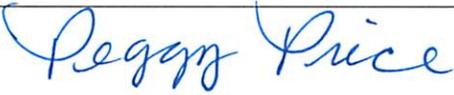
**California's Child and Family Services Review
System Improvement Plan
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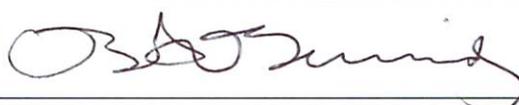
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Submitted by each agency for the children under its care

Submitted by:	County Child Welfare Agency Director (Lead Agency)
Name:	Peggy Price
Signature:	

Submitted by:	County Chief Probation Officer
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Signature:	

Imperial County System Improvement Plan

ANNUAL PROGRESS REPORT

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INTRODUCTION

Imperial County's 5-year System Improvement Plan (SIP) was approved by the Board of Supervisors (BOS) on June 21, 2012 and since that time both Child Welfare and the Probation departments have been striving to complete the SIP Strategies. Some strategies have been completed and we continue to see progress in the related outcome measures for those strategies. However, some strategies continue to be more difficult to accomplish and therefore, we have had to modify or adjust the time frames. During the remaining three years, our goal is to not only meet, but exceed the compliance goals for all outcome measures. This will take the support of our community partners, but we are confident that we can achieve the original goals identified in the SIP.

Over the course of the last year, Imperial County has gone through some new transitions within the child welfare department. We welcomed our new Director of Social Services, Peggy Price, who has brought with her a motivation and determination to ensure we provide the best and most appropriate services to the children and families we serve. In addition, the Imperial County Department of Social Services has taken over responsibility for the running of the Betty Jo McNeece Receiving Home (BJMRH). By far the largest and most important change has been staffing BJMRH, which began with the hiring of an additional Program Manager to run the facility. We look forward to the success of BJMRH and the positive things that will surely come out of this new venture.

STAKEHOLDERS PARTICIPATION

During the time since the approval of the Imperial County System Improvement Plan (SIP) in June 2012, both the Child Welfare and Probation Departments have worked closely with our stakeholders and core representatives to both monitor and complete the SIP strategies within the time frames allotted. We have been successful with some strategies and as previously mentioned continue to show that progress through the outcome measures identified; however, there are still strategies that we have not been as successful as we had originally hoped. Our stakeholders and core representatives have been an integral part of the planning and implementation of the identified SIP strategies as well as other projects that are in place within the community. We are confident that through the continued collaboration and meetings that have been taking place we are moving in the right direction toward full implementation of all the SIP strategies within the near future.

For instance, the Imperial Valley Regional Occupational Program (IVROP) Project Mi Familia has implemented their advanced parenting courses for all child welfare families with court ordered cases and are working very closely with our social workers to ensure the success of all participants. Representatives from core agencies such as Behavioral Health Services, Court Appointed Special Advocates (CASA), and Rite Track continue to serve on the Multidisciplinary Services Team (MST) as well as our informal Family Group Conferences (FGC) and Wraparound team. The Imperial Valley Regional Occupational Program-Accessing Careers through Education (IVROP-ACE) program continues to facilitate a youth support group and coordinate and conduct trainings for child welfare and probation youth. The child welfare department is currently working with our successfully reunified parents who will serve as parent mentors to assist with parent support activities for parents currently going through the child welfare system. In

addition, the child welfare department, through collaboration with Behavioral Health Services recently implemented the Katie-A assessments to be completed on all child welfare children brought into custody.

The Probation department continues to work with Rite Track in providing services through the Evening Learning Center (ELC) and the Mentoring and Tracking Program to their youth and families. In addition, Child Welfare and Probation are working closely with the Varsity Team Inc. to assist in any way possible with the opening of their group home for child welfare girls in a couple of months and their group home for probation and child welfare boys within the next four to five months. Probation continues to participate in the IVROP-ACE panel for Transitional Housing, which benefits both child welfare and probation youth.

Throughout the next three years, the departments will continue to work closely with our partner agencies to ensure that the outcome improvement goals and SIP strategies are successfully completed, as well as any other areas identified as needing improvement.

CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS

Imperial County Summary of Data

Quarter 3 (Jul-Sep 2011) Current Quarter 3 (Jul-Sep 2013)

Measure	Federal Standard	CWS Performance Baseline	Current CWS Performance	Probation Performance Baseline	Current Probation Performance
S1.1 No Recurrence of Maltreatment	94.6%	86.5%	93.2%	N/A	N/A
S2.1 No Maltreatment in Foster Care	99.68%	100%	100%	100%	100%
C1.1 Reunification within 12 Months (Exit Cohort)	75.2%	63.4%	70.1%	44.4%	33.3%
C1.2 Median Time to Reunification (Exit Cohort)	5.4%	8.2%	7%	13.6%	16.6%
C1.3 Reunification within 12 Months (Entry Cohort)	48.4%	42.9%	52.2%	27.3%	0%
C1.4 Reentry Following Reunification (Exit Cohort)	9.9%	14.5%	12.9%	0%	15.4%
C2.1 Adoption within 24 Months (Exit Cohort)	36.6%	47.4%	70%	N/A	N/A
C2.2 Median Time to Adoption (Exit Cohort)	27.3%	26.9%	19.3%	N/A	N/A
C2.3 Adoption within 12 Months (17 Months in Care)	22.7%	13.8%	11.7%	N/A	N/A
C2.4 Legally Free within 6 Months (17 Months in Care)	10.9%	3.9%	7.7%	N/A	N/A
C2.5 Adoption within 12 Months (Legally Free)	53.7%	83.3%	84%	N/A	N/A
C3.1 Exits to Permanency (24 Months in Care)	29.1%	24.4%	14.8%	6.7%	14.3%
C3.2 Exits to Permanency (Legally Free at Exit)	98%	90.5%	95%	0%	N/A
C3.3 In Care 3 Years or Longer (Emancipated/Age 18)	37.5%	70.6%	33.3%	13.3%	30%
C4.1 Placement Stability (8 Days to 12 Months in Care)	86%	72.4%	75.8%	88%	90.9%
C4.2 Placement Stability (12 to 24 Months in Care)	65.4%	58.3%	39.8%	81.5%	50%
C4.3 Placement Stability (At Least 24 Months in Care)	41.8%	10.2%	24.3%	32.4%	18.2%
2B Timely Response – Immediate	State: 96.8%	100%	89.6%	N/A	N/A
2B Timely Response – 10 Day	State: 92.9%	97.4%	89.1%	N/A	N/A
2F Timely Social Worker Visits	State: 92.6%	98.7%	91.3%	N/A	N/A

Measures highlighted in blue indicate those that are not meeting the standard. New measures not meeting the standard are highlighted in yellow. Successful or promising measures are highlighted in pink.

Source: CWS/CMS 2011 Quarter 3 Extract CWS/CMS 2013 Quarter 3 Extract

Analysis of Outcome Improvement or Decline

SI.1 No Recurrence of Maltreatment

As of September 2013, Child Welfare Services' rate of No Recurrence of Maltreatment has increased from 86.5% in September 2011 to 93.2%, which is still below the federal goal of 94.6%; however, is an 8.7% increase from September 2012.

Child Welfare Services continues to utilize the aftercare program with Rite Track that provides six months of mentoring and tracking services for parents starting three months prior to dismissal of the case and continuing for three months after dismissal. CWS also continues to focus on prevention and early intervention efforts with community partners in an effort to reduce the recurrence of maltreatment.

Child Welfare Services will be providing a parent training on the long term affects of child abuse on children as part of a parent orientation process that each parent will go through after their detention hearing. This orientation will serve as the parent's introduction to the court system and CWS will have a screener working closely with the parent to fill out any necessary paperwork and another CWS staff person will facilitate the training.

The Department plans to utilize our parent mentors to provide more information to parents on what services are available in the community. The parent mentor will serve as the link from the parents to the community partners providing the needed services. The social workers will also play a large part in ensuring the parents are referred to the appropriate services to prevent the recurrence of maltreatment. Child Welfare Services is planning our first annual Partner Summit for April 2014, which will involve all social workers and probation officers and will allow them to familiarize themselves with all the different agencies in the community that offer a service to our families.

CI.1 Reunification within 12 Months (exit cohort)

As of September 2013, Child Welfare Services' rate of Reunification within 12 Months (exit cohort) has increased from 63.4% in September 2011 to 70.1%, which is still below the federal goal of 75.2%; however, is a 4.6% increase from September 2012.

Child Welfare Services continues to provide enhanced trainings to foster parents and relative caregivers on many different topics. The Department will also be contracting with Son-Shine Counseling Center to provide various trainings to include a training regarding the importance of contact between children and their biological parents during the Family Reunification process. These trainings will be offered to foster parents and relative caregivers throughout the year both in English and Spanish. The parent mentors will provide parent support and connect parents to other support systems and community services in an effort to assist the family in reunifying within twelve months. Child Welfare Services has also been in talks with several in-patient drug treatment facilities in bordering counties to inquire as to their willingness to open a facility in Imperial County.

As of September 2013, Probation's rate of Reunification within 12 Months (exit cohort) was 33.3%, which is 41.9% below the federal standard of 75.2%; however, is a 13.3% increase from September 2012. As reported in the five year SIP, Probation has only recently begun to input data into the Child Welfare Services/Case Management System (CWS/CMS) and still has room for improvement in that area. In an effort to meet the need for in-county placement options for Probation youth, Probation and Child Welfare Services have teamed with Varsity Team Inc., who will be opening a group home for

CWS females within the next two months as well as a group home for CWS and Probation males within the next four to five months. This will address the previous lack of family involvement in the timely reunification of our youth.

4.1.4 Reentry Following Reunification (exit cohort)

As of September 2013, Child Welfare Services' rate of Reentry Following Reunification (exit cohort) has increased from 14.5% in September 2011 to 12.9%, which is above the federal goal of 9.9%; however, is a 17% decrease from September 2012.

As previously mentioned under No Recurrence of Maltreatment, Child Welfare Services continues to offer an aftercare program with Rite Track that provides six months of mentoring and tracking services for parents starting three months prior to dismissal of the case and continuing for three months after dismissal. Child Welfare Services has developed a survey for all families that have had a reentry following reunification to reassess the services they received in an attempt to pinpoint why they had a reentry and address any service gaps identified. These surveys will be provided to identified parents upon their child's reentry into out of home placement.

Also in an effort to reduce the rate of reentry following reunification, the Department continues our efforts to implement a Family Group Conference (FGC) prior to the child returning home under Family Maintenance services to assess the parents' readiness. These efforts are currently stalled due to the lack of certified staff to facilitate the FGC. As previously mentioned under Reunification within 12 Months, our parent mentors will provide parent support and connect parents to other support systems and community services, which will assist in reducing the rate of reentry.

As of September 2013, Probations rate of Reentry Following Reunification (exit cohort) has increased from 0% in September 2011 to 15.4%, which is a 6% decrease from September 2012.

4.1.1 Placement Stability (8 Days to 12 Months in Care)

As of September 2013, of the children served in foster care during the year who were in foster care for at least 8 days but less than 12 months, 75.8% of the children had two or fewer placement settings. This is an increase from the 72.4% in September 2011; however is still below the federal standard of 86%.

This positive increase for this outcome measure can be attributed in part to the enhanced trainings that continue to be provided to foster parents and relative caregivers, which have allowed caregivers to work through some of the issues that previously would have resulted in a placement failure for the child. The department has also increased parent/child and child/sibling visitation in the past two years, which has limited the number of children intentionally failing a placement in order to be placed closer to family. In addition, IVROP-ACE has continued to provide enhanced trainings to foster youth as well as a foster youth support group that allows for youth to discuss relevant issues and bring those back to the department and other service providers.

Child Welfare Services has also resurrected a former Placement Team Meeting to address placement issues prior to placement failure. This team is different from the Multidisciplinary Services Team (MST) that currently meets, in that the Placement Team focuses more on foster parents, relative caregivers, local Foster Family Agency homes and local group homes who currently don't have a support team to turn to when issues with the child or placement arise. Child Welfare Services has also assigned staff to perform placement matching in an effort to match a child to the right family based on

factors such as language, culture and any other relevant factors prior to the actual placement of the child in the home.

As of September 2013, Probation's Placement Stability rate for children in care 8 days to 12 months was 90.9%, which is a 14.4% increase from the previous rate of 76.5% in September 2012 and is now above the federal standard of 86%. Probation continues to participate in the MST, which was developed to address placement issues for both Probation and Child Welfare youth placed in group home settings. In addition, Probation is looking forward to the opening of a Varsity Team Inc. group home for male CWS and Probation youth within the next four to five months, which will help increase the placement stability of Probation youth as well as transitioning them back to a familiar environment.

C4.3 Placement Stability (At Least 24 Months in Care)

As of September 2013, Child Welfare Services' rate of placement stability for children in care at least 24 months was 24.3%, which is a 10.8% increase from 13.5% in September 2012, but is still below the federal standard of 41.8%.

As of September 2013, 18.2% of Probation youth who were in foster care for at least 24 months had two or fewer placements, which is a 13.8% decrease from 32% in September 2012 and still below the federal standard of 41.8%. This can be attributed to the use of the Evening Learning Center (ELC), which serves all Probation youth that are at risk of out of home placement. Another reason is that the Probation Department is placing youth out of state when there is no group home in California that can meet their needs. Probation Officers are carefully viewing the appropriateness of the placement service available to meet the youth needs, in addition to keeping the same officer assigned to the case.

Current and future efforts to improve placement stability for both Child Welfare Services and Probation were previously detailed under Placement Stability (8 days to 12 Months in Care).

STRATEGIES STATUS/BARRIERS TO IMPLEMENTATION (CWS)

CHILD WELFARE SERVICES

Priority Outcome Measure or Systemic Factor: S1.1 No Recurrence of Maltreatment

National Standard: 94.6%

Current Performance: *S1.1 Percent of children who were victims of child abuse/neglect who did NOT have a subsequent substantiated report of abuse/neglect:*
Our current performance for S1.1 in Q3 (Jul-Sep 2011) is 86.5%, which is a 1.8% decrease from the 88.3% which was reported in the County Self-Assessment (CSA).
Our current performance for S1.1 in Q3 (Jul-Sep 2013) is 93.2%, which is a 6.7% increase from the 86.5 % reported in the System Improvement Plan (SIP).

Target Improvement Goal: Increase the percentage of children with NO recurrence of maltreatment from 86.5% to 92.2% during the next five years, by 1.2% increments each year.

The County has not only reached our goal of increasing the percentage of children with NO recurrence of maltreatment by 1.2% during the past year, but has surpassed the 5 year goal of 6%. We will continue to strive to meet the National Standard of 94.6% over the next three years.

Priority Outcome Measure or Systemic Factor: C1.1 Reunification within 12 Months – exit cohort

National Standard: 75.2%

Current Performance: *C1.1 Percent of children who reunified within 12 months of removal:*

Our current performance for C1.1 in Q3 (Jul-Sep 2011) is 63.4%, which is an 8.7% increase from the 54.7% which was reported in the County Self-Assessment (CSA), but is still 11.8% below the National Standard of 75.2%.

Our current performance for C1.1 in Q3 (Jul-Sep 2013) is 70.1%, which is a 6.7% increase from the 63.4% reported in the System Improvement Plan (SIP).

Target Improvement Goal: Increase the percentage of children who reunify within 12 months from 63.4% to 70.4% during the next five years, by 1.4% increments each year.

The County has met and exceeded its goal of a 1.4% increase during the past year and will continue our efforts to improve by at least 1.4% each year over the next three years.

Priority Outcome Measure or Systemic Factor: C1.4 Reentry Following Reunification – exit cohort

National Standard: 9.9%

Current Performance: *C1.4 Percent of children reentering foster care within 12 months of reunification:*

Our current performance for C1.4 in Q3 (Jul-Sep 2011) is 14.5%, which is a .5% increase from the 14% which was reported in the County Self-Assessment (CSA).

Our current performance for C1.4 in Q3 (Jul-Sep 2013) is 12.9%, which is a 1.6% decrease from the 14.5% reported in the System Improvement Plan (SIP).

Target Improvement Goal: Reduce percentage of foster care reentry from 14.5% to 9.5% during the next five years, by 1% increments each year.

Though the County has not reached its goal of reducing the percentage of foster care reentry by 1% each year over the past two years, we have reduced the percentage by 17% during the past year. We will continue to strive to decrease this percentage from the current 12.9% to 9.5% during the next three years.

Priority Outcome Measure or Systemic Factor: C4.1 Placement Stability (8 Days to 12 Months in Care)

National Standard: 86%

Current Performance: *C4.1 Percent of children with two or fewer placements who have been in foster care for 8 days or more, but less than 12 months:*

Our current performance for C4.1 in Q3 (Jul-Sep 2011) is 72.4%, which is a 1.2% decrease from the 73.6% which was reported in the County Self-Assessment (CSA).

Our current performance for C4.1 in Q3 (Jul-Sep 2013) is 75.8%, which is a 3.4% increase from the 72.4% reported in the System Improvement Plan (SIP).

Target Improvement Goal: Increase percentage of children with two or fewer placements during the first year in foster care from 72.4% to 86% during the next five years, by 2.72% increments each year.

Though the County is above our original performance of 72.4% in September 2011, we have not met our goal of a 2.72% increase per year. We will continue to strive to improve and not only meet but exceed our yearly goal over the next three years.

Priority Outcome Measure or Systemic Factor: C4.3 Placement Stability (At Least 24 Months in Care)

National Standard: 41.8%

Current Performance: *C4.3 Percent of children with two or fewer placements who have been in foster care for at least 24 months:*

Our current performance for C4.3 in Q3 (Jul-Sep 2011) is 10.2%, which is a 0.6% decrease from the 10.8% which was reported in the County Self-Assessment (CSA).

Our current performance for C4.3 in Q3 (Jul-Sep 2013) is 24.3%, which is a 14.1% increase from the 10.2% reported in the System Improvement Plan (SIP).

Target Improvement Goal: Increase percentage of children with two or fewer placements who have been in care at least 24 months from 10.2% to 15.2% during the next five years, by 1% increments each year.

The County has not only reached our goal of increasing the percentage of children with two or fewer placements who have been in care at least 24 months by 1% during the past year, but has surpassed the 5 year goal of 6%. We will continue to strive to meet the National Standard of 41.8% over the next three years.

Strategy 1: Conduct class for biological parents on long-term affects of child abuse/neglect on a child. Parents will be referred to classes after the Jurisdictional hearing and prior to the Dispositional hearing. This class has been developed and will be provided to parents as part of a Parent Orientation process that will be held after the Detention hearing.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): S1.1 No Recurrence of Maltreatment Barriers to Implementation: The only barrier to implementing this strategy was having the appropriate staff to provide the Parent Orientation and facilitate the training. That staff has been identified and therefore implementation of the actual trainings will be commencing in Mar 2014.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Research what training is already available through Behavioral Health Services (BHS), Child Abuse Prevention Council (CAPC) and other counties	3 months (Sept 2012) 11 months (May 2013) Completed	CWS Analyst and ISC Coordinator ISC Coordinator is no longer available
B. Create committee to review training curriculum and materials and choose the most appropriate	5 months (Nov 2012) 12 months (Jun 2013) Completed	CWS and Partner Agencies
C. Develop policy and procedures for the training requirements and expectations, as well as pre and post surveys	6 months (Dec 2012) 14 months (Aug 2013) Completed	Committee
D. Train CWS staff on the affects of child abuse/neglect on a child to prepare them for what the parents will be learning	7 months (Jan 2013) 15 months (Sep 2013) Completed	CWS Analyst and CAPC CAPC is no longer available
E. Implement trainings and hold them at CAPC Juvenile Court during Parent Orientation	8 months (Feb 2013) 16 months (Oct 2013) 21 months (Mar 2014)	CWS Management and CAPC CAPC is no longer available
F. Perform tracking and analysis for all parents referred to the training to determine the overall impact of their participation on this outcome measure	8 months (Feb 2013) and through Jun 2017 16 months (Oct 2013) 21 months (Mar 2014) and Continuing	CWS Analyst and CAPC CAPC is no longer available

Strategy 2: Conduct a Family Group Conference (FGC) 3 months prior to dismissal of the case to go over safety plan and introduce the Rite Track Service Coordinator to provide mentoring and tracking of the parents for up to 6 months, including aftercare services The department is currently conducting a meeting 3 months prior to dismissal of the case; however the formal FGC process has yet to be developed for this stage of the case due to lack of staff to facilitate the FGC.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): S1.1 No Recurrence of Maltreatment C1.4 Reentry Following Reunification – exit cohort Barriers to Implementation: The only barriers to implementing this strategy fully have been finding the appropriate staff to facilitate the FGC and training them on the goals and expectations of the FGC at this stage of the case. Rite Track is still performing their aftercare services and keeping the social workers informed of the progress of the family.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Create a multidisciplinary Memorandum of Understanding (MOU) for the sharing of information at the FGC	1 month (Jul 2012) 9 months (Mar 2013) Completed	CWS, Rite Track and other Partner Agencies
B. Identify partner agencies to participate in the FGC	2 months (Aug 2012) 10 months (Apr 2013) Completed	CWS Deputy Director and Program Managers
C. Develop policy and procedures for FGC	3 months (Sept 2012) 11 months (May 2013) Completed	CWS Analyst, Program Managers Social Worker Supervisors, and MSW Interns
D. Train prospective facilitators for FGC on goals and requirements of an FGC	4 months (Oct 2012) 12 months (Jun 2013) 21 months (Mar 2014)	CWS Analyst and Program Managers, and MSW Interns
E. Implement FGC with Rite Track as participant 3 months prior to case dismissal	5 months (Nov 2012) and through June 2017 13 months (Jul 2013) 22 months (Apr 2014)	CWS Deputy Director and Program Managers
F. Rite Track to provide Social Worker with a status report for each family on a monthly basis	5 months (Nov 2012) and through June 2017 13 months (Jul 2013) Completed	Rite Track Services Coordinator

G. Perform tracking and analysis for all families referred to Rite Track to determine overall impact of FGC and aftercare services on this outcome measure

~~5 months~~ (Nov 2012) and through Jun 2017
13 months (Jul 2013)
Continuing

CWS Analyst, Social Worker Supervisors and Program Managers

<p>Strategy 3: Hold event prior to dismissal of case to recognize parents who have successfully reunified with their child(ren) and have judge present them with a certificate to acknowledge their achievement.</p> <p>In October 2012, our County Counsel began preparing certificates of completion for each parent that are currently being presented by the judge to the parent at the dismissal hearing. The department is planning an annual event for the parents and their families to participate in, which is tentatively scheduled for Mar 2014.</p>	<input type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>S1.1 No Recurrence of Maltreatment</p> <p>Barriers to Implementation: No barriers identified.</p>
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Identify families whose case is ready for dismissal	5 months (Nov 2012) Completed	CWS Social Workers and Social Worker Supervisors
B. Schedule event to recognize parents	6 months (Dec 2012) Completed	CWS Social Workers and Program Managers
C. Provide Juvenile Judge with names and cases that will receive recognition	7 months (Jan 2013) Completed	CWS Social Worker Supervisors
D. Create certificate of achievement for all families being recognized	8 months (Feb 2013) Completed	CWS Social Worker Supervisors and County Counsel
E. Send out invitations to parents encouraging them to bring their family and support system with them as well	9 months (Mar 2013) Completed	CWS Social Worker Supervisors
F. Perform tracking and analysis for all parents who received recognition to determine the overall impact on this outcome measure	9 months (Mar 2013) and through Jun 2017 Continuing	CWS Analyst

Strategy 4: Hold an Annual Partner Summit for CWS and Probation staff to learn more about the focus and services available from each partner agency. This event is tentatively scheduled for April 2014 and will continue to be held on an annual basis, with new agencies and service providers added each year.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): S1.1 No Recurrence of Maltreatment Barriers to Implementation: No barriers identified.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. CWS and Probation meet to identify needed services and create a Partner Summit Committee	12 months (Jun 2013) Completed	CWS and Probation
B. Create committee to develop, plan and promote the event	6 months (Dec 2012) 15 months (Sep 2013) Completed	CWS, Probation and Partner Agencies
C. Invite all agencies currently providing services in the community to the event	7 months (Jan 2013) 16 months (Oct 2013) Completed	Partner Summit Committee
D. Ensure that all agencies send personnel who are knowledgeable about the services their agency provides and can answer questions that staff may have	7 months (Jan 2013) 16 months (Oct 2013) Completed	Partner Summit Committee
E. Assign each Social Worker and Probation Officer to present information on a specific agency to their unit, to gauge what they learned Assign a Unit to present information on a specific agency to the entire department, to gauge what they learned	8 months (Feb 2013) 17 months (Nov 2013) Completed	CWS Social Worker Supervisors and Probation Supervisors
F. Conduct staff survey to establish benefit of the summit and get suggestions to make the event better for the following year	8 months (Feb 2013) and through Jun 2017 17 months (Nov 2013) 22 months (Apr 2014) and Continuing	CWS Analyst and Social Worker Supervisors

<p>Strategy 5: Partner with the Child Abuse Prevention Council (CAPC) to combine their Annual Children’s Fair with a Parent Expo to showcase available services in the community for ALL parents.</p> <p>The Department has decided to remove this strategy from our System Improvement Plan (SIP) at this time. In place of this strategy we will be focusing more attention on Strategy #8 by utilizing our Parent Mentors to provide parents with the available services in the community.</p>	<input type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>S1.1 No Recurrence of Maltreatment</p> <p>Barriers to Implementation: The timing of the Annual Children’s Fair conflicts with some of the other annual events that the Department has planned and with our limited staff we felt our efforts would be better focused on those events and meet this outcome measure through another strategy.</p>
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Create committee to develop, plan and promote the event	3 months (Sep 2012) 15 months (Sep 2013)	CAPC, CWS, Probation and Partner Agencies
B. Assist CAPC with getting partner agencies to have a booth at the event	4 months (Oct 2012) 16 months (Oct 2013)	Parent Expo Committee
C. Ensure that all agencies send personnel who are knowledgeable about the services their agency provides and can answer questions that parents may have	5 months (Nov 2012) 17 months (Nov 2013)	Parent Expo Committee
D. Conduct random survey of parents at the event regarding its effectiveness and provide incentives to those parents that visit all the tables and participate in the survey	10 months (Apr 2013) 22 months (Apr 2014)	Parent Expo Committee and CWS Analyst
E. Track number of participants to the event for future planning and promotion	10 months (Apr 2013) and through Jun 2017 22 months (Apr 2014)	Parent Expo Committee, CAPC and CWS Analyst

Strategy 6: Provide training to foster parents and relative caregivers regarding the importance of contact between the child and their biological parents during Family Reunification and that their role is to be a support to BOTH the child and the parent. The department began conducting enhanced trainings, which included this curriculum in June 2012 and will continue to provide them throughout the year both in English and Spanish.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.1 Reunification within 12 Months – exit cohort Barriers to Implementation: No barriers identified.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Research what training curriculum is available regarding this topic	3 months (Sept 2012) Completed	CWS Analyst
B. Create committee to review training material and choose the most appropriate one	5 months (Nov 2012) Completed	CWS and Partner Agencies
C. Develop policy and procedures for training requirements	6 months (Dec 2012) 14 months (Aug 2013) Completed	CWS Analyst and Licensing Supervisor
D. Create pre and post surveys to assess what caregivers have learned	6 months (Dec 2012) 14 months (Aug 2013) Completed	Committee
E. Train staff on expectations for caregivers and their cooperation with biological parents	7 months (Jan 2013) 15 months (Sep 2013) Completed	CWS Analyst and Licensing Supervisor
F. Implement trainings for caregivers and hold them quarterly	8 months (Feb 2013) 16 months (Oct 2013) Completed	CWS Deputy Director and Program Managers
G. Perform tracking and analysis of all caregivers who have completed training to determine overall impact of training on this outcome measure	8 months (Feb 2013) and through Jun 2017 16 months (Oct 2013) Continuing	CWS Analyst, Program Manager and Social Worker Supervisor

<p>Strategy 7: Create a family visitation center to be utilized by Child Welfare Services (CWS) and Probation, for the purpose of visitation, observation and maintenance. A committee was developed to look for properties within the county and has yet to identify an appropriate facility to serve as the family visitation center. We will continue our efforts in this area.</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>Barriers to Implementation:</p> <p>The one barrier, which is pretty important, is the ability to locate a property in the community that could serve as the family visitation center. We have yet to begin to identify sponsors until we are able to propose a viable project for them to invest in.</p>
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Determine available budget for property purchase	2 years (Jun 2014)	CWS and Partner Agencies
A. Locate a property in the community (a foreclosed home, tax property, old county building, etc.) through weekly searches of local real estate listings, foreclosures and tax property listings in the newspaper	1 year (Jun 2013) 3 years (Jun 2015)	CWS, Probation and Partner Agencies
C. Acquire identified property in the community and determine renovation costs/expenses	3 years and 4 months (Oct 2015)	CWS and Partner Agencies
B. Locate sponsors (through monthly contacts of at least 2 organizations a month) to renovate the home/facility to make it more family friendly	18 months – 2 years (Nov 2013 – Jun 2014) 3 years and 6 months (Dec 2015)	CWS, Probation and Partner Agencies
C. Have partners sponsor a room each	18 months – 2 years (Nov 2013 – Jun 2014) 3 years and 6 months (Dec 2015)	CWS, Probation and Partner Agencies
D. Develop policy and procedures for use of the home/facility	2 years (Jun 2014) 4 years (Jun 2016)	CWS and Probation
E. Determine activities, training and services to be provided at the home/facility and create a visitation schedule	2 years (Jun 2014) 4 years (Jun 2016)	CWS and Probation
F. Identify staff person(s) to man the visitation center	2 years (Jun 2014) 4 years (Jun 2016)	CWS and Probation

G. Hold open house and ribbon cutting ceremony to showcase the visitation center	2 years and 3 months (Sep 2014) 4 years and 3 months (Sep 2016)	CWS, Probation and Partner Agencies
H. Perform tracking and analysis of the center and the services provided to determine the overall impact of the visitation center on this outcome measure	2 years and 3 months (Sep 2014) and through Jun 2017 4 years and 3 months (Sep 2016) and Continuing	CWS Analyst

<p>Strategy 8: Assign a parent mentor at the onset of the case for the purpose of parent support and to connect the parents to other support systems and community services. The department has had to postpone this strategy due to lack of staff to complete the assigned steps. The department is currently trying to identify parents that meet the criteria to be a parent mentor and will be developing policy and procedures by July 2014.</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 C1.4 Reentry Following Reunification – exit cohort</p> <p>Barriers to Implementation:</p> <p>The barrier to this strategy has been identifying parents who have successfully reunified and are willing and able to participate with the department as parent mentors.</p>
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Create policy and procedure for parent mentors and their role in the FR/FM/aftercare process	8 months (Feb 2013) 9 months (Mar 2013) 25 months (Jul 2014)	CWS Analyst, Social Worker Supervisor and Program Manager
B. Identify parent mentors and strength-based program to model	9 months (Mar 2013) 10 months (Apr 2013) 26 months (Aug 2014)	CWS Social Worker Supervisors, Program Managers and Deputy Director
C. Train prospective parent mentors in strength-based approach	10 months (Apr 2013) 14 months (Aug 2013) 30 months (Dec 2014)	CWS Analyst and CAPC
D. Introduce parents/families to alternatives to prior life choices utilizing parent mentors to support in the change	12 months (Jun 2013) and through Jun 2017 15 months (Sep 2013) 31 months (Jan 2015) and continuing	CWS Social Worker Supervisors and Social Workers
E. Perform tracking and analysis for all parents assigned a parent mentor to determine the overall impact of parent mentors on this outcome measure	12 months (Jun 2013) and through Jun 2017 15 months (Sep 2013) 31 months (Jan 2015) and continuing	CWS Analyst and Social Worker Supervisors

<p>Strategy 9: Look for in-patient drug treatment programs for Imperial County, to include partners from out-of-county.</p> <p>The Department has been speaking with several in-patient drug treatment facilities in bordering counties where we currently send parents for treatment. Of the few that we have spoken to, there is one that has a satellite residential program in San Diego County and they seem very interested in opening one in Imperial County as well. There is also a facility in the city of Thermal that is funded by the Latino Commission on Alcohol and Drug Services out of Riverside County, which is a very viable candidate as well.</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>Barriers to Implementation: The main barrier to this strategy is funding. Most of the facilities that we researched are funded entirely through the County and therefore are able to devote their services to the needy population identified by that particular county. Though there is funding available to pay for identified parents to receive the services, unfortunately Imperial County does not have the available funding to fully support an in-patient drug treatment facility at this time.</p>
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
<p>Action Steps:</p>	<p>Timeframe:</p>	<p>Person Responsible:</p>
<p>A. Create a committee to research what in-patient drug treatment programs are available in neighboring counties and the possibility of bringing those services to Imperial County</p>	<p>6 months (Dec 2012) 12 months (Jun 2013) Completed</p>	<p>CWS, Probation and Partner Agencies</p>
<p>B. Provide information regarding in-patient drug treatment programs to partner agencies</p>	<p>8 months (Feb 2013) 15 months (Sep 2013) Completed</p>	<p>Committee</p>
<p>C. Develop a plan to address how to bring the services to Imperial County</p>	<p>10 months (Apr 2013) 18 months (Dec 2013) 21 months (Mar 2014)</p>	<p>Committee</p>

<p>Strategy 10: Survey all families with a reentry following reunification to reassess the services they received and attempt to pinpoint why they had a reentry and address any service gaps identified.</p> <p>This survey has been developed and will be provided to the identified parents starting in February 2014. Once the survey results are compiled and presented to management, we will begin to see what specific areas we need to address to close the gaps in service.</p>	<input type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>C1.4 Reentry Following Reunification – exit cohort</p> <p>Barriers to Implementation:</p> <p>The only barrier has been having available staff to perform the surveys with the identified families. This had initially been identified as something the MSW interns could do during their internship hours; however, other more pressing projects were assigned.</p>
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Create a survey to be conducted on all families with a reentry following reunification	8 months (Feb 2013) Completed	CWS Analyst, Program Managers, and Social Worker Supervisors
B. Identify families to complete the survey	9 months (Mar 2013) Completed	CWS Analyst
C. Conduct surveys on all identified families	10 months (Apr 2013) and continuing 20 months (Feb 2014)	CWS Analyst
D. Compile survey results into a summary report and present to management	12 months (Jun 2013) and continuing 22 months (Apr 2014)	CWS Analyst
E. Based on survey results identify service gaps and create plan to address them with partner agencies	1 year and 2 months (Aug 2013) 24 months (Jun 2014)	CWS Social Worker Supervisors, Program Managers and Partner Agencies

Strategy 11: Implement Family Group Conference (FGC) to assess parent’s readiness, prior to the child returning home under a Family Maintenance (FM) case plan. <i>As previously mentioned, currently there are meetings being conducted prior to a child returning home under an FM plan; however the formal FGC process has yet to be finalized and implemented.</i>	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.4 Reentry Following Reunification – exit cohort Barriers to Implementation: The only barriers to implementing this strategy fully have been finding the appropriate staff to facilitate the FGC and training them on the goals and expectations of the FGC at this stage of the case.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Develop policy and procedures regarding FGC prior to approving FM services	6 months (Dec 2012) 11 months (May 2013) Completed	CWS Analyst, Social Worker Supervisors and Program Managers
B. Identify participants for the FGC, including possible facilitators	7 months (Jan 2013) 12 months (Jun 2013) Completed	CWS Program Manager and Deputy Director
C. Create tools to be utilized to assess the parent’s readiness	8 months (Feb 2013) 13 months (Jul 2013) Completed	CWS Analyst, Social Worker Supervisors, and Social Workers
D. Train prospective facilitators for FGC on the goals and requirements and provide them the tools they need to assess readiness	9 months (Mar 2013) 14 months (Aug 2013) 21 months (Mar 2014)	CWS Analyst and Social Worker Supervisors
E. Implement FGC for all cases transitioning from Family Reunification to Family Maintenance	10 months (Apr 2013) and through Jun 2017 15 months (Sep 2013) 22 months (Apr 2014)	CWS Program Managers and Deputy Director
F. Hold weekly sessions for Social Workers to share concerns about cases or talk about what is working and what is not and then share this information with the FGC facilitator	10 months (Apr 2013) and through Jun 2017 15 months (Sep 2013) 22 months (Apr 2014)	Social Workers and FGC Facilitators
G. Reassess readiness assessment tool on a regular basis	Continuously through Jun 2017	CWS Analyst, Social Worker Supervisors and Social Workers

H. Perform tracking and analysis for all families who had an FGC prior to starting their FM case to determine the overall impact of FGC's on this outcome measure	10 months (Apr 2013) and through Jun 2017 15 months (Sep 2013) 22 months (Apr 2014) and continuing	CWS Analyst and Social Worker Supervisors
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Strategy 12: Provide enhanced trainings and create a support group for foster parents and relative caregivers. The department began conducting these enhanced trainings in June 2012 and completed them in November 2012. The department is currently looking at renewing the contract to provide these trainings on a continuous basis throughout the year.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1 Placement Stability (8 Days to 12 Months in Care) C4.3 Placement Stability (At Least 24 Months in Care) Barriers to Implementation: No barriers identified.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Research available trainings for caregivers on dealing with child's behavioral issues and other unique issues they may face as a caregiver	3 months (Sep 2012) Completed	CWS Analyst
B. Create committee to review training curriculum and choose appropriate ones to meet the needs of the caregivers	5 months (Nov 2012) Completed	CWS Analyst, Licensing Supervisor, Social Worker Supervisors, and Caregivers
C. Create evaluation tool for selected trainings to be completed by all participants	6 months (Dec 2012) Completed	CWS Analyst, Licensing Supervisor, Social Worker Supervisors and Caregivers
D. Create schedule of selected trainings and identify site where they will be held	7 months (Jan 2013) Completed	CWS Analyst
E. Implement trainings for caregivers	8 months (Feb 2013) Completed	CWS Analyst and Licensing Supervisor

<p>F. Hold an open comment segment at the end of each training, which will serve as a caregivers support group to discuss issues and collaborate with each other</p>	<p>8 months (Feb-2013) Completed</p>	<p>Licensing Social Worker</p>
<p>G. Perform tracking and analysis for all caregivers attending the trainings and support group to determine the overall impact on this outcome measure</p>	<p>8 months (Feb-2013) and through Jun 2017 Continuing</p>	<p>CWS Analyst and Licensing Supervisor</p>

<p>Strategy 13: Perform placement matching to match the child to the right family by utilizing a screening tool to assess the suitability of the foster parent considering language, culture, and any other relevant factors prior to the actual placement of the child in the home.</p> <p>The Department has designated staff to perform placement matching, which at this time is mostly happening at the onset of the case, when a child is initially brought into our receiving home and is in need of placement. We hope to, in future, be performing placement matching on all children anytime there is a consideration to change their placement.</p>	<input type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>C4.1 Placement Stability (8 Days to 12 Months in Care) C4.3 Placement Stability (At Least 24 Months in Care)</p> <p>Barriers to Implementation: No barriers identified.</p>
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Research placement matching tools that are available and currently being utilized by other counties	3 months (Sep 2012) 9 months (Mar 2013) Completed	CWS Analyst and CWS Program Manager
B. Create committee to review placement matching tools and select the most appropriate tool	5 months (Nov 2012) 10 months (Apr 2013) Completed	CWS Program Managers, Social Worker Supervisors, Licensing Supervisor and Analyst
C. Create policy and procedures regarding placement matching requirements to include trial home visits between caregiver and child	6 months (Dec 2012) 11 months (May 2013) Completed	CWS Social Worker Supervisors and Analyst
D. Identify staff to perform placement matching efforts	7 months (Jan 2013) 11 months (May 2013) Completed	CWS Program Managers and Social Worker Supervisors
E. Train selected staff on placement matching expectations and required duties	8 months (Feb 2013) 12 months (Jun 2013) Completed	CWS Analyst
F. Implement placement matching efforts	9 months (Mar 2013) 13 months (Jul 2013) Completed	CWS Deputy Director and Program Managers

<p>G. Perform tracking and analysis for all children receiving placement matching to determine overall impact of these efforts on this outcome measure</p>	<p>9 months (Mar-2013) and through Jun 2017 13 months (Jul 2013) Completed and continuing</p>	<p>CWS Analyst and Social Worker Supervisors</p>
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<p>Strategy 14: Create an Intervention Team to address placement issues prior to placement failure.</p> <p>The Department has resurrected a former Placement Team Meeting that will be held every other month and will discuss issues surrounding placement barriers, to include transportations, school of origin, etc. These meetings will include participants from our local receiving home, our Foster Parent Association, CHARLEE Group Home and Foster Family Agency, and ALBA Foster Family Agency.</p>	<input type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>C4.1 Placement Stability (8 Days to 12 Months in Care) C4.3 Placement Stability (At Least 24 Months in Care)</p> <p>Barriers to Implementation:</p> <p>No barriers identified. Probation has decided not to participate in this strategy as their youth are currently being served through the MST.</p>
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Identify partner agencies to serve along with CWS and Probation as members of the Intervention Team	3 months (Sep 2012) 9 months (Mar 2013) Completed	CWS, Probation and Partner Agencies
B. Create policy and procedures for goals and requirements of the Intervention Team	4 months (Oct 2012) 10 months (Apr 2013) Completed	Intervention Team
C. Train Social Workers on what to look for and what they should be referring to the Intervention Team	5 months (Nov 2012) 11 months (May 2013) Completed	CWS Analyst and Intervention Team
D. Create referral tool for Social Workers to utilize to refer child/caregivers to Intervention Team when they identify possible issues with the placement	6 months (Dec 2012) 11 months (May 2013) Completed	CWS Analyst and Intervention Team
E. Implement Intervention Team to address placement issues	7 months (Jan 2013) 12 months (Jun 2013) Completed	CWS Deputy Director and Program Managers
F. Perform tracking and analysis for all children referred to the Intervention Team to determine the overall impact of this intervention on this outcome measure	7 months (Jan 2013) and through Jun 2017 12 months (Jun 2013) Completed and continuing	CWS Analyst and Intervention Team

<p>Strategy 15: Increase parent/child and child/sibling visits and communication during the family reunification process and while child is in out-of-home care.</p> <p>The Department has continued with the increased visitations between parents and children and children with their siblings. SKYPE capabilities have been installed in several locations and allow siblings placed in different locations to have more frequent communication.</p>	<input type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>C4.1 Placement Stability (8 Days to 12 Months in Care) C4.3 Placement Stability (At Least 24 Months in Care)</p> <p>Barriers to Implementation: No barriers identified.</p>
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Create policy and procedures regarding contact between parent/child and child/sibling during FR	3 months (Sep 2012) 10 months (Apr 2013) Completed	CWS Analyst, Program Manager and Social Worker Supervisors
B. Train Social Workers and caregivers on the new policy and procedure and the positive affect it will have on placement stability	5 months (Nov 2012) 11 months (May 2013) Completed	CWS Analyst and Social Worker Supervisor
C. Implement new parent/child and child/sibling contact policy	6 months (Dec 2012) 12 months (Jun 2013) Completed	CWS Program Managers and Deputy Director
D. Create survey for all youth to complete to assess whether they are receiving increased contact with their parents and siblings while in placement	7 months (Jan 2013) 18 months (Dec 2013) Completed	CWS Analyst
E. Prepare survey summary report for Social Worker Supervisors and Program Managers to address any non-compliance with the new policy	8 months (Feb 2013) and through Jun 2017 19 months (Jan 2014) Completed and continuing	CWS Analyst, Social Worker Supervisors and Program Managers

<p>Strategy 16: Provide enhanced trainings and create a support group for foster youth. Enhanced trainings for youth are currently being provided through the IVROP-ACE program, which also provides our ILP services. There is also a youth support group that meets and discusses issues. These youth also meet and participate in a meeting with our partner agencies on a quarterly basis to discuss relevant issues and needed changes.</p>	<input type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1 Placement Stability (8 Days to 12 Months in Care) C4.3 Placement Stability (At Least 24 Months in Care)</p> <p>Barriers to Implementation: No barriers identified.</p>
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Research available trainings for youth on dealing with placement issues and other unique issues they may face as a foster youth	3 months (Sep 2012) Completed	CWS Analyst and ILP Service Provider
B. Create committee to review training curriculum and choose appropriate ones to meet the needs of the youth	5 months (Nov 2012) Completed	CWS Analyst, Social Worker Supervisors, and ILP Service Provider
C. Create evaluation tool for selected trainings to be completed by all participants	6 months (Dec 2012) Completed	CWS Analyst, Social Worker Supervisors and ILP Service Provider
D. Create schedule of selected trainings and identify site where they will be held	7 months (Jan 2013) Completed	CWS Analyst and ILP Service Provider
E. Implement trainings for foster youth	8 months (Feb 2013) Completed	CWS Analyst, Social Worker Supervisors and ILP Service Provider
F. Hold an open comment segment at the end of each training, which will serve as a youth support group to discuss issues and collaborate with each other	8 months (Feb 2013) Completed	Trainer and ILP Service Provider
G. Perform tracking and analysis for all youth attending the trainings and support group to determine the overall impact on this outcome measure	8 months (Feb 2013) and through Jun 2017 Continuing	CWS Analyst and ILP Service Provider

STRATEGIES STATUS/BARRIERS TO IMPLEMENTATION (Probation)

PROBATION
<p>Priority Outcome Measure or Systemic Factor: C1.1 Reunification within 12 Months – exit cohort</p> <p>National Standard: 75.2%</p> <p>Current Performance: <i>C1.1 Percent of children who reunified within 12 months of removal:</i> Our current performance for C1.1 in Q3 (Jul-Sep 2011) is 44.4%, which is 30.8% below the National Standard of 75.2%. Our current performance for C1.1 in Q3 (Jul-Sep 2013) is 33.3%, which is an 11.1% decrease from the 44.4% reported in the System Improvement Plan (SIP).</p> <p>Target Improvement Goal: Increase the percentage of children who reunify within 12 months from 44.4% to 49.4% during the next five years, by 1% increments each year. Though the County has not reached its goal of increasing the percentage of children who reunify within 12 months by 1% each year, it has increased the percentage by 13.3% during the past year. We will continue to strive to increase this percentage from the current 33.3% to 49.4% during the next three years.</p>
<p>Priority Outcome Measure or Systemic Factor: C4.3 Placement Stability (At Least 24 Months in Care)</p> <p>National Standard: 41.8%</p> <p>Current Performance: <i>C4.3 Percent of children with two or fewer placements who have been in foster care for at least 24 months:</i> Our current performance for C4.3 in Q3 (Jul-Sep 2011) is 32.4%, which is 9.4% below the National Standard of 41.8%. Our current performance for C4.3 in Q3 (Jul-Sep 2013) is 18.2%, which is a 14.2% decrease from the 32.4% reported in the System Improvement Plan (SIP).</p> <p>Target Improvement Goal: Increase percentage of children with two or fewer placements who have been in care at least 24 months from 32.4% to 37.4% during the next five years, by 1% increments each year. Though the County has not reached its goal of increasing the percentage of children with two or fewer placements who have been in care at least 24 months by 1% during the past year, we will continue to strive to increase this percentage from the current 18.2% to 37.4% during the next four years.</p>
<p>Priority Outcome Measure or Systemic Factor: Youth Transitioning from Placement to Aftercare Services</p> <p>National Standard: N/A</p> <p>Current Performance: Currently Probation does not have any youth receiving transitional housing assistance or residing in a foster home after entering extended foster care. Probation placement officers continue to participate on the panel for Transitional Housing through the IVROP-ACE program. Placement officers encourage former foster youth to take advantage of this opportunity. Since the inception of AB 212/12, Probation</p>

has seen an increase in youth who want to remain in their current group home placements in order to qualify for the SILP program. Currently there are five youth participating in AB212/12.

Target Improvement Goal: #1-Improve transitional housing assistance provided to Probation youth.

#2-Improve services provided to Probation youth in extended foster care who fall under both CWS and Probation Jurisdiction.

#3-Improve placement of Probation youth in-county once they transition from placement into extended foster care.

Varsity Team Group Homes is scheduled to open a girls' home for CWS youth in Brawley within the next two months. Varsity Team will also be opening a boys' home within the next four to five months in the city of Imperial, which will serve both Probation and CWS youth. In addition, of the five youth who are currently participating in AB12, three are currently employed.

<p>Strategy 1: Conduct 90-day trial home pass with parents prior to youth returning home from placement permanently.</p> <p>Probation has decided to change this strategy. Varsity Team Group Homes will be opening a boys' home in the city of Imperial sometime in June or July of 2014, which will serve both Probation and CWS youth. This will assist the youth in reunifying sooner with their families, while continuing to receive the intense services needed to reunify successfully.</p>	<input type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>C1.1 Reunification within 12 Months</p> <p>Barriers to Implementation:</p> <p>No barriers identified</p>
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
<p>Action Steps:</p>	<p>Timeframe:</p>	<p>Person Responsible:</p>
<p>A. Research what neighboring counties are currently doing in regards to trial home passes</p> <p>Varsity Team will develop their program statements for the girls' and boys' homes</p>	<p>3 months (Sep 2012)</p> <p>16 months (Oct 2013)</p> <p>Completed</p>	<p>Probation Manager</p> <p>Varsity Team Group Homes</p>
<p>B. Meet with Juvenile Judge, Public Defender, and District Attorney to discuss proposal to do 90-day trial pass</p> <p>Varsity Team will obtain support letters from DSS and Probation to provide to California Licensing and State DSS for opening a group home for CWS/Probation youth in Imperial County</p>	<p>4 months (Oct 2012)</p> <p>17 months (Nov 2013)</p> <p>Completed</p>	<p>Probation Manager, Probation Supervisor, Juvenile Judge, Public Defender and District Attorney</p> <p>Varsity Team Group Homes, Probation Chief and DSS Director</p>
<p>C. Develop a protocol for 90-day trial home pass</p> <p>Identify cities within Imperial County for potential group homes</p>	<p>5 months (Nov 2012)</p> <p>18 months (Dec 2013)</p> <p>Completed</p>	<p>Probation Manager and Varsity Team Group Homes</p>
<p>D. Train staff on new 90-day trial home pass policy and procedures</p> <p>Identify youth for the boys' home when open</p>	<p>6 months (Dec 2012)</p> <p>19 months (Jan 2014)</p> <p>25 months (Jul 2014)</p>	<p>Probation Manager and Placement Supervisor</p>
<p>E. Implement new 90-day trial home passes</p>	<p>7 months (Jan 2013)</p> <p>20 months (Feb 2014)</p>	<p>Placement Supervisor</p>

F. Develop a field in IJS to track all youth receiving a 90-day trial home pass to determine the overall impact on this outcome measure	7 months (Jan 2013) and through Jun 2017 20 months (Feb 2014)	IT Personnel and Probation Supervisors
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Strategy 2: Create Memorandum of Understanding (MOU) with CWS to begin utilizing relative placements for Probation youth. Probation is currently looking into the requirements and training of staff for approving relative homes for placement of Probation youth.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.3 Placement Stability (At least 24 months in care) Barriers to Implementation: No barriers identified.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Research requirements for approving relative homes for placement of Probation youth	8 months (Feb 2013)	Probation Manager and Placement Supervisor
B. Work with CWS to create an MOU for relative placement for Probation youth	10 months (Apr 2013) 22 months (Apr 2014)	Probation Manager and CWS Deputy Director
C. Identify Probation Officers who will conduct relative assessments	12 months (Jun 2013) Completed	Probation Manager and Placement Supervisor
D. Train staff on new relative placement policy procedures	14 months (Aug 2013) 24 months (Jun 2014)	Probation Manager and Probation Supervisors
E. Implement new relative placement policy	15 months (Sep 2013) 25 months (Jul 2014)	Placement Supervisor
F. Complete data entry of relative assessment information into CWS/CMS	25 months (Jul 2014)	Probation Officers

G. Develop a field in IJS to track all youth placed with a relative to determine the overall impact on this outcome measure	15 months (Sep 2013) and through Jun 2017 35 months (May 2015) and continuing	IT Personnel and Placement Supervisors Deputy Probation Officer III
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Strategy 3: Probation to be more involved in the process for transitional housing for Probation youth. Probation now has Probation Officers participating on the Transitional Housing interview panel.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Youth Transitioning from Placement to Aftercare Services Barriers to Implementation: No barriers identified.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Contact CWS to inquire as to the current application process for transitional housing	1 month (July 2012) Completed	Probation Manager and Placement Supervisor
B. Discuss availability of housing assistance for both CWS and Probation youth	1 month (July 2012) Completed	Probation Manager and Placement Manager
C. Obtain transitional housing applications and distribute to all appropriate Probation Officers	1 month (July 2012) Completed	Placement Supervisor
D. Train Probation Officers on the application process and ensure that they know where to turn in their application	3 months (Sep 2012) Completed	Placement Supervisor or assigned Probation Officer
E. Attend all future meetings with CWS pertaining to transitional housing to keep abreast of any changes to the process	Continuously through Jun 2017 Continuing	Placement Supervisor and Probation Supervisor

<p>Strategy 4: Amend 241.1 protocol to include new Assembly Bill (AB) 12 regulations for youth in extended foster care. Probation met with County Counsel in January 2013 to amend the changes in the current 241.1 protocol. An agreement has yet to be made on the changes and therefore, the timeframes on this strategy will be extended.</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): Youth Transitioning from Placement to Aftercare Services</p> <p>Barriers to Implementation: No barriers identified.</p>
Action Steps:	Timeframe:	Person Responsible:
<p>A. Meet with CWS to prepare draft of amended 241.1 protocol to include AB12</p>	<p>2 weeks (June 25, 2012) Completed</p>	<p>Probation Manager, Placement Supervisor, Social Worker Supervisor, CWS Deputy Director and County Counsel</p>
<p>B. Send draft amended protocol to County Counsel for review and final approval</p>	<p>3 weeks (July 2, 2012) 9 months (Mar 2013) 21 months (Mar 2014)</p>	<p>Probation Manager, Placement Supervisor, CWS Deputy Director, Social Worker Supervisor and County Counsel</p>
<p>C. Train staff on new 241.1 protocol</p>	<p>1 month (July 2012) 10 months (Apr 2013) 22 months (Apr 2014)</p>	<p>Placement Supervisor and Social Worker Supervisor and CWS Analyst</p>
<p>D. Implement new 241.1 protocol</p>	<p>2 months (Aug 2012) 10 months (Apr 2013) 22 months (Apr 2014)</p>	<p>Placement Supervisor and CWS Deputy Director</p>
<p>E. Perform tracking and analysis of all youth who fall under 241.1 to determine overall impact of new MOU on this outcome measure</p>	<p>2 months (Aug 2012) and through Jun 2017 10 months (Apr 2013) 22 months (Apr 2014)</p>	<p>IT Personnel, Placement Supervisor, and Division Manager</p>

<p>Strategy 5: Research possibility of utilizing existing foster homes in the county for placement of Probation youth transitioning from out-of-county placement to enter extended foster care.</p> <p>The Probation Department will be deleting this strategy.</p>	<input type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>Youth Transitioning from Placement to Aftercare Services</p> <p>Barriers to Implementation:</p> <p>The Probation Department was considering using the Varsity Team Group Homes for Probation youth transitioning from out-of-county placement to enter extended foster care; however, Varsity Team is currently only opening homes for CWS and Probation youth, not AB12 youth.</p>
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Meet with CWS to discuss the availability of foster homes for placement of Probation youth entering extended foster care	6 months (Sep 2012) +6 months (Oct 2013)	Probation Manager, Placement Supervisor and CWS Deputy Director
B. Research availability of funds for such a project	7 months (Oct 2012) +7 months (Nov 2013)	Probation Manager, Placement Supervisor, Probation Fiscal Manager
C. Utilize existing AB12 contacts in other counties to inquire how they are handling such situations	8 months (Nov 2012) +8 months (Dec 2013)	Placement Supervisor and Placement Officers
D. Attend all future meetings regarding AB12 to stay abreast of any changes to the program	Continuously through Jun 2017	Probation Manager, Placement Supervisor and Placement Officers

<p>Strategy 6: Train Foster Parents and Relatives on how to deal with Probation youth and what expectations there are to assist the youth in meeting their case plan goals. The Probation Department will be deleting this strategy.</p>	<input type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): Youth Transitioning from Placement to Aftercare Services</p> <p>Barriers to Implementation: As with Strategy #5, the Probation Department was considering using the Varsity Team Group Homes for Probation youth transitioning from out-of-county placement to enter extended foster care; however, Varsity Team is currently only opening homes for CWS and Probation youth, not AB12 youth.</p>
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Research existing trainings on dealing with the unique needs of Probation youth	1 year (Jun 2013)	Probation Manager
B. Create committee to review curriculum and choose the most appropriate	1 year 2 months (Aug 2013)	Probation Manager
C. Identify foster homes and relatives that are willing to have Probation youth placed with them	1 year 3 months (Sep 2013)	Probation Manager and Probation Supervisors
D. Implement trainings for foster parents and relatives	1 year 4 months (Oct 2013)	Probation Manager
E. Develop a field in IJS to track all foster parents and relatives receiving the training to determine the overall impact on this outcome measure	1 year 4 months (Oct 2013) and through Jun 2017	IT Personnel and Placement Supervisors

<p>Strategy 7: Continue to utilize the Evening Learning Center (ELC) to provide parenting classes, anger management, gang awareness and family therapy to Probation youth and their parents. Probation continues to utilize the ELC and will continue to do so for the next three years.</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): Youth Transitioning from Placement to Aftercare Services</p> <p>Barriers to Implementation: Probation currently has no way to track the foster parents and relatives receiving training and therefore Step E was removed.</p>
Action Steps:	Timeframe:	Person Responsible:
<p>A. Continue to apply for the Department of Juvenile Justice/YOBG and JJCPA funds to assist in funding the ELC</p>	<p>Continuously through Jun 2017</p>	<p>Probation Manager Special Projects Manager</p>
<p>B. Continue to assign a Probation Officer to the ELC to ensure compliance on behalf of the youth and parents</p>	<p>Continuously through Jun 2017</p>	<p>Probation Manager and Probation Supervisor and Probation Placement and Juvenile Manager</p>
<p>C. Continue to hold quarterly meetings with ELC Directors/Managers to discuss any required program changes/modifications</p>	<p>3 months (Sep 2012) and quarterly through Jun 2017</p>	<p>Probation Manager, Probation Supervisors, ELC Director/Manager and Juvenile Manager</p>
<p>D. Perform tracking and analysis of all youth and parents who are referred to the ELC to determine overall impact of ELC services on this outcome measure</p>	<p>Continuously through Jun 2017</p>	<p>Probation Manager and Probation Supervisor and Special Projects Manager</p>
<p>E. Develop a field in IJS to track all foster parents and relatives receiving the training to determine the overall impact on this outcome measure</p>	<p>1 year 4 months (Oct 2013) and through Jun 2017</p>	<p>IT Personnel and Placement Supervisors</p>

OTHER SUCCESSES/PROMISING PRACTICES

C1.3 Reunification within 12 Months (Entry Cohort)

As of September 2013, of all the children entering foster care for the first time in the 6-month period who remained in foster care for 8 days or longer, Imperial County had 52.2% reunified in less than 12 months. Though this is a slight decrease from the 54.5% reported in September 2012, this is still higher than the national standard of 48.4%. This continued success can be attributed to the efforts of our social workers to ensure that parents are receiving the appropriate services to assist them in reunifying with their children as quickly and successfully as possible. Credit can also be given to our new parent education program through Imperial Valley Regional Occupational Program (IVROP) Project Mi Familia, which is providing parent education courses as well as family observation and reinforcement. We will continue these efforts, along with the identified SIP strategies, to ensure continued success.

C2.1 Adoption within 24 Months (Exit Cohort)

As of September 2013, of all the children who were discharged from foster care to a finalized adoption, 70% were discharged in less than 24 months from the date of the latest removal from home, which is a significant increase from the 31.6% reported in September 2012. The success in this measure can be attributed to the Adoptions social workers and their efforts to place children in permanent settings with the most appropriate family as quickly and successfully as possible. We will continue to strive to maintain success in this outcome measure.

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

As of September 2013, of all the children discharged from foster care who were legally free for adoption, 95% were discharged to a permanent home prior to their 18th birthday, which is a slight increase from the 94.7% reported in September 2012. This can be attributed to the continuous efforts of the social workers to find a permanent placement for each child that is in out of home care regardless of the age of the child. We will continue our efforts to ensure continued success in this outcome measure.

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

As of September 2013, Child Welfare Services has held steady at 33.3%, which is 4.2% below the federal standard of 37.5%. The department will continue all efforts to maintain this success as well as strive to continue to decrease this outcome measure over the next three years.

OUTCOME MEASURES NOT MEETING STATE/NATIONAL STANDARDS

2B Timely Response – Immediate

As of September 2013, Child Welfare Services decreased the compliance for immediate response referrals from 100% in September 2011 to 89.6%, which is .4% below the State standard of 90%. This was a slight drop from the 94.9% reported for September 2012 and could be attributed to possible errors in the documentation in CWS/CMS. We have been utilizing Safe Measures to check our compliance on a monthly basis and have noticed

that sometimes there are small errors made when inputting the contacts that can put the entire referral out of compliance. We are working on correcting those small errors and according to Safe Measures data for December 2013, the department is currently at 99.2% compliance for this outcome measure and will continue to strive for success.

2B Timely Response – 10-Day

As of September 2013, Child Welfare Services decreased the compliance for 10 day response referrals from 97.4% in September 2011 to 89.1%, which is .9% below the State standard of 90%. This was a very small drop from the 92.3% reported in September 2012 and as stated in the previous outcome measure for Immediate Response, could be attributed to possible errors in the documentation in CWS/CMS. According to Safe Measures data for December 2013, the department is currently at 94.3% compliance for this outcome measure and will continue to work towards maintaining at least 90% compliance in this area.

LINKS TO PROGRAM IMPROVEMENT PLAN (PIP)

S1.1 No Recurrence of Maltreatment

All five of the strategies identified for this outcome measure support the California Program Improvement Plan (PIP). More specifically, conducting a Family Group Conference (FGC) prior to dismissal of a case supports PIP Strategy 6: Strengthen implementation of the statewide safety needs and assessment system.

C1.1 Reunification within 12 Months (exit cohort)

All four strategies identified under this outcome measure support PIP Strategy 6: Strengthen implementation of the statewide safety needs assessment system.

C1.4 Reentry Following Reunification

All four strategies identified under this outcome measure support the California PIP. More specifically, implementing an FGC prior to the child returning home under FM to assess the parent's readiness supports PIP Strategy 1: Expand use of participatory case planning strategies.

C4.1/C4.3 Placement Stability (8 Days to 12 Months in Care/At Least 24 Months in Care)

All five strategies identified under this outcome measure support the California PIP. More specifically, increasing parent/child and child/sibling contacts during out-of-home placement supports PIP Strategy 2: Sustain and enhance permanency efforts across the life of the case. Providing enhanced trainings and support to foster parents and relative caregivers supports PIP Strategy 3: Enhance and expand caregiver recruitment, retention, training, and support efforts.