

California - Child and Family Services Review

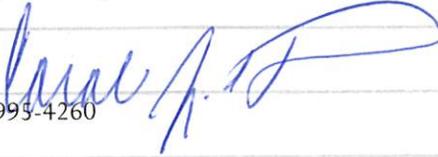
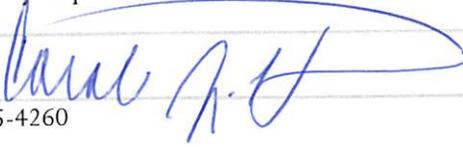
Annual SIP Progress Report

NOVEMBER 2013 – NOVEMBER 2014



California – Child and Family Services Review Signature Sheet

For submittal of: CSA SIP Progress Report

County	Lake
SIP Period Dates	July 2011-November 2015 (Progress Report for Nov. 2013 – Nov. 2014)
Outcome Data Period	October 1, 2014 Quarterly Outcomes System Summary Report
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Introduction

INTRODUCTION

The Lake County Department of Social Services (LCDSS) Child Welfare Services (CWS) division is the county agency responsible for administering children's services, overseeing progress towards improvement goals, and ensuring children's safety, permanency, and well-being. Lake County Probation oversees youth who are wards of the court.

This System Improvement Plan (SIP) Progress Report updates outcome data from the Child Welfare Dynamic Report System maintained by the California Department of Social Services (CDSS) and the University of California at Berkeley and discusses the progress made since the 2013 SIP Progress Report towards completing the improvement goals set forth in the original SIP.

The Lake County Department of Social Services (LCDSS) submitted its System Improvement Plan (SIP) to the California Department of Social Services (CDSS) on June 14, 2011, during the time when the SIP was completed in a three-year cycle. The SIP three-year time period is from July 1, 2011 through June 30, 2014. With the transition to the five-year cycle, CDSS requires Lake County to submit a new SIP in November 2015; thus, this is the final Progress Report on the current SIP.

The latest data cited in this Progress Report is from on the CWS Outcomes System Summary, published October 2014, using data extracted from quarter two of 2014.

SIP Progress Narrative

STAKEHOLDERS PARTICIPATION

Stakeholder participation in achieving the goals set forth in the Lake County SIP has continued throughout the SIP cycle, including the past year covered in this progress report. The Lake County Department of Social Services (LCDSS) Child Welfare Services (CWS) division enjoys good working relationships with a wide array of County agencies and community partners.

Following is a summary of agencies and partners that meet regularly with CWS, thereby facilitating their input into CWS operations and the achievement of SIP goals.

Lake County Behavioral Health (BH), Alcohol and Other Drugs Services (AODS) meets weekly with CWS to case manage clients receiving their services. AODS collaborated to build the Dependency Drug Court (DDC) program for clients who meet established criteria. During this reporting period, CWS and BH have re-established monthly DDC meetings to improve those services. Also, BH works jointly with LCDSS through the provision of CalWORKs mental and behavioral health services, which are available to eligible

CWS clients through Linkages. BH and CWS staff participate bimonthly on the Interagency Placement Review Team, which monitors children in group homes and in the Wraparound program. Collaboration continues between BH and CWS to develop, implement, and enhance “Katie A.” services. Included in Katie A. collaboration is foster family agency Redwood Children’s Services, Inc.(RCS), which subcontracts to provide therapy services to children and youth.

As well, Wraparound provides opportunity for input and collaboration among CWS, Probation, wrap contractor RCS, and BH. Regular Wraparound meetings occur at three levels: weekly case management collaboration attended by line staff and supervisors; monthly program operations attended by supervisors and managers; and, as needed, an executive committee, with highest level decision-making authority, attended by directors and deputies from the agencies plus the Lake County Superintendent of Schools.

Lake County Public Health provides a public health nurse to CWS to ensure children in care receive appropriate medical services.

The Differential Response service providers, Lake Family Resource Center and Lake County Office of Education – Healthy Start, meet regularly with CWS staff, with two separate meetings, one for line staff to do case management and another for Managers to oversee operations and evaluation.

CalWORKs Employment Services (ES), a division of LCDSS, meet regularly with CWS social workers to collaborate on Linkages cases, and managers from both meet for Linkages program monitoring and development.

Local tribe members, pursuant to the Indian Child Welfare Act (ICWA), meet with CWS staff for monthly ICWA Representative and quarterly ICWA Roundtable meetings. Additionally, CWS and the Lake County Tribal Health Consortium (LCTHC) collaborate on data collection and reports for LCTHC’s home visiting program.

CWS staff participates in SART, monthly Multi-Disciplinary Team (MDT) with law enforcement, Health Leadership Networks 4-P’s Project and Trauma Informed Project, and the Nurturing Parenting Program® Oversight Committee.

Finally, CWS participates in the Children’s Council (the local Child Abuse Prevention Council) Executive Committee and open quarterly meetings. The Children’s Council includes all of the above mentioned stakeholders plus a parent partner group. Additional Children’s Council members include First Five, the Child Care Planning Council, North Coast Opportunities/Rural Child Care Initiative, Easter Seals, Redwood Coast Regional Center, and Probation.

CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS

The discussion of current performance will include figures for reference from the original SIP document and last year’s progress report (2013), with the most current data added. Current data is from the October 2014 Report published on *CWS Outcomes System Summary Report for Lake County*: http://www.childsworld.ca.gov/res/CtyReport/Oct14/LakeCWS_Q2.pdf

Where the time period listed is a year, this refers to the calendar year.

The data is presented in tables for each measure, followed by analysis and explanation as needed.

S1.1 NO RECURRENCE OF MALTREATMENT (NATIONAL STANDARD IS ≥ 94.6%)

SIP	CWS Outcomes Report publication date: Data extract date	Time Period	Outcome
Baseline	January 2011: Q2 2010 data extract	7/01/09 – 12/31/09	86.0%
2013 Progress Report	July 2013: Q1 2013 data extract	4/1/12 – 9/30/12	100%
Current	October 2014: Q2 2014 data extract	7/1/13 – 12/31/13	92.2%

DATA ANALYSIS

The goal of CWS to achieve at least the national standard of more than 94.6% of children not experiencing recurrence of maltreatment was exceeded in the 2013 Progress Report Period, but has decreased to 92.2%, according to the current data, which represents four children from two families, for allegations of general neglect. One of the families (three children) had a duplicate report within the same ten-day investigation period.

C1.4 REENTRY FOLLOWING REUNIFICATION (NATIONAL STANDARD IS ≤ 9.9%)

SIP	CWS Outcomes Report publication date: Data extract date	Study Time Frame	Outcome
Baseline	January 2011: Q2 2010 data extract	7/1/08 – 6/30/09	7.1%
2013 Progress Report	July 2013: Q1 2013 data extract	4/1/11 – 3/31/12	3.7%
Current	October 2014: Q2 2014 data extract	7/1/12 – 6/30/13	5.9%

DATA ANALYSIS

The goal of CWS to achieve the national standard of less than 9.9% of children who were reunified with their families reentering foster care during the year following reunification has been exceeded. Outcome data in this measure did fluctuate between the reporting periods, but has remained better than the national standard since the start of 2010. The most recent figure of 5.9% represents one child. Last year's progress report percentage also represented one child.

C2.1 ADOPTION WITHIN 24 MONTHS (NATIONAL STANDARD IS >36.6%)

SIP	CWS Outcomes Report publication date: Data extract date	Study Time Frame	Outcome
Baseline	January 2011: Q2 2010 data extract	7/1/09 – 6/30/10	14.3%
2013 Progress Report	July 2013: Q1 2013 data extract	4/1/12 – 3/31/13	44.0%
Current	October 2014: Q2 2014 data extract	7/1/13 – 6/30/14	33.3%

C2.2 MEDIAN TIME TO ADOPTION (NATIONAL STANDARD IS <27.3 MONTHS)

SIP	CWS Outcomes Report publication date: Data extract date	Study Time Frame	Outcome
Baseline	January 2011: Q2 2010 data extract	7/1/09 – 6/30/10	40.2 months
2013 Progress Report	July 2013: Q1 2013 data extract	4/1/12 – 3/31/13	27.5 months
Current	October 2014: Q2 2014 data extract	7/1/13 – 6/30/14	29.4 months

C2.5 ADOPTION WITHIN 12 MONTHS -LEGALLY FREE (NATIONAL STANDARD IS >53.7%)

SIP	CWS Outcomes Report publication date: Data extract date	Study Time Frame	Outcome
Baseline	January 2011: Q2 2010 data extract	7/1/08 – 6/30/09	23.8%
2013 Progress Report	July 2013: Q1 2013 data extract	4/1/11 – 3/31/12	64.3%
Current	October 2014: Q2 2014 data extract	7/1/12 – 6/30/13	55.6%

DATA ANALYSIS

The outcome measures reported for adoptions remain improved since the baseline. Measures C2.1 and C2.2 are close to the national standard, while measure 2.5 remains above the national standard.

Consistent collaboration between CWS social workers and adoptions, with concurrent planning instituted at the opening of a case, has improved outcomes since the baseline was reported. Adoptions social workers are attending Family Team Meetings and educating families about concurrent planning at the outset of cases. The adoptions supervisor and the social workers have been trained to use the SAFE method for home evaluations, including early assessments of relatives and non-related extended family members (NREFM).

A continuing challenge is locating in-county concurrent planning homes and adoptive families, needed while children’s families receive family reunification services. Most adoptive placements are made out of county. Another challenge resulting in delays to adoptions is complicated and prolonged court processes.

**C4.1 PLACEMENT STABILITY (CHILDREN IN CARE AT LEAST 8 DAYS BUT LESS THAN 12 MONTHS)
(NATIONAL STANDARD IS ≥ 86%)**

SIP	CWS Outcomes Report publication date: Data extract date	Study Time Frame	Outcome
Baseline	January 2011: Q2 2010 data extract	7/1/09 – 6/30/10	78.3%
Original (for comparison)	July 2011: Q4 2010 data extract	1/1/10 – 12/31/10	89.6%
2013 Progress Report	July 2013: Q1 2013 data extract	4/1/12 – 3/31/13	85.0%
Current	October 2014: Q2 2014 data extract	7/1/13 – 6/30/14	78.2%

DATA ANALYSIS

The most recent score of 78.2% equals the baseline figure. The current figure represents 12 children, from six families, with three or more placements during the 12 month period of 7/1/13 – 6/30/14.

Ongoing systemic factors that continue to impact this measure include the lack of in-county foster care homes and the inability of relatives and NREFMs to pass criminal and CWS history background checks. At this time conducting licensing and recruitment in-house is not feasible, and the assigned CDSS office is over three hours from the County and unable to provide the needed support for the process. With LCDSS participating in the new IV-E Waiver project, enhancing Safety Organized Practice (SOP) and implementing a new family wraparound program are major projects in 2014/2015. CWS anticipates that these projects will have a positive impact on outcomes.

STATUS OF STRATEGIES

CWS STRATEGIES

S1.1 No recurrence of maltreatment

CWS developed three strategies with the goal of meeting the national standard for measure S1.1. Improvement has been noted and the goal has been met or exceeded.

The first strategy, integration of Safety Organized Practice (SOP), formerly called Signs of Safety, into Structured Decision Making (SDM) and case staffing to identify the best intervention for each family has been completed and review is ongoing. In addition to prior training, the entire staff attended three days of SOP Foundational training August 5-7, 2014. This provided a refresher for ongoing staff and SOP introduction for new staff. As well, in-house training is provided by a Social Worker Supervisor who has completed “train the trainer” curricula. She will continue to provide ongoing training and to train new staff.

The second strategy, enhancing Family Team Meetings (FTMs) with the use of SOP has been completed. The Social Worker IV who facilitates FTMs has attended trainings and the “train the trainer” supervisor is also a facilitator. Another ongoing Social Worker will be trained in the upcoming year as a facilitator as part of her Masters’ Program internship. FTMs are completely informed with SOP tools, such as mapping and solution focused interviewing techniques. Reviewing and monitoring the use of SOP in FTMs is ongoing.

The third strategy, expanding and enhancing Differential Response (DR) services through a partnership with CalWORKs Employment Services (ES), is established and ongoing. The DR model has evolved into a collaborative effort between DR partner agencies and ES to ensure that all DR families are evaluated for public assistance eligibility, and benefit applications are facilitated by an ES social worker assigned to DR cases. To determine the effectiveness of DR, CWS continues to work with a professional evaluator to establish a system for collecting and evaluating data. Beginning in August 2014, CWS and DR partners met with Jerry Endres, developer of the Family Development Matrix, to participate in his evaluation project and to determine the effectiveness of DR. In addition to previously identifying data elements, creating a logic model, and designing client satisfaction and exit surveys, the group has established written procedures for

referrals and completed a detailed listing of services and interventions. Collaboration on the evaluation projects continues. Cross training will be held as projects are finalized.

C1.4 Reentry following Reunification

CWS developed six strategies to achieve the goal of meeting the national standard for this measure. The goal was realized last year and continues as of the most recent data report. Following is a discussion of each of the six strategies.

Strategy 4, the use of Safety Organized Practice (SOP) in risk assessment and safety planning prior to reunification, has been completed. As a result of ongoing practice review and revision, a policy was established that every family reunification case is staffed prior to six-month status review court hearings to determine a recommended course of action, followed by a FTM, using SOP tools, to discuss the recommendation with the family and to create a case plan accordingly. Two days per week have been set aside, one for collaborative case reviews and one for case staffing, with both using SOP tools extensively.

Strategy 5, to increase access to mental health services is ongoing. CWS is increasingly using Linkages, a partnership with CalWORKs Employment Services (ES), to increase access and to fund behavioral health services for eligible families. CWS, ES, and other community partners are also meeting regularly with Lake County Behavioral Health Department (BH) to implement Katie A. and Dependency Drug Court (DDC) services and protocols. One factor that continues to present difficulty is the lack of local therapists who can provide the specialized services needed by families in the CWS system, especially couples or family counseling and therapy for co-occurring disorders. Some Promoting Safe and Stable Families (PSSF) funding has been used to provide counseling services for clients when no other source is available. Also, CWS has begun exploring the possibility of using some child welfare funds to fund a therapist through BH dedicated to CWS clients.

Strategy 6, enhancing collaboration between CWS and CalWORKs ES staff for coordinated case planning and services, has progressed well and ongoing reviewing and revision continues to improve the collaboration. CWS and ES meet monthly for case management, and ES staff attends the family's FTM. The CWS Case Plan and the Welfare-to-Work contract are created collaboratively and integrated to streamline family goals and eliminate duplication of services and efforts. The model has evolved to one in which the ES social worker continues to support the family after dismissal of the CWS case.

Strategy 7, to formalize a progressive visitation program for parents receiving family reunification services, is progressing. CWS had two social workers designated as visitation specialists. One left during the reporting period and has been replaced by two part-time staff. In addition to supervising or monitoring family visits, they teach and coach parents to apply Nurturing Parenting® techniques and during visits. Further, observation tools have been created to better assess parents' progress. In last years' Progress Report, CWS reported that a work group would convene to develop criteria to determine progression for visitation, such as when to increase duration, change location, or move to a lower level of supervision. That project was completed and implemented, with written tools created to observe and report parents' progress. Review of the process and the tools is ongoing.

Strategy 8, exploring creation of a parent partner mentoring program within CWS is tabled. An informal system for regular parent input and peer support exists through the continuum of groups offered to parents

beginning with the Parent Engagement Group for parents newly entering the CWS system and concluding with the Parent Empowerment Group for parents nearing completion of services. The latter group often mentors or provides support to the newcomers. The Parent Engagement Group facilitator, a CWS Social Worker Supervisor, reports that the more advanced parents often have a positive impact on newcomers. However, CWS has determined that a more formal parenting mentoring program is not feasible at this time, due to a lack of parents with enough long-term stability to serve as mentors. This continues to be a future goal.

Strategy 9, creation of an aftercare program in collaboration with AODS for reunified families has not materialized. Meetings between CWS and AODS to monitor and enhance Dependency Drug Court (DDC) were revived during the past year and the group is looking for possible funding sources for such a program. Currently, the greater need is to focus on enhancing DDC and finding funding to provide incentives.

Some of the systemic factors affecting reentry, which were noted in the SIP, have been alleviated. The County has clean and sober living spaces available, as well as drug and alcohol rehabilitation programs for men and women, including in-patient facilities. Also, CWS has located, used, and developed relationships with facilities in neighboring counties for Lake County CWS clients.

Adoption measures:

C2.1 Adoption within 24 months

C2.2 Median time to adoption

C2.5 Adoption within 12 months (legally free)

Adoption strategies for all three measures were combined in the SIP as the same strategies apply to them. CWS developed three strategies with the goal of improving the measures by modest amounts, which were below national standards. Those goals were exceeded and the national standards were being met at the time of the 2013 SIP Progress Report. Currently, although performance has dropped and is below the national standards, CWS is meeting its SIP goals.

As previously reported, at the time of the SIP, CWS contracted with CDSS Adoptions, but beginning July 1, 2012 CWS established an in-house adoptions unit. This has facilitated the strategies set forth in the SIP as follows.

Strategy 10, formalizing a concurrent planning process with adoptions, has been completed and review and revision is ongoing. Collaboration between CWS social workers and adoptions staff includes referral to concurrent planning at the outset of a case, joint attendance at Family Team Meetings (FTMs), and joint assessment and SAFE home studies of relatives and NREFMs early in the case. The CWS placement specialist, in addition to all adoptions social workers, has received SAFE training, to assist with relative approvals and placement. Following is a description of SAFE from their website, <http://www.safehomestudy.org/SAFE/SAFE-Overview.aspx>:

SAFE is a structured evaluation process that assists practitioners in identifying and addressing both strengths and areas of concern that may impede current functioning as well as safe and effective parenting. SAFE provides home study practitioners with a structured methodology that supports the social work interview as well as provides a

uniform methodology of interpreting and assessing the information gathered during the home study process.

Strategy 11, expanding FTMs to adoptive families to overcome barriers and to assist with completion of adoptions, is an available resource. Mostly, adoptions social workers attend FTMs to provide concurrent planning from the start of a case.

Strategy 12, enhancing family finding and engagement to increase relative placements and family connections, is still in progress. Although family finding is used at the outset of a case for purposes of due diligence in locating a non-offending parent, full implementation is not complete. LCDSS has budgeted in the upcoming year for family finding data systems. Also in the upcoming year, a Program Manager will be working with Stanislaus County to implement their model in Lake County.

C4.1 Placement Stability (children in care at least 8 days but less than 12 months)

Seven strategies were developed to improve outcomes in the measure for placement stability, with the goal of maintaining the national standard of 86%. Performance during the 2013 Progress Report (85.0%) exceeded current performance of 78.2%.

Strategy 13, working with the local foster family agencies (FFA) to enhance collaboration is still needed. Of course, CWS works closely with FFAs in placing and monitoring children in their care, but implementation of collaborative meetings have yet to be implemented. CWS was not able to address work on restructuring and restarting the meetings in the past year, as expected at the time of the writing of the 2013 SIP Progress Report. Nonetheless, one local FFA, Redwood Children's Services (RCS), does participate in monthly Katie A. collaborative meetings, weekly Wraparound meetings, and monthly Interagency Placement Review Team (IPRT) meetings. In the upcoming year RCS will be working closely with CWS to implement a family wraparound program as part of the approved IV-E Waiver activities.

Strategy 14, offering Nurturing Parenting[®] classes to foster parents and relative/NREFM caregivers is still being considered, but has not been implemented. A prior attempt failed due to lack of attendance. When CWS begins meetings with the FFAs, this issue will be discussed to consider retrying with ideas in place to promote attendance.

Strategy 15, enhancing family finding and engagement to increase relative placements and family connections, is ongoing. Relative/NREFM placements comprised 16.8% of placements (20 of 119 children in placement) for July 2013. As of August 31, 2014, CWS has increased to 25 children placed with relatives or NREFMs. The Emergency Response (ER) unit, using SOP's solution focused interviewing, is better able to communicate with parents to elicit information about relatives/NREFMs at the outset of a case. FTMs held at the outset of cases include concurrent planning and family finding. However, the inability of relatives/NREFMs to pass background checks due to criminal history or child abuse or neglect history of themselves or members of their households continues to impede placement with them.

Strategy 16, implementing mental health screening/assessments within 30 days for children entering the foster care system, has been implemented during the past year, using the Child and Adolescent Needs and Strengths (CANS) tool. Selected CWS staff conducts CANS screenings. A process for referral to screening, followed by further assessment, is established, with flowcharts in place to assist staff through the process. The first CANS screenings began in July 2013. Lake County Behavioral Health (BH) uses the tool

for comprehensive assessments of children referred to them. Developing protocols with BH is still in process, with monthly meetings as a result of Katie A. collaboration. CWS Family Team Meetings have been expanded, with BH staff participating, to create treatment plans for children receiving mental health services. In the upcoming year, Katie A. training will be planned for CWS staff.

Strategy 17, expanding Family Team Meetings (FTMs) to address placement issues and case planning throughout the life of the case, is ongoing. FTMs are in place for creation of case plans and mental health treatment plans. Additional FTMs occur when placements are at risk and when families are in transition to children returning home. In the upcoming year, an additional social worker will be trained to facilitate FTMs.

Strategy 18, developing protocols for social worker contacts with children and caregivers, is ongoing. The original intent behind this strategy was to create a template or a checklist for social workers to use during contacts and for writing their contact narrative in order to establish standards. A template is currently in development.

Strategy 19, soliciting input from foster youth and substitute caregivers through focus groups or questionnaires, is ongoing. The CWS Independent Living Program (ILP) coordinator holds monthly workshops for eligible youth and their feedback, questions and concerns are solicited and noted. The last focus group with ILP youth was conducted in October 2013. Another will be planned for this fall, using a tool presented at SOP training, appreciative inquiry. The intent is to learn from youth what has worked for them in foster care – what CWS should do more – rather than focus on what hasn't worked.

Input from substitute caregivers has not occurred formally. Plans to conduct focus groups with foster parents have not materialized, as CWS has been short staffed throughout the reporting period. Foster parents do have the opportunity to provide input through monthly social worker contacts.

PROBATION STRATEGIES

Strategy 1.1: As previously reported, developing Family Finding Procedures for at-risk juveniles has been completed. Probation had issues with the implementing family findings in accordance with existing laws at first due to the inability to find appropriate training to conduct family finding efforts. Probation sent Juvenile Supervisors to appropriate training with UC Davis. The training enabled Probation to utilize family mapping as part of each juvenile intake at juvenile hall that results in finding a juvenile at-risk for out-of-home placement. Probation is currently successful in completing family findings with each at-risk juvenile during the juvenile hall intake process. In the past year, this process has enabled Probation to find appropriate family placements in six cases. Unfortunately, five of these placements ended up in out-of-home placements; however, some of those homes can become viable homes for these youth to return after placement.

Strategy 2: With the juveniles who were identified as being at-risk for out-of-home placement, Probation began using Family Team Conferences (FTC) as a means to prevent or slow the progression of juvenile placements. At FTC's a juvenile's anti-social and pro-social factors were identified for the family. Supportive friends, schools, and other agencies are able to add their information to assist Probation and the

at-risk juvenile and his/her family to devise a case plan that is unique to that family. Probation had been successful in completing a FTC at least every six months; however, staffing levels reached an all-time low, and some of the processes were put on hold.

Currently, Probation is close to being fully staffed and processes are back in alignment. Additionally, families are being reviewed to see if they would be successful candidates for the Probation wraparound program. Stronger supervision strategies are now in place which helps to refer families to appropriate services. New staff will attend training to bring them up to speed. Probation anticipates partnering with CWS to gain knowledge in this area.

Strategy 3: In developing a FTC facilitator worksheet, Probation was better able to facilitate a FTC so it is consistent and participants were able to follow and understand the progression of the meeting. It helped keep the conference on track and afterwards, the participants had a tangible plan they could take with them and use for tracking the family's progress. Since the implementation of the worksheet, Probation's FTC's have improved both in the facilitation and record keeping. They are now able to look at the data and information to see how effective the FTC's have been.

Strategy 4: In reviewing this strategy, Probation quickly found that the process was beginning at the wrong end. Probation was able to bring many of their youth back from out-of-home placement, but that was because they either completed their program successfully or aged out and moved to NMD status. One youth was committed to the Division of Juvenile Justice (DJJ) after he failed out of numerous placements because of his violent behavior (his base crime made him eligible for DJJ, but Probation's intention was for him to complete a program targeting his crime, then return home).

After recognizing the error of beginning the process at the level where the youth was found to be at-risk for out-of-home placement, staff examined the process beginning at the receipt of a referral and began to fine-tune those processes. Thereafter, the process of placing youth was improved. Currently, Probation has seven youth in out-of-home placement, the lowest count of probation youth in placement in many years.

OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION

One barrier that prevented implementation of strategies in general was understaffing. CWS remained understaffed throughout the year in spite of eight new hires, as four experienced staff left the agency and two others were on leave. Five other experienced social workers were reassigned to different units to fulfill internship requirements for their MSW programs.

Other issues affected specific strategies as follows.

S1.1 No recurrence of maltreatment

Barriers have not prevented implementation of the strategies designed to improve outcomes in this measure.

C1.4 Reentry following Reunification

Some of the strategies developed to improve this measure have been implemented (see strategies 4, 5, 6, and 7).

A barrier to implementing strategy 8, creation of a parent partner mentoring program, is the difficulty of finding suitable parent partners who have successfully navigated the CWS system and are willing to remain connected with the system once released. Parents still involved with CWS need to focus on their own needs and issues. Parents recently reunified lack the experience of long term success to serve as mentors. Additionally, the parent mentors would be volunteers as no funding source has been discovered to create a paid position. Similarly, funding sources for strategy 9, creating an aftercare program for families following reunification, have not been found.

Adoption measures

C2.1 Adoption within 24 months

C2.2 Median time to adoption

C2.5 Adoption within 12 months (legally free)

The Adoptions unit was understaffed most of the past year, but is currently fully staffed. While no barriers stand in the way of implementing the strategies for the adoption measures, which mostly involve deeper collaboration between CWS and adoptions staff, the lack of qualified adoptive families within the County continues to create delays and hardships. Placement in out of county foster adoptive families hinders reunification efforts with parents in-county. Criminal or CWS history hinders adoptive placements with relatives and NREFMs. Additionally, continuances in court hearings have caused delays in adoptions.

C4.1 Placement Stability (children in care at least 8 days but less than 12 months)

In this measure, strategy 4.1 and 4.2 involve working more closely with local foster family agencies (FFAs). While CWS enjoys good working relationships with the FFAs, formalizing a collaboration process has proven difficult over the past year, with one barrier being getting all the required parties to the table at once. In the upcoming year, CWS hopes to establish regular meetings, but at this time, working on implementation of Katie A. services and protocols continues from last year to be a priority.

Probation did not encounter significant barriers to completing the SIP goals. An obstacle overcome in the previous reporting period was locating a family finding agency; an in-house program was developed. During this reporting period, Probation moved closer to being fully staffed after a few years of being critically understaffed. Systemic processes (such as juvenile hall pre-release meetings) which were put on hold because of staffing can now be fully implemented. This allows Probation to mitigate problems, such as re-enrolling in school or needed services, which often occur after releasing a youth from juvenile hall. Additional staffing will also allow Probation to direct more attention to those youth who require more intensive supervision.

PROMISING PRACTICES/ OTHER SUCCESSES

CWS success include instituting Safety Organized Practice (SOP) at all levels of the agency; establishing a continuum of services for parents in the system beginning with the Parent Engagement Group proceeding to Nurturing Parenting®, and concluding with Parent Empowerment Group; using Family Team Meetings throughout the life of the case to ensure parent participation and empowerment; and creating an in-house adoptions unit that actively pursues concurrent planning at the outset of cases.

Promising practices include selecting a tool (CANS) to conduct screenings on children entering the system to determine the need for and begin mental health services early in the case and working closely with Lake County Behavioral Health to implement assessments of referred children and institute a spectrum of services in accordance with *Katie A.* protocols.

Probation collaborated with Lake County Office of Education (LCOE) to implement and sustain an intervention program (Probation Family Pro) modeled after CWS's Differential Response. This program is for youth who are criminal offenders and on informal probation. The goal was to have no more than 20 youth in the program; LCOE and Probation were able to successfully manage the youth and provide them with needed services. In the second year of the program success was measured, as only four of the 20 youth referred reoffended on a criminal level.

OUTCOME MEASURES NOT MEETING STATE/NATIONAL STANDARDS

Outcome measures not included in the SIP which did not meet state or national standards are based on the most recent data available, *CWS Outcomes System Summary for Lake County*, Report publication October 2014. They are discussed below.

C1 Reunification Composite (discussed together)

C 1.1 Reunification within 12 months (exit cohort)

National standard is $\geq 75.2\%$. October 2014 Outcomes Summary shows CWS performance is 59.1%. Although still below the national standard, it is an improvement over last year's SIP Progress Report figure of 36.8%.

C1.2 Median time to reunification (exit cohort)

National standard is ≤ 5.4 months. October 2014 Outcomes Summary shows CWS performance is 10.1 months. Again, this represents an improvement over last year's SIP Progress Report figure of 13.1 months.

C1.3 Reunification within 12 months (entry cohort)

National standard is $\geq 48.4\%$. October 2014 Outcomes Summary shows CWS performance is 24.1%, an improvement over last year's figure of 17.6%.

Having found that shorter reunification times correlate to increased reentry following reunification, CWS has opted to extend time periods for the provision of family reunification services. Hence, while this results in failing to meet national standards for family reunification time frames, CWS exceeds the standards for reentry. Additionally, as noted above, although falling short of the national standards, CWS has improved its performance since the last SIP Progress Report. In the upcoming year, by implementing a family wraparound program under the IV-E Waiver, CWS hopes to see further improvements in family reunification measures.

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

National standard is $\leq 37.5\%$. October 2014 Outcomes Summary shows CWS performance is 66.7%.

C4.3 Placement Stability (at least 24 months in care)

National standard is $\geq 41.8\%$. October 2014 Outcomes Summary figure is 19.0%, a slight improvement over last year's figure of 16.4%.

The systemic factors originally reported in the SIP continue to impact performance in the placement stability measures. Community Care Licensing does not assist with recruitment and licensing of homes within Lake County, and the County lacks sufficient foster care homes, especially foster adoptive homes. Relatives and NREFMs, when located, often have histories of child abuse or neglect or criminal records. In-house recruitment and licensing is not a feasible solution at this time, but could be in future years.

2B Timely Response (Immediate Response Compliance)

State standard is 90.0%. October 2014 Outcomes Summary shows CWS performance is 87.0%.

Updated data for this measure as shown in SafeMeasures® for the same time period (4/01/14 to 6/30/14) is 95.7% in compliance, with only one referral out of compliance. The reason for the substandard performance in the outcomes system is late data entry. Social workers timely investigated the allegations, and made notes on paper, but did not record them in CWS/CMS until later. Some of this is due to staffing issues, including changing assignments. CWS is continuing the practice of having desk days for social workers to complete data entry in a more timely fashion. Please note, according to SafeMeasures®, since January 1, 2012, CWS response is nearly 100% timely for immediate referrals, with only one other referral untimely since that date.

2B Timely Response (10-day Response Compliance)

State standard is 90.0%. October 2014 Outcomes Summary shows CWS performance is 85.0%.

As discussed above for immediate response compliance, in the measure for 10-day response, SafeMeasures® for the same time period (4/1/14-6/30/14) shows 89.7%.

Measures that failed to meet standards when reviewed for last year's SIP Progress Report, but that do meet standards on the October 2014 Outcomes Summary include the following:

C4.2 Placement Stability (12 to 24 months in care)

National standard is $\geq 65.4\%$. At 69.2% this year, CWS exceeded the standard, after measuring 50.0% last year.

2F Timely monthly caseworker visits (formerly measure 2C)

State standard is $\geq 90\%$. Current performance is 91.3%

State and Federally Mandated Child Welfare/Probation Initiatives

Lake County CWS and Behavioral Health are collaborating to implement Katie A. services and protocols. Staff from Redwood Children's Services, Inc., which subcontracts for the provision of mental health services for children in care, also participates. CWS implemented initial screening and periodic rescreening of children. A referral process to Behavioral Health has been implemented. Treatment Family Team Meetings are used to create mental health case plans. Collaborative meetings are ongoing, as the group works out processes for implementing Intensive Case Conferencing.

Pursuant to entering into the IV-E Waiver this fiscal year, CWS will be increasing use of SOP tools in all aspects of social work.

As an additional IV-E Waiver project, CWS will implement a family wraparound program. The new program will be available to all families, unlike AB 163 Wraparound, which requires the identified child to be in or at risk of placement in a group home level 10 or higher. The family wraparound program is expected to prevent removal of children in some instances, decrease reentry into foster care, and shorten time to reunification.

Probation is using the Fostering Connections After 18 Program to assist youth in transitioning to adulthood. First, Probation helps the minor obtain necessary documents, such as identification and Social Security cards. Probation assists the youth with filling out paperwork to obtain financial aid for college, enrolling in college, and feeling comfortable in the college environment. Additionally, Probation helps the youth find programs and housing in the area where they want to live. Transition assistance continues as the youth get used to living on their own. Probation connects them with a variety of resources in their area, such as locating the library or helping them sign up for other programs for which they may be eligible. The services continue until the youth reach age 21, if they choose to continue until then. Since AB-12 was enacted, six probationers qualified for the services. Four probationers chose to use the services, one re-entered after trying to live on his own, and one has declined services. Two of the youth continue to be enrolled in college.

An issue Probation struggles with once youth enter Extended Foster Care (AB12) is providing services to these youth because, in a rural area, services are limited. There are no local THP-Plus Programs with available housing and youth are not pleased with the option of leaving the county to obtain services and being separated from their families for additional time.

5 – Year SIP Chart (CWS)

Priority Outcome Measure or Systemic Factor: S1.1 No recurrence of maltreatment

National Standard: $\geq 94.6\%$ or more

Baseline Performance: 86.0% (January 2011 Quarterly Data Report for study time frame 7/1/09 - 12/31/09)

Current Performance: 2010 92.0%; Jan-Jun 2011 98.1%. 2013=100% (July 2013 Quarterly Data Report for time frame 4/01/12 - 9/30/12). Most recent (2014 Review): 92.2% (October 2014 Quarterly Data Report for time frame 7/1/13-12/31/13).

Target Improvement Goal: 94.6% or more

Priority Outcome Measure or Systemic Factor: C1.4 Reentry following reunification (exit cohort)

National Standard: $\leq 9.9\%$

Baseline Performance: 7.1% (January 2011 Quarterly Data Report for study time frame 7/1/08 – 6/30/09)

Current Performance: 2009 13.3%, 2010 5.6%. 2011 0%, 2013= 3.7% (July 2013 Quarterly Data Report for time frame 4/01/11 - 3/31/12). Most recent: 5.9% (October 2014 Quarterly Data Report for time frame 7/1/12-6/30/13).

Target Improvement Goal: 9.9% or less

Priority Outcome Measure or Systemic Factor: Adoptions

C2.1 Adoption within 24 months

C2.2 Median Time to Adoption

C2.5 Adoption within 12 months (legally free)

National Standard:

C2.1 $\geq 36.6\%$

C2.2 ≤ 27.3 months

C2.5 $\geq 53.7\%$

Baseline Performance: (January 2011 Quarterly Data Report)

C2.1 14.3% (study time frame 7/1/09 – 6/30/10)

C2.2 40.2 months (study time frame 7/1/09 – 6/30/10)

C2.5 23.8% (study time frame 7/1/08 – 6/30/09)

Current Performance:

C2.1 **2011 16.7%**. 2012 40.9%; 2013= 44.0% (July 2013 Quarterly Data Report for time frame 4/01/12 - 3/31/13). Most recent: 33.3% (October 2014 Quarterly Data Report for time frame 7/1/13-6/30/14).

C2.2 **2011 28.9 months**. 2012 27.8; 2013= 27.5 months (July 2013 Quarterly Data Report for time frame 4/01/12 - 3/31/13). Most recent: 29.4 months (October 2014 Quarterly Data Report for time frame 7/1/13-6/30/14).

C2.5 **2010 25.0%**. 2011 37.5%; 213= 64.3% (July 2013 Quarterly Data Report for time frame 4/01/11 - 3/31/12). Most recent: 55.6% (October 2014 Quarterly Data Report for time frame 7/1/12-6/30/13).

Target Improvement Goal:

C2.1 To improve from baseline performance (14.3%) to at least 20.0%.

C2.2 To improve the best CWS performance (2009, 37.3 months) by a decrease of at least 20% to 29.8 months. (Improvement is a decrease in median time to adoption.)

C2.5 To improve the baseline performance (23.8%) by at least 20% to 28.4%

Priority Outcome Measure or Systemic Factor: C4.1 Placement stability (8 days to 12 months in care)

National Standard: $\geq 86\%$

Baseline Performance: 78.3% (January 2011 Quarterly Data Report for study time frame 7/1/09 – 6/30/10)

Current Performance: **2011 71.2%**. 2012 76.0%; 2103= 85.0%. (July 2013 Quarterly Data Report for time frame 4/01/12 - 3/31/13). Most recent: 78.2% (October 2014 Quarterly Data Report for time frame 7/1/13-6/30/14).

Target Improvement Goal: To maintain the Federal Standard of at least 86% of children having 2 or fewer placements in their first year in foster care

A Note about the 5-year SIP Chart:

The Baseline data (most current when original SIP was written, January 2011 CWS Outcomes System Summary) has been removed. The 2012 updated information is in **red font**.

The information for the 2013 progress report is in **blue font** (July 2013 CWS outcomes System Summary).

The 2014 Progress Report information is in **green font**.

Strategy 1: Integrate Signs of Safety (SoS) into Structured Decision Making (SDM) and case staffings to identify the best intervention for each family	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): S1.1 No Recurrence of Maltreatment
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Train staff in SoS practice methodology (Since the writing of the SIP, SOS has been renamed "Safety Organized Practice" aka "SOP")	Current and ongoing ✓ Completed and ongoing 2013/14: As new staff are hired, provide training. In August 2014, a three day SOP Foundational training was attended by all Social Workers, Supervisors, and Analysts.	CWS Program Manager CWS Supervisors CWS FTM Facilitator
B. Develop policy and procedure	Current and ongoing ✓ Completed and ongoing	CWS Program Manager CWS Supervisors CWS FTM Facilitator Staff Services Analyst
C. Implement and monitor	Current and ongoing ✓ Completed and ongoing	CWS Program Manager CWS Supervisors CWS Social Workers CWS FTM Facilitator Staff Services Analyst
D. Review outcomes and revise program practices as needed	April 2012 and ongoing ✓ Completed and ongoing 2013/14 Supervisors and Analyst will update policy and procedures as indicated by ongoing review of program practices	Deputy Director CWS Program Manager CWS Supervisors Staff Services Analyst

Strategy 2: Enhance Family Team Meetings (FTMs) with the use of Signs of Safety (SoS)	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): S1.1 No Recurrence of Maltreatment
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Train staff how to use SoS in FTMs	Current and ongoing ✓ Completed and ongoing 2013/14: As new staff are hired, provide training Facilitators have been trained. In the upcoming year, additional staff will receive facilitator training.	CWS Program Manager CWS Supervisors CWS FTM Facilitator
B. Develop policy and procedure	Current and ongoing ✓ Completed and ongoing	CWS Program Manager CWS Supervisors CWS FTM Facilitator Staff Services Analyst
C. Implement and monitor	Current and ongoing ✓ Completed and ongoing	CWS Program Manager CWS Supervisors CWS Social Workers FTM Facilitator Staff Services Analyst
D. Review outcomes and revise policy and procedures as needed	April 2012 and ongoing ✓ Completed and ongoing 2013/14 In the upcoming year Supervisors and Analysts will continue to review and revise practice, and update policy and procedure as needed	Deputy Director CWS Program Manager CWS Supervisors Staff Services Analyst

<p>Strategy 3: Expand and enhance DR services through a partnership with CalWORKs</p>	<input checked="" 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): S1.1 No Recurrence of Maltreatment</p>
Action Steps:	Timeframe:	Person Responsible:
<p>A. Develop plan of action with DR partner agencies, CWS, and CalWORKs. Create DR staff position in CalWORKs.</p>	<p>Current and ongoing ✓ Completed and ongoing</p>	<p>Deputy Director CWS Program Manager CalWORKs Program Manager Staff Services Analyst DR Partner Agencies' staff</p>
<p>B. Begin DR/CalWORKs pilot program</p>	<p>Current and ongoing ✓ Completed – this was a process integrated into practice over time, so no specific completion date is available. DR and CalWORKs staff now collaborate on a regular basis. Collaboration continues, with CalWORKs social worker participating in home visits with DR worker, for eligible clients, to explain employment and training and other services offered through CalWORKs.</p>	<p>Deputy Director CWS Program Manager CalWORKs Program Manager CalWORKs Supervisor CalWORKs DR Social Worker DR Partner Agencies' staff</p>
<p>C. Cross train participating staff, including training in Family Development Matrix and Nurturing Parenting® facilitation</p>	<p>Current and ongoing ✓ Initial staff members were trained, but due to staff turnover, current staff are in need of training, expected to occur during 2014/15. Training is planned for 2014/15.</p>	<p>CWS Program Manager CalWORKs Program Manager CalWORKs DR Social Worker DR Partner Agencies' staff</p>

<p>D. Update contracts with DR partner agencies</p>	<p>July 2011 ✓ Contracts are in place to coincide with the SIP through June 2014. Contracts to be updated to coincide with transition to five year cycle: 7/1/14-11/7/15 Contracts in place through 2015.</p>	<p>LCDSS Director Deputy Director Staff Services Analyst Board of Supervisors DR Partner Agencies</p>
<p>E. Develop written policy and procedure</p>	<p>January 2012 Draft has been revised several times, finalization is still pending. Finalized 6/26/13. 2013/14 Revise as indicated by ongoing review of program practices</p>	<p>Deputy Director CalWORKs Program Manager Staff Services Analyst</p>
<p>F. Develop methodology for gathering and analyzing DR data</p>	<p>July 2012 and ongoing ✓ Currently working with a contracted evaluator to implement this step by 6/30/14. Meetings occur regularly with CWS, DR partners, Evaluator, and the OCAP supported Family Development Matrix team at CSU Monterey Bay. Last meeting was 10/1/14</p>	<p>Deputy Director CalWORKs Program Manager Staff Services Analyst DR Partner Agencies</p>
<p>G. Review data, monitor program, and revise as needed</p>	<p>July 2012 and ongoing ✓ In process – Data review to begin as soon as step “F.” directly above is completed.</p>	<p>CWS Deputy Director CWS Program Manager CalWORKs Program Manager Staff Services Analyst DR Partner Agencies</p>

Strategy 4: Use of Signs of Safety* methodology in risk assessment and safety planning prior to reunification (*now called Safety Organized Practice or SOP)	<input checked="" 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): C1.4 Reentry Following Reunification (Exit Cohort)
Action Steps:	Timeframe:	Person Responsible:
A. Develop policy and procedure in the use of Søs SOP	Current and ongoing ✓ Completed and ongoing (Policy and procedures were developed over time through practice, rather than as a single event, so no specific date is available)	CWS Program Manager CWS Supervisors Staff Services Analyst
B. Train staff in Søs SOP methodology and effective use of interview and engagement tools	Current and ongoing ✓ Completed and ongoing – Various staff attended SOP trainings on 9/10/12, 9/28/12, 12/6/12, 12/10/12, 1/31/13, 2/12&2/13/13, 3/19/13, 3/20/13, 5/20/13, and 8/27-8/29/13 2013/14 Continue training current, both formally and through supervision and program practice. New staff will attend formal training. All staff attended 3-day SOP Foundational training 8/5 – 8/7/14.	CWS Program Manager CWS Supervisors Staff Services Analyst CWS Social Workers
C. Implement and monitor	Current and ongoing ✓ Completed as a gradual process integrated into practice during 2012/13. Ongoing implementation	CWS Program Manager CWS Supervisors CWS Social Workers
D. Review practice and revise as needed	July 2012 and ongoing ✓ Completed and ongoing. Practice review will be conducted in January 2014. Practice review resulted in establishment of weekly case staffing (every Thurs) using SOP tools & SDM.	CWS Program Manager CWS Supervisors Staff Services Analyst

Strategy 5: Improve access to mental health services to include couples and family counseling, and to address co-occurring disorders (substance abuse plus mental health issues)	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.4 Reentry Following Reunification (Exit Cohort)
	<input type="checkbox"/> CBCAP	
	<input checked="" type="checkbox"/> PSSF	
	<input type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Explore local resources and treatment models	July 2011 – December 2011 ✓ Difficulty finding local therapists who can provide the specialized services needed by CWS client families. Finding therapists continues to be challenging.	Deputy Director CWS Program Manager Staff Services Analyst Mental Health and AODS partners
B. Develop plan and funding sources	July 2011 – December 2011 ✓ Using Linkages to increase access to Behavioral Health for parents eligible for CalWORKs/MTW funds. PSSF provides funding for clients not eligible for Linkages. Clients who meet criteria are enrolled in Dependency Drug Court (DDC), which provides some funding for services.	Deputy Director CWS Program Manager Staff Services Analyst Mental Health and AODS partners
C. Implement the plan	January 2012 ✓ Ongoing	Deputy Director CWS Program Manager Staff Services Analyst Mental Health and AODS partners
D. Monitor and revise as needed	October 2012 and ongoing Ongoing. Review of practice will be conducted by April 2012. Review of practice resulted in restarting of DDC meetings with AODS, monthly to review procedures and resolve concerns, and weekly for client case management. Additionally, CWS, LCBH, and CalWORKs staff hold quarterly meetings to review collaborative process.	Deputy Director CWS Program Manager Staff Services Analyst Mental Health and AODS partners

Strategy 6: Enhance collaboration between CWS and CalWORKs staff for coordinated case planning and services	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.4 Reentry Following Reunification (Exit Cohort)
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Explore Linkages models and best practices	July – September 2011 ✓ Completed	Deputy Director CWS Program Manager CalWORKs Program Manager CalWORKs Supervisor Staff Services Analyst
B. Develop Linkages model for Lake County	September 2011 ✓ Completed	Deputy Director CWS Program Manager CalWORKs Program Manager CalWORKs Supervisor Staff Services Analyst
C. Develop policy and procedure, and train staff	October – December 2011 ✓ Completed – 11/18/13 policy and procedure meeting with staff input resulted in finalization of latest draft.	Deputy Director CWS Program Manager CWS Supervisors CalWORKs Program Manager CalWORKs Supervisor Staff Services Analyst
D. Implement and monitor	December 2011 ✓ Completed and ongoing Meetings between CWS and CalWORKs staff continue monthly for client case management and review of collaborative process.	Deputy Director CWS Program Manager CWS Supervisors CalWORKs Program Manager CalWORKs Supervisor CWS & CalWORKs staff Staff Services Analyst

<p>E. Review practice and case outcomes, and revise as needed</p>	<p>January 2012 and ongoing ✓ Ongoing Review of finalized procedures will be conducted in February 2013. See "D" above – meetings occur monthly.</p>	<p>Deputy Director CWS Program Manager CWS Supervisors CalWORKs Program Manager CalWORKs Supervisor CWS & CalWORKs staff Staff Services Analyst</p>
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<p>Strategy 7: Formalize a progressive visitation program for parents receiving family reunification services</p>	<input checked="" 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): C1.4 Reentry Following Reunification (Exit Cohort)</p>
<p>Action Steps:</p>	<p>Timeframe:</p>	<p>Person Responsible:</p>
<p>A. Develop policy and procedure, and train staff</p>	<p>January – March 2012 ✓ Development of a formal program is still in progress, though it is practiced informally. A formal practice is in place based on lessons from the Nurturing Parenting® program. Social workers incorporate NP lessons into visits. Parents' progress meeting observable objectives is discussed in case staffings and used to determine next visit plan.</p>	<p>CWS Program Manager CWS Supervisors Staff Services Analyst</p>
<p>B. Implement and monitor</p>	<p>March 2012 ✓ Implementation of formal practice will be completed by September 2014. Process in "A" above was implemented and phased in beginning in June 2014.</p>	<p>CWS Program Manager CWS Supervisors CWS Social Workers and Aides Staff Services Analyst</p>

C. Review practice and revise as needed	April 2012 and ongoing ✓ Review of formal practice to be conducted from date of implementation forward. Practice is continually reviewed through the case staffing process.	CWS Program Manager CWS Supervisors Staff Services Analyst
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Strategy 8: Explore the feasibility of creating a Parent Partner mentoring program, possibly in collaboration with AODS and/or the Children's Council	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.4 Reentry Following Reunification (Exit Cohort)
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Research and analyze programs, models, and costs. Develop white paper.	April 2012 ✓ Not completed. Target date October 2014. CWS is no longer pursuing this strategy.	Deputy Director CWS Program Manager CWS Supervisors AODS Deputy Director Children's Council Staff Services Analyst
B. If feasible, create proposal for implementation	October 2012 ✓ Not completed. Target date October 2014. Not feasible at this time.	Deputy Director CWS Program Manager AODS Deputy Director Children's Council Staff Services Analyst
C. If proposal is accepted, implement, monitor and revise as needed	January 2013 To be determined after completion of steps A & B. Not implementing at this time.	Deputy Director CWS Program Manager CWS and AODS staff Staff Services Analyst

Strategy 9: Explore the feasibility of creating an aftercare program in collaboration with AODS for reunified families	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.4 Reentry Following Reunification (Exit Cohort)
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Research aftercare programs, models and costs	April - September 2012 Still in progress Complete by October 2014 CWS will participate in the IV-E Waiver and will implement a Family Wraparound program in the upcoming year, which will address this issue. Request extension to December 2014.	Deputy Director CWS Program Manager AODS Deputy Director Staff Services Analyst
B. If feasible, create proposal for implementation	October 2012 – April 2013 Complete by October 2014 Same as in "A" above.	Deputy Director CWS Program Manager CWS Supervisors AODS staff Staff Services Analyst
C. If proposal is acceptable, implement, monitor and revise as needed	April 2013 and ongoing Complete by December 2014	Deputy Director CWS Program Manager CWS and AODS staff Staff Services Analyst

<p>Strategy 10: Formalize a concurrent planning procedure with CDSS Adoptions. The adoptions program is administered in-house beginning 7/1/2012.</p>	<input checked="" 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): C2.1 Adoption within 24 months (exit cohort), C2.2 Median Time to Adoption (exit cohort), and C2.5 Adoption within 12 months (legally free)</p>
Action Steps:	Timeframe:	Person Responsible:
<p>A. Collaborate with CDSS Adoptions (in-house unit) through regular meetings to develop protocols to include joint relative/NREFM assessments</p>	<p>January 2012 – December 2012 ✓ Began 7/1/2012 – Adoptions unit and placement specialist began and continue collaboration on relative/NREFM assessments. Collaboration begun in 2012 continues.</p>	<p>CWS Program Manager CWS Supervisors Staff Services Analyst CWS Placement Specialist CDSS Adoptions</p>
<p>B. Develop policy and procedure, and train staff</p>	<p>January 2013 Completed 1/2/2013 and ongoing Four of five Adoptions unit staff attended two-day SAFE Home Study training 9/30/2014. The fifth staff member completed the SAFE training in 2013.</p>	<p>CWS Program Manager CWS Supervisors Staff Services Analyst CWS Placement Specialist</p>
<p>C. Implement and monitor</p>	<p>February 2013 Completed 7/1/2012 and ongoing</p>	<p>CWS Program Manager CWS Supervisors Staff Services Analyst CWS Placement Specialist CWS Social Workers CDSS Adoptions</p>
<p>D. Include CDSS Adoptions participation in Family Team Meetings (FTM) for concurrent planning (PSSF funds)</p>	<p>February 2013 and ongoing Completed 7/1/2012 and ongoing – Adoptions staff regularly attend FTMs to educate families on concurrent planning. Adoptions staff continues to be involved in FTMs.</p>	<p>CWS Program Manager CWS Supervisors CDSS Adoptions Specialist CWS FTM Facilitator</p>

E. Review and revise as needed	February 2013 and ongoing Review and revision is a continual process, begun with implementation 7/1/2012.	Deputy Director CWS Program Manager CWS Supervisors CWS FTM Facilitator Staff Services Analyst CDSS Adoptions
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Strategy 11: CWS Family Team Meetings (FTM) will be expanded and formalized to occur for adoptive placement families to overcome barriers to adoption and to assist them with completing the adoption process	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C2.1 Adoption within 24 months (exit cohort), C2.2 Median Time to Adoption (exit cohort), and C2.5 Adoption within 12 months (legally free)
	<input type="checkbox"/> CBCAP	
	<input checked="" type="checkbox"/> PSSF	
	<input type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Develop policy and procedure, and train staff	July 2012 Began 7/1/2012 and ongoing	CWS Program Manager CWS Supervisors Staff Services Analyst FTM Facilitator
B. Implement and monitor	September 2012 Began 7/1/2012 and ongoing	CWS Program Manager CWS Supervisors Staff Services Analyst FTM Facilitator
C. Review and revise as needed	October 2012 and ongoing Began 7/1/2012 and ongoing	CWS Program Manager CWS Supervisors Staff Services Analyst

Strategy 12: Enhance Family Finding and Engagement	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C2.1 Adoption within 24 months (exit cohort), C2.2 Median Time to Adoption (exit cohort), and C2.5 Adoption within 12 months (legally free)
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Formalize policy and procedure, and train staff	October 2011 ✓ Training completed April 2011	CWS Program Manager CWS Supervisors CWS Placement Specialist Staff Services Analyst
B. Implement and monitor	November 2011 Implemented in Permanency and FM/FR Units; needs expanding to Emergency Response Unit Completed by ER 12/13/2012 and ongoing	CWS Supervisors CWS Placement Specialist CWS ILP Coordinator Staff Services Analyst
C. Review and revise as needed	January 2012 and ongoing ✓ Ongoing – Adoptions Supervisor is researching other county models to determine best fit for Lake County – Will report by August 2014	CWS Placement Specialist Case Carrying Social Worker CWS Supervisors CWS Program Manager

Strategy 13: CWS to work with the local Foster Family Agencies to enhance collaboration	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1 Placement Stability of children in care at least 8 days but less than 12 months
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Begin meeting monthly with FFA staff to coordinate case management, address concerns, verify available resources, and match children's needs with foster parents' skills	July 2011 ✓ Meetings, which were run by line staff, are currently on hold, as participation of management was needed. New program managers assumed duties on 11/4/13 and plan to resume meetings in March 2014. Request extension to April 2015.	CWS Program Manager CWS Supervisors CWS Placement Specialist Staff Services Analyst FFA management
B. Develop a Memorandum of Understanding with each FFA	October 2011 Pending. Request extension to October 2012. Request extension to April 2014. Request extension to May 2015.	CWS Director Deputy Director CWS Program Manager Staff Services Analyst FFA management
C. Formalize pre-placement meeting practices as appropriate for each child	January 2012 Pending. Request extension to January 2013. Request extension to April 2014. Request extension to April 2015.	CWS Placement Specialist Case Carrying Social Worker CDSS Adoptions Specialist FFA management
D. Monitor, review, and revise as needed	January 2012 and ongoing Pending. Request extension to January 2013 and ongoing. Request extension to April 2014. Request extension to June 2015.	Deputy Director CWS Program Manager CWS Placement Specialist Staff Services Analyst FFA management

Strategy 14: Provide Nurturing Parenting® training to foster parents and relative/NREFM caregivers (This is not the CAPIT funded program offered to the public; this series will be arranged specifically for caregivers.)	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1 Placement Stability of children in care at least 8 days but less than 12 months
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Train additional CWS staff to facilitate Nurturing Parenting® classes	May 2011 ✓ Two were trained in Sept. 2010 – those staff members have since left. Four more were trained April 2013.	CWS Program Manager CWS Social Worker
B. Determine appropriate Nurturing Parenting® curriculum	July 2011 ✓ Completed by July 2011	CWS Program Manager CWS Placement Specialist Staff Services Analyst
C. Work with FFA and CWS staff to develop selection and referral process	October 2011 Request extension to October 2012. Completed August 2012.	CWS Program Manager CWS Placement Specialist Staff Services Analyst FFA Staff
D. Schedule and publicize the classes	October 2011 Request extension to October 2012. Completed August 2012.	CWS Placement Specialist FFA Staff
E. Conduct the classes	January 2012 and ongoing Request extension to October 2012. Classes began Sept. 2012, but were cancelled due to low attendance. Unsure at this time if we will retry or abandon this strategy.	CWS Social Worker FFA Staff

Strategy 15: Enhance Family Finding and Engagement	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1 Placement Stability of children in care at least 8 days but less than 12 months
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Formalize policy and procedure, and train staff	October 2011 ✓ Staff training conducted April 2011	CWS Program Manager CWS Supervisors CWS Placement Specialist Staff Services Analyst
B. Implement and monitor	November 2011 ✓ December 2012	CWS Supervisors CWS Placement Specialist CWS ILP Coordinator Staff Services Analyst
C. Review and revise as needed	January 2012 and ongoing ✓ Ongoing informal process since December 2012. More formal review will be conducted by July 2014.	CWS Placement Specialist Case Carrying Social Worker CWS Supervisors CWS Program Manager

Strategy 16: Implement mental health screening/ assessments within 30 days of entry for children entering foster care	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1 Placement Stability of children in care at least 8 days but less than 12 months
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Collaborate with Lake County Dept. of Mental Health to determine best tool	January – July 2012 More time is needed to review tools. Request extension to March 2013. Tool selected is CANS.	Deputy Director CWS Program Manager Lake County Mental Health Staff Services Analyst
B. Develop protocols with Mental Health	July 2012 – December 2012 Request extension to December 2013. In process, during ongoing Katie A. collaboration. (Meetings began April 2013)	CWS Program Manager CWS Supervisors Lake County Mental Health Staff Services Analyst
C. Develop CWS policy and procedure, and train staff	December 2012 Request extension to December 2013. In process since April 2013.	CWS Program Manager CWS Supervisors Staff Services Analyst
D. Implement and monitor	December 2012 Request extension to December 2013. In process since April 2013.	CWS Program Manager CWS Supervisors Lake County Mental Health Staff Services Analyst
E. Review and revise as needed	December 2012 and ongoing Request extension to December 2013. Will begin review by April 2014 when Katie A Progress Report is due.	CWS Program Manager CWS Supervisors Lake County Mental Health Staff Services Analyst

Strategy 17: CWS Family Team Meetings (FTM) will be expanded and formalized to address placement issues and case planning throughout the life of a case	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1 Placement Stability of children in care at least 8 days but less than 12 months
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Develop policy and procedure, and train staff	July 2012 Completed (date unknown as this was a process developed over time). Development is continual as practice is reviewed.	CWS Program Manager CWS Supervisors Staff Services Analyst FTM Facilitator
B. Implement and monitor	September 2012 Completed (date unknown as this was a process over time of integration into practice) and ongoing	CWS Program Manager CWS Supervisors Staff Services Analyst FTM Facilitator
C. Review and revise as needed	October 2012 and ongoing Completed and ongoing – review of practices is continual	CWS Program Manager CWS Supervisors Staff Services Analyst

Strategy 18: Develop protocols for social worker contacts with children and substitute caregivers	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1 Placement Stability of children in care at least 8 days but less than 12 months
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Research best practices for social worker contacts	July 2011 ✓ In process – projected completion date is September 2014	CWS Program Manager Staff Services Analyst
B. Develop policy and procedure, and train staff	September 2011 ✓ In process – projected completion date is September 2014	CWS Program Manager CWS Supervisors Staff Services Analyst
C. Monitor social worker contacts through currently existing quality assurance reviews	October 2011 and ongoing QA procedures will be reevaluated, as the QA position was cut. Currently using Berkeley data and Safe Measures to monitor that contacts were made, but expect to develop measures of the quality of contacts by the end of 2014.	CWS Program Manager CWS Supervisors Staff Services Analyst

Strategy 19: Solicit input from foster youth and substitute caregivers on a regular basis through focus groups and/or questionnaires	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1 Placement Stability of children in care at least 8 days but less than 12 months
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Research best practices for obtaining foster youth and caregiver input	January 2012 ✓ Decision was made to use focus groups. (Date of decision unknown.)	CWS Program Manager Staff Services Analyst
B. Develop a plan for obtaining foster youth and caregiver input and implement	February 2012 ✓ Plan is to conduct annual focus groups - The most recent focus group was held with ILP youth on 10/4/2013.	CWS Program Manager Staff Services Analyst CWS Placement Specialist CWS ILP Coordinator
C. Use the information obtained to train staff to improve casework practice	March 2012 ✓ Ongoing – Information provided by youth on 10/4/13 was discussed at Staff Meeting on 11/6/2013.	CWS Program Manager CWS Supervisors Staff Services Analyst

5 – YEAR SIP CHART (PROBATION)

Priority Outcome Measure or Systemic Factor: Improve Family Finding Procedures to Provide Optimal Placement Options for Probation Youth. Previous family finding procedures were conducted with very little attention as to possible family members or close family friends with whom a youth could be placed. A backwards glance at Probation practices would reveal that almost 100% of Probation youth were placed outside of the home because of the lack of appropriate family finding procedures which lead to long-term out-of-home and out-of-county placements.

As Probation was going through the process using family findings as a means to reduce out-of-home and out-of-county placement and then with the added strategy 4 (median time to reunification), we realized we were attacking the problem from the wrong perspective. We were starting our process at family findings rather than at the prevention level. Then once in the system, we were not doing much to stop the escalation of the youth to becoming “at-risk.” So we started from the “grass roots” by looking at our systemic process beginning when a youth first comes into the system. By doing so, we have begun to make progress which looks, at first glance, to be promising.

In December 2013, we had 8 youth in out-of-home placements. Of those 8 youth, 3 of the youth were placed in juvenile sex offender programs as there were no local resources available to safely address their unique needs. Probation conducted minimal family finding efforts on the remaining 5 youth. Those youth, unfortunately, were placed in long-term, out-of-county placements. Of those 8 youth, 6 completed their program goals and were returned home, 1 was dual-status and returned to CWS for foster care placement, and the remaining youth, unfortunately was ordered into the Division of Juvenile Justice (DJJ) as he did not respond to graduated levels of care.

In the past 11 months, Probation has increased family finding procedures and has actively pursued family placements prior to placing youth in out-of-home placement. Of the 7 youth currently placed in out-of-home and/or out-of-county placements, 4 were first tried in homes located by family findings. The youth averaged a stay of 4 months in with family members prior to being placed in an out-of-home placement. Additionally, Probation has another youth who was at-risk for out-of-home placement, which is now in his grandparent’s home.

Probation’s next steps will include contact with group homes to inform them of Probation’s ideology in regard to shortening the length of stay within group homes, calendaring follow-up FTC’s, and training new staff members on FTC’s.

National Standard: N/A

Current Performance: Completed

Target Improvement Goal: To implement and sustain family finding procedures within the Probation Department.

Priority Outcome Measure or Systemic Factor: To improve the Facilitation of Family Team Conferences (FTC) to Increase Protective Factors in Juvenile Probationers Positive Achievement Change Tool (PACT) Assessments. Protective factors are necessary to increase a youth's resiliency in combating negative influences in their lives. By bringing those factors out during a FTC, Probation can be more effective in promoting those positive aspects in the youth and family.

National Standard: N/A

Current Performance: Continuing with FTC's when a youth changes supervision levels.

Target Improvement Goal: To conduct a Family Team Conference on Probation youth who are at imminent risk of out-of-home placement to direct needed services.

It appears this factor was short-sighted as utilizing tools does not, in itself, improve an outcome, especially when other outside factors decrease the intended goal.

Projected Probation's next step was to document which portions of the FTC's are most effective and disburse those into our current juvenile hall pre-release meetings and during our 6-month case plan updates.

Currently, this has not really occurred. Probation has been so short-staffed, juvenile hall pre-release meetings have not been conducted, nor have goals been introduced into case plans. Therefore, the next-steps will remain as previously stated.

Priority Outcome Measure or Systemic Factor: Develop a FTC facilitator worksheet as a guideline to conduct effective meetings.

National Standard: N/A

Current Performance: Completed

Target Improvement Goal: To use a worksheet with each FTC so an agenda is followed as well as capturing the data/goals which need to be followed up.

The FTC worksheet has been a great success. It provides a concise view of what needs to be covered at a FTC.

Priority Outcome Measure or Systemic Factor: Foster Care: C1.2 - Median Time to Reunification: Of all children discharged from foster care to reunification during the year who had been in foster care for 8 days or longer what was the median length of stay (in months) from the date of latest removal from home until the date of discharge to reunification?

National Standard: 5.4 months

Current Performance: 13.1 months

Target Improvement Goal: Decrease placement time to 12 months within 2 years

It appears Probation is going in the right direction. Placement numbers are decreasing slightly, from eight youth in placement in December 2013 to seven youth in November 2014. More importantly, Probation is recognizing systemic issues, such as informing placement providers of the goal to decrease the amount of time youth spend in out-of-home placement.

Strategy 1: Improve Family Finding Procedures to Provide Optimal Placement Options for Probation Juveniles	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): During the time-period 07/01/2010 – 02/28/2011, the Probation Department conducted over 80 intake, 30 detention, and 99 dispositional reports where less than 25% of the reports produced family findings other than the parents		
	<input type="checkbox"/> CBCAP			
	<input type="checkbox"/> PSSF			
	<input checked="" type="checkbox"/> N/A			
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:	
A. Meet to develop a family finding template for probation officers to use during intake, detention, and dispositional interviews. Develop training on family mapping and its use.	<u>Target date: May 2011</u>	<u>Completed: May 2011</u>	Supervisors and Line Staff of Juvenile Division	
B. Finalize Family Finding Template	<u>Target date: May 2011</u>	<u>Completed: May 2011</u>	Chief Probation Officer and Supervisors of Juvenile Division	
C. Format the inclusion of family finding efforts into court reports and review the results with the Chief Probation Officer	<u>Target date: May 2011</u>	<u>Completed: May 2011</u>	Chief Probation Officer and Supervisors of Juvenile Division	
D. Implement family finding template and assess for improvements	<u>Target date: May 2011</u>	<u>Completed: May 2011</u>	Supervisors and Line Staff of Juvenile Division, and Juvenile Correction Officers (as directed)	
E. Review results of the family findings and implement additional changes as necessary	<u>Target Date: July 2011</u>	<u>Completed: July 2011</u>	Supervisors of Juvenile Division	

<p>Strategy 2: To improve the Facilitation of Family Team Conferences to Increase Protective Factors in Juvenile Probationers Positive Achievement Change Tool (PACT) Assessments.</p> <p>Develop Comprehensive Family Team Conference Procedures to coincide with PACT assessment results</p>	<input type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): The Probation Department currently uses Family Team Conferences (FTC) when a juvenile probationer’s status level and/or the PACT risk level changes. The FTC facilitator assists family, friends of the family, and support agencies to indentify anti-social and pro-social (or protective factors) behaviors of the juvenile and his/her family. This information is then used to devise a case plan to assist the juvenile in achieving and maintaining a higher level of success while on probation.</p> <p>During the time-period 07/01/2010 – 02/28/2011, the Probation Department conducted 15 family team conferences where PACT risk levels were noted but not specifically addressed as a means to increase protective factors for those juveniles. Evidence based practices indicate increasing protective factors can have a positive, lasting effect on juvenile probationers. There have not been any follow up reporting procedures to document the success or failure rate of the FTC’s.</p>	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
<p>A. Meet to develop Family Team Conference (FTC) procedures to optimize the efforts of FTC</p>	<p><u>Target date:</u> June 2011</p>	<p><u>Completed:</u> June 2011</p>	<p>Supervisors and FTC Facilitators</p>
<p>B. Implement FTC procedures</p>	<p><u>Target date:</u> July 2011</p>	<p>Completed: <u>July 2011</u></p>	<p>Supervisors and FTC Facilitators</p>

<p>C. Assess FTC procedures and recommend changes as necessary</p>	<p><u>Assessment Target dates: July – September 2011</u></p>	<p><u>Completed: December 2011</u> <u>After a period of assessment, Probation found FTC’s are more effective when a supervisor is the facilitator and appropriate training in FTC’s was critical in maintaining the positive direction of the conference. Additionally, Probation found that including our PACT risk to reoffend on a criminal level assessment, addressing the stages of change in both the parent and child, and giving each of the participants an outline of the agenda which they can write in helped in creating a purposeful event.</u></p>	<p>FTC Facilitators</p>
<p>D. Monitor results of FTC and record in case notes and FTC results will be reviewed every six months in accordance with the associated PACT requirements</p>	<p><u>Target date: July 2013</u></p>	<p><u>Completed: July 2013</u> <u>Although this is an ongoing process, Probation views this as completed as it is now an incorporated Juvenile Division procedure.</u></p>	<p>Supervisors and Line Staff of Juvenile Division, FTC Facilitators</p>
<p>E. If FTC review indicates the juvenile has been unsuccessful, a follow-up FTC will be scheduled</p>	<p>6 month intervals – Ongoing as needed</p>		<p>Supervisors and Line Staff of Juvenile Division, FTC Facilitators</p>

Strategy 3: Develop FTC facilitator worksheet	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): During the time-period 07/01/2010 – 02/28/2011, the Probation Department conducted 15 FTC's. At each conference there was not a consistent format in which the FTC was conducted, thereby incurring more preparation time and less consistent information given and gathered. If Probation utilized a facilitator worksheet, the entire event would be better organized and produce greater results.	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Meet to develop and implement a FTC facilitator worksheet to use during FTC's that will incorporate PACT protective factors and criminogenic needs, input from family members, friends, and support agencies, and court orders.	<u>Target date: June 2011</u>	<u>Completed: June 2011</u>	Supervisors and FTC Facilitators
B. Finalize FTC facilitator worksheet	<u>Target date: June 2011</u>	<u>Completed: June 2011</u>	Supervisors and FTC Facilitators
C. Implement FTC facilitator worksheet and assess for improvements	<u>Target date: July 2011</u>	<u>Completed: December 2011</u> <u>Probation completed the FTC facilitator worksheets in July 2011 and assessed them for effectiveness in gathering information needed to address the groups needs for the family as well as the Court's requirement of the child. Additional items added to the worksheet were the stages of change block, PACT risk to reoffend assessment/top 3 criminogenic needs, and case plan goals.</u>	Supervisors and FTC Facilitators

D. Assess FTC facilitator worksheet and recommend changes as necessary	<u>Target date:</u> July 2013 -	Completed: <u>July 2013</u> <u>Although this is an ongoing process, Probation views this as completed as it is now an incorporated Juvenile Division procedure.</u>	Supervisors and FTC Facilitators
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Strategy 4: Foster Care: C1.2 - Median Time to Reunification: Of all children discharged from foster care to reunification during the year who had been in foster care for 8 days or longer what was the median length of stay (in months) from the date of latest removal from home until the date of discharge to reunification?	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): During the time period of 04/01/2012-03/31/2013, the national goal for children to be reunified was 5.4 months. During that period, Probation's median months in care was 13.1 months. Although it is unlikely that Probation will ever get to 5.4 months, it is our goal to reduce the median months in care to 12 months within the next 2 years (09/30/2015).	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Develop systemic steps to slow the process of ordering children into placement. i.e., utilize services such as Family Team Conferences, Wrap Around Services, and Intensive Supervision.	September 2013 – December 2013	<u>Completed: July 2014. This process is continually evolving by adding additional services such as Probation Family Pro</u>	Probation Supervisors Probation Placement Officers
B. Actively involve the child's family in placement selection beginning at the first Family Team Conference which first identifies a child's need for placement. Previously Probation would identify a child for placement and just utilize the child's	Continual	<u>This is ongoing. Family members are not always involved in this process when the family members are</u>	Probation Placement Officers Family members Placement Provider

case plan in order to identify the placement facility.		unavailable or unwilling to cooperate.	
C. Involve the child, his/her child’s family, and placement care provider in the case planning development	Continual	This is ongoing. Family members are not always involved in this process when the family members are unavailable or unwilling to cooperate.	Probation Placement Officers Family members Placement Provider
D. Review the child’s progress on a monthly basis to ensure progress and make adjustments as necessary	Continual	This is ongoing. Every effort is made to involve the child and the care provider in the monthly progress review. Probation needs to make a better effort in involving the family monthly while the child is in placement.	Probation Placement Officers Family members Placement Provider