

California - Child and Family Services Review

Mariposa County

Annual SIP Progress Report September 1, 2013 – September 30, 2014



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California – Child and Family Services Review Signature Sheet

For submittal of: CSA SIP Progress Report

County	Mariposa County
SIP Period Dates	September 1, 2013 – September 30, 2014
Outcome Data Period	July 1, 2014 (Quarter 1)
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*Signatures must be in blue ink

The Annual System Improvement Plan Progress Report documents the progress that Mariposa County has achieved in the identified focus areas and performance outcome goals and strategies identified in the September 2013-September 2018 System Improvement Plan. The report is based upon CWS/CMS performance outcome data for the review period Q1 (July 1, 2014 extract) of the UC Berkeley Dynamic Outcome Data Report which shows both Child Welfare Services (CWS) and Probation exceeding national goals in all identified focus areas (<http://cssr.berkeley.edu/cwscmsreports>).

The report also describes service improvements in Child Welfare Services through the use of targeted strategies such as Safety Organized Practice (SOP) approaches in CWS and those of Probation by training staff and providing expectations and procedures for documentation in the CWS/CMS system.

As mandated by the Child Welfare Services Outcome and Accountability Act of 2001 Assembly Bill 636 (Steinberg), Mariposa County completed the System Improvement Plan (SIP) in 2013. The SIP is a culmination of the California Child and Family Review process (C-CFSR). It is based upon the information learned from the County Self-Assessment (CSA) conducted in January through April, 2013, the Peer Review (PR) conducted in January through April, 2013, and aligned with the strategies of the State of California's Program Improvement Plan (PIP) submitted to the U.S. Department of Health and Human Services Children's Bureau.

The SIP process was informed by the county data and trends, guided by evidence based and promising practices of the field, and inclusive of community partners. The areas of focus for CWS are No Recurrence of Maltreatment (S1.1) and Re-entry Following Reunification (C1.4). The focus area for Probation is Timely Monthly Caseworker Visits (2F). The SIP Progress Report is submitted to the California Department of Social Services (CDSS) in accordance with the California Child and Family Services Review Instruction Manual dated 1/1/14.

SIP Progress Narrative

STAKEHOLDERS PARTICIPATION

The Mariposa Abuse Prevention Council, a group of Mariposa social service providers, has remained the primary group to provide stakeholder feedback. The group meets monthly and the meetings are open to the public. A smaller committee of that group also met on May 2, 2014 to discuss ways to promote community development (a goal for the SIP) and develop and implement a plan to use Office of Child Abuse Prevention (OCAP) funding for a school-based child abuse prevention program. The meeting was chaired by the newly-appointed Director of Human Services, Chevon Kothari. A smaller working committee comprised of representatives from Mariposa Safe Families/CAPC, Mariposa County School District, Sierra Foothill Charter School, Gold Rush Charter School, Head Start, Alliance for Community Transformations, and Human Services meet weekly since August, 2014 to develop the OCAP proposal. The group is facilitated by a local consultant hired by the Human Services Department. The

proposal is in the early stages of development and feedback is being provided by Patty Harper of the Office of Child Abuse Prevention.

The CDSS Office of Outcomes and Accountability Bureau holds quarterly conference calls with the County to review the most recently-released UCB CWS/CMS Dynamic Report. Those calls are facilitated by Henry Franklin of the Outcomes and Accountability Bureau and include: Nancy Bell, Deputy Director of Human Services; Connie Pearce, Supervising Deputy Probation Officer III; Susan Arlington and Sheila Baker, CWS Supervisor IIs; Kathryn Berry, Office Technician of Human Services; and Edna Terrell, consultant for Human Services.

CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS

Child Welfare Services identified S1.1 No Recurrence of Maltreatment and C1.4 Reentry Following Reunification as the two focus areas for the SIP. The County has made improvement in both performance areas during Year 1 of the SIP.

PRIORITY OUTCOME MEASURE OR SYSTEMIC FACTOR DATA ANALYSIS

S1.1 - No Recurrence of Maltreatment. This measure reflects the percent of children who were victims of child abuse/neglect with a subsequent substantiated report of abuse/neglect within 6 months.

Mariposa County's performance (95.5%) during the Q1, 2014 review period (4/1/13 – 9/30/13) and quarterly throughout Year 1 of the System Improvement Plan period has improved as demonstrated by the chart below:

S1.1 Quarterly Performance by % and number of no recurrences vs. total population of those served

Q1, 2013	Q2, 2013	Q3, 2013	Q4, 2013	Q1, 2014
89.2% (33/37)	91.5% (43/47)	92.7% (38/41)	95.5% (22/23)	95.5% (21/22)

National Goal – 94.6%
SIP Goal – 94.6%
CSA Performance – 75.0%

One child (a white male, age category 3 to 5 years) of twenty-two children experienced a recurrence of maltreatment during the Q1, 2014 review period. General neglect was the cause for the referral. The demographics of other children included in the sample were: two children under age 1; six between 1 and 2; five between 3 and 5; two between 6 and 10; five between 11 and 15; and one between the ages of 16 and 17. Fifteen of the children were white; three were Latinos; and one was American Indian. Ethnic coding was missing for 2 children. Allegation types were: 17 for general neglect; 2 for sexual abuse; and 1 for physical abuse.

Child Welfare Services continues to experience staffing fluctuations and vacancies. Currently there is one vacancy in the Intake Unit which handles all referrals for CWS and Adult Protective Services. Safety Organized Practice training sessions conducted by a UC Davis training staff is held monthly with a training completion date and a program implementation date of January, 2015. Some social workers, enthusiastic about the new approach, are incorporating SOP practices into their work with good results. Supervisors and managers realize however that the

social workers will need to complete the full SOP training and receive more coaching in order to internalize the tools.

The SDM Risk Assessment is used by the Intake Unit to assess risk. The assessment tool is considered to be a good predictor of risk (SACHS Review of Child Welfare Risk Assessments – November 2012). The Signs of Safety are used with incoming referrals. Holding team decision making meetings with new referrals has proved very effective, especially with the use of a facilitator. The Signs of Safety, an SOP tool that is a consensus-based approach is used along with TDMs to guide the development of the safety plan and support network for the family. The social work staff is encouraged to use the SOP Three Houses approach and case comments are documented in CWS/CMS and SDM in two locations, the SOP houses and on the referral form. One strategy that has been effective with two families, has been to place children who are at risk of maltreatment with kin on a short-term temporary basis to provide an opportunity for respite for the parents.

The use of both SDM and SOP tools may have contributed to more safety for children through better assessments of risk and more family-specific safety plans. The Intake Supervisor encourages the use of SOP practices in the Intake Unit and has set up a place in the intake work area for SOP forms so that they are readily available to social workers for their field visits, thereby encouraging the use of the SOP practices. The completion of the SDM risk assessment tool has been an expectation of staff for several years. During the review period, 4/13 through 9/13, SafeMeasures reports show the Intake Unit completed 34 required and optional assessments, 14 of which were completed timely. Fifteen assessments were not completed. The unit has had vacancies and newly-hired staff over the time period. A look at statistics for Year 1 of the SIP shows the Intake Unit completing 77 required and optional assessments and not completing 14. Twenty-eight of the required assessments were completed timely.

- During the Q2, 2012 CSA review month, seventeen of sixty-eight children served had experienced reoccurrence of maltreatment. For Year 1 of the 2013-2018 SIP Improvement Plan, the most recent five quarters (Q1, 2013 through Q1, 2014) show CWS receiving fewer referrals and having fewer substantiations and recurrences of maltreatment. As stated previously, CWS and the Human Services Department in general has a high turnover and vacancy rate so fewer referrals may result in more comprehensive work with families if the staff is not overly stretched. During this time period, the Department operated a Differential Response (DR) program administered by the Behavioral Health and Recovery Division but this program was closed in June, 2014 due to problems staffing the assignment, a low client participation rate, and feedback from stakeholders that the program should be community-based. DR program statistics are being collected and analyzed currently to reach data-based conclusions about the effectiveness of the program. Preliminary statistics indicate that there were 9 DR referrals in 2011; 31 in 2012; and 11 in 2013. The Intake Unit found the DR program useful in providing more resources to respond to Level 1 referrals that were evaluated-out or were for information only. Responses were made by Behavioral Health and Recovery staff who provided DR services on a part-time basis. Services provided were community referrals to child care, mental health referral services, parenting and family coaching, and homemaker teaching and demonstrating services. Two families referred for Differential Response contact/services had subsequent referrals to CWS; however, neither referral was substantiated.

There has been an emphasis over the past two years by the Mariposa Safe Families/CAPC and the faith community's Mariposa Open Arms Program to address issues of poverty. Although there is not a direct link between poverty and child abuse, family self-sufficiency and lower levels of stress tend to contribute to family well-being. Mariposa Safe Families, the provider of Family Resource Center services, administers the Community Partner Program which provides assistance to families in poverty with employment

applications, budgeting, household supply needs, and transportation. Some County demographics documented in the Lucille Packard 2014 Kidsdata reports worthy of note are:

- o County Unemployment is down from a high of 11.2% to 9.2%.
- o There is a decline in the County’s child population and households with children.
- o There is a decline in the number of homeless children in school.
- o The CalWORKs caseload is down.
- o The number of families receiving Food Stamps has increased.

Behavioral Health and Recovery Services has continued to work with CWS on the development of their Katie A. plan. Behavioral Health and Recovery are implementing the use of an assessment tool called Child and Adolescent Needs and Strengths (CANS) to assist with developing more effective family service plans.

PRIORITY OUTCOME MEASURE OR SYSTEMIC FACTOR DATA ANALYSIS

C1.4 – Reentry after Reunification. This measure reflects the percent of all children discharged from foster care to reunification during the year, who reentered foster care in less than 12 months from the date of the earliest discharge to reunification during the year.

CWS performance (0%) during the Quarter 1, 2014 review period (4/1/12 through 3/31/13) showed significant improvement over the CSA performance rate of 11.1%. See chart below for quarterly performance in Year 1 of the SIP:

C1.4 Quarterly Performance by % and number of no reentries vs. total population of those served

Q1, 2013	Q2, 2013	Q3, 2013	Q4, 2013	Q1, 2014
16.7% (4/24)	13.6% (3/22)	13.6% (3/22)	0% (0/8)	0% (0/8)

National Goal – 9.9%
SIP Goal – 0%
CSA Performance – 11.1%

Mariposa CWS has seen no re-entries to foster care of children following reunification for the past two quarters; thereby achieving the SIP Goal during the Q1, 2014 review period. Data regarding eight children were included in this sample. Of the eight children who were re-unified with their families successfully, all were white, two were female and six were male, and four had been in kinship care, two in foster care and two in FFAs. The number of children included in this performance measure has decreased over the SIP Year 1 period. The resulting workload may be more manageable for the small number of social worker staff on board. The Unit has experienced vacancies in social workers, legal secretary, and social service case aide positions.

The SOP approach has been immediately accepted by the Continuing Unit social worker staff and the SOP practices of Safety Mapping, the establishment of Safety Networks, and family-specific and consensual safety plans are all used as a means to positively impact reunification success. The SDM Safety Assessment tool and TDMs are practices used to inform the reunification decision-making process. For Year 1 of the SIP (9/1/13 through 9/30/14), the Ongoing Unit completed 105 required and optional safety assessments on time and did not complete the assessment for 16 cases. Sixty assessments were not timely, however.

The Ongoing Unit provides service to 21 children, most of who are in out of home care. Two families are being served in the Family Maintenance Program. A practice of holding graduated visits and increasing the frequency and duration of visits prior to reunification may contribute to the success of families to reunify. The Unit has found that the reunification process should be given the time that it needs to ensure the greater possibility of success. Sometimes this results in children staying longer in foster care than desired. Currently CWS is not meeting national goals in the areas of C1.1 Reunification within 12 months and C1.2 Median Time to Reunification.

Behavioral Health and Recovery is enhancing its Therapeutic Behavioral Services (TBS) program with more emphasis on in-home services by the mental health staff. These services may contribute to more successful reunifications when the reunified family is served by both CWS and Behavioral Health and Recovery.

Probation:

Probation identified 2F Timely Monthly Case Worker Visits as their area of focus for the SIP. Probation has made significant improvement in this performance area over Year 1 improving their quarterly performance continually from 50%, 55.6%, 90%, and 100% where it has remained for several quarters. Seven timely visits were made in the review quarter. The National Goal for this measure is 90%. Probation set a SIP target goal of 100%. Historically, probation officers have made the required visits but failed to correctly document the action in CWS/CMS. Through the implementation of strategies such as providing to staff documentation expectations and training or assistance with CWS/CMS documentation when needed, Probation has been able to achieve their performance goal. Additional CWS/CMS training and the development of written procedures are strategies for the future.

Probation continues to make use of the Mariposa Wraparound Program administered by Behavioral Health and Recovery. There has been a change in the probation officer assigned to Wraparound. This Officer has a caseload of 8 juveniles, two or three of whom are being served in the Wraparound Program. One juvenile was recently placed in a Level 14 out of county group home. The plan for the juvenile is out of home placement for six months to one year, followed by Wraparound services in the home.

STATUS OF STRATEGIES

CWS Priority Outcome Measure 1 – S1.1 No Recurrence of Maltreatment

STRATEGY 1:

Utilize Participatory Family Planning Strategies: Safety Organized Practice (SOP) and Team Decision Making Meetings (TDM).

ACTION STEP STATUS:

CWS is on schedule for completing, on a timely basis, all Action Steps A through F. SOP implementation is in process with monthly training sessions and graduated implementation of the practices. Training is scheduled to be completed in January, 2015. The Department has filled an Analyst position to assist CWS with analyzing statistics, completing reports, and writing policies

and procedures, such as those that apply to the use of SOP practices. The Director has set as a focus area the development of written policies and procedures and evaluation tools and processes in the Department. Staff is being added or re-assigned to facilitate this work. Both SOP and SDM tools are being utilized by staff in intake, especially with referrals that are for recurrence of maltreatment. The use of the SDM tools support decisions regarding safety and risk and SOP approach has proved useful in developing creative case plans that are family specific and built upon consensus and the establishment of a support network.

TDMs are now held within 48 hours of detention with some new intake referrals. As SOP practices are learned through training, they are incorporated into TDMs, when appropriate.

Strategy G Differential Response services were provided in the County until July 2014. The Department is working with the community on the development of a community-based child abuse prevention program.

METHOD OF EVALUATION AND/OR MONITORING:

Supervisors are providing the necessary monitoring of worker effectiveness through reviewing SDM utilization data in SafeMeasures Reports, reviewing CWS/CMS reports, and participating in quarterly conference calls with CDSS to review performance results. Supervisors at times must provide direct services such as investigating referrals when there are staff vacancies, so both CWS supervisors are up to date on procedures and have a good understanding of what is happening in the field.

The effectiveness of TDM and SOP approaches is assessed by asking for feedback from the participants.

ADDITIONAL STRATEGIES (WHEN APPLICABLE): None

PROGRAM REDUCTION:

CWS did contract with Behavioral Health and Recovery Services to provide Differential Response services until June 30, 2014 when the program was discontinued. The success of the program was impacted by a minimal staffing level and client engagement difficulties. The community thought the program would be more successful if it was community-based. The Human Services Department has a newly-appointed Director with many years of experience working in the social service delivery system in Mariposa County. She has brought together local service providers to discuss ways to build the service community and to develop a community-based program to provide child abuse prevention and early intervention services. A local consultant has been hired to work with a committee comprised of representatives from Mariposa Safe Families/CAPC, schools and Alliance for Community Transformation to develop an OCAP-funded child abuse prevention program proposal. A school-based child sexual abuse prevention program is being considered.

CWS Priority Outcome Measure 2 – C1.4 Reentry Following Reunification

STRATEGY 1:

Utilize Participatory case planning strategies and Evidence and Strength Based Programs: Structured Decision Making (SDM), Safety Organized Practice (SOP) and Team Decision Making (TDM).

ACTION STEP STATUS:

Action Steps A-E: CWS is working steadily on accomplishing these actions by the scheduled date. As stated previously, SOP training is in process. The Continuing Unit staff is applying the approaches with success. As the staff becomes more familiar with SOP through training, the supervisors and trainers will provide coaching to assist them in internalizing the concepts. New staff is receiving Core Training. SDM risk assessment tools are used routinely at reunification decision points and SOP approaches assist in the development of creative, consensus-based service plans, including the identification of a support network for the family.

METHOD OF EVALUATION AND/OR MONITORING:

Supervisors assist staff and monitor work through case review and case staffing. These are routine practices within the units. SafeMeasures and CWS/CMS reports provide additional tools for oversight. The practice of conducting case staffing that includes obtaining input from the case-carrying social worker's coworkers further informs the worker and supervisor on the effectiveness of the service plan. The practice of shadowing new workers provides opportunities for training and oversight.

ADDITIONAL STRATEGIES (WHEN APPLICABLE): None

PROGRAM REDUCTION: None

STRATEGY 2:

Provide and Guide Strategic Support for Families During the Family Reunification (FR) and Family Maintenance (FM) Service Components of CWS.

ACTION STEP STATUS:

CWS will continue to take the necessary actions to accomplish these steps. The Central California Training Academy staff assigned to the County provides staff training including oversight and assistance in the field on best practices and approaches for supporting families. The regular use of TDMs, SOP approaches such as the development of the Support Network, and referrals to appropriate service providers in the department and in the community assist families during the reunification or family maintenance process. The Department has hired or appointed staff including an analyst assigned to CWS to develop written expectations, policies and procedures for social workers. These guidelines will assist the social workers and supervisors in performing and evaluating their work with families.

METHOD OF EVALUATION AND/OR MONITORING: See Action Step Status

ADDITIONAL STRATEGIES (WHEN APPLICABLE): None

PROGRAM REDUCTION: None

Probation Priority Outcome Measure 2F –Timely Monthly Caseworker Visits

STRATEGY 1:

Increase Outcome Measure 2F by improving CWS/CMS Data Input.

ACTION STEP STATUS:

Action Steps A-E: Probation will continue efforts to develop the expertise of their staff in using the CWS/CMS system and to routinely document their work appropriately. The UC Davis trainer assigned to Mariposa County provided CWS/CMS training to the Supervising Deputy Probation Officer III and the Deputy Probation Officer II assigned to the Wraparound caseload on August 29, 2014. The training was helpful since it involved actually working with cases on the system. The Department may have the trainer return for an additional day of training in the near future. Probation has not found the on-line CWS/CMS User Guide helpful and thinks the User Guide is out of date. The Resource Center has not proved responsive for technical assistance on a timely basis. CWS staff has provided assistance to Probation when a new case is added to the system. Due to the County's low number of juvenile probation placements, the staff does not use the CWS/CMS frequently and have to re-learn how to navigate the system each time case input is needed. The Probation and Human Services Departments are discussing ways to team-approach data entry into the system when the infrequent need arises. Probation Management has established department expectations to use the CWS/CMS system to document client visits and for staff to either effectively use the system or seek help appropriately. Written procedures or a user guide has not yet been written. When visits are documented in the CWS/CMS system, the probation officers are getting credit for the work they have routinely done. This change has resulted in Juvenile Probation achieving a 100% rating on this performance measure in the CWS/CMS system during this review period.

METHOD OF EVALUATION AND/OR MONITORING:

Due to the small juvenile probation caseload, the probation officers and supervisors are well-acquainted with case details. Case staffing and review of reports such as CWS/CMS and other Probation-specific data bases are used to evaluate worker effectiveness.

ADDITIONAL STRATEGIES (WHEN APPLICABLE): None

PROGRAM REDUCTION: None

OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION

The Human Services Department and the social service-providing community continue to experience changes in staff and key positions. The Human Services Department has had changes in three key positions: Director, Deputy Director of Behavioral Health and Recovery, and the Fiscal Officer. A newly-appointed Director is on board and brings with her an in-depth knowledge of the Mariposa social service community. Although acquainted with the Behavioral Health and CWS programs and staff through her contact with them as Director of Mountain Crisis Domestic Violence Services, (now known as the Alliance for Community Transformation), she has much to learn about the operation of the Department and its programs as a whole.

There continues to be turn-over in CWS staffing as well and with the vacancies and lengthy hiring and training processes, progress can be impeded. Staff fluctuations continue to plague the units. Three Social Worker vacancies have recently been filled and within the last week one of those has become vacant again. There is a new Legal Secretary hired for the units, filling a position that was only occupied for six months by the previous employee. New workers have extensive required training for the first two years. Both Social Service Aide positions are vacant. Social Service Aides provide coverage for supervised visits, transportation for clients, and one acts as the foster care and ILP (Independent Living Program) liaison.

Mariposa Safe Families has been without a Director for a year. The CAPC has reorganized the staffing within MSF. There is no immediate plan to fill the director position. The CAPC oversees day-to-day operations of MSF and its programs. The Mariposa Safe Families Board acts as the local CAPC. There is a newly-appointed Superintendent of Schools. This change could impact the committee efforts to develop a school-based child abuse prevention program with the use of OCAP funding.

The committee charged with developing an OCAP proposal is finding the work difficult and time-consuming. Probation's Supervising Deputy Probation Officer III has now joined the committee in her new role as Vice Chair of the CAPC Executive Committee. Her participation should add strength and direction to the committee.

PROBATION:

Probation's infrequent need to use the CWS/CMS system is both a success because the County has few juvenile placements and an obstacle since the CWS/CMS system is complex and requires frequent use to develop proficiency.

PROMISING PRACTICES/ OTHER SUCCESSES

CWS is enthusiastic about their implementation of SOP. A committee of local providers is working on a proposal to implement the Second Step Program. This is a school-based child sexual abuse prevention program with a scientific rating of 3.

OUTCOME MEASURES NOT MEETING STATE/NATIONAL STANDARDS

CDSS has identified Performance Measure C3.3 In Care Three Years Or Longer, as an area for CWS to watch. With a performance rate of 50%, CWS is not meeting the National Goal of 37.5%. There are two

children whose situation meets the definition of this measure. One child was in care for three years or longer. He has now aged-out as a minor dependent in foster care and is being served with AB12 services.

Other performance measures not meeting national standards during some of the quarters in Year 1 of the SIP are C1.1, C1.2, C1.3, and 2F as demonstrated by the chart below: (Q2, 2013 data is not available on the CDSS Accountability and Outcomes website.)

Quarter/Year	Performance Measure	National Standard	County Performance	Numerator/Denominator (population)
Q1, 2013				
	C1.1	75.2%	50%	4/8
	C1.2	5.4 months	8.1 months	na/8
	C1.3	48.4%	12.5%	1/8
	2F	90%	95.7%	245/256
Q3, 2013				
	C1.1	75.2%	60%	6/10
	C1.2	5.4 months	7.5 months	na/10
	C1.3	48.4%	100%	5/5
	2F	90%	92.7%	280/302
Q4, 2013				
	C1.1	75.2%	66.7%	12/18
	C1.2	5.4 months	15.5 months	na/13
	C1.3	48.4%	20%	1/5
	2F	90%	85.5%	308/359
Q1, 2014				
	C1.1	75.2%	71.4%	15/21
	C1.2	5.4 months	10.3 months	na/21
	C1.3	48.4%	35.7%	5/14
	2F	90%	87.3%	233/267

CWS will monitor its performance in these measures over Year 2 of the SIP.

State and Federally Mandated Child Welfare/Probation Initiatives

The Human Services Department will not pursue a Title IV-E waiver. The County is part of the CASAT Initiative of the Chadwick Center, a trauma-informed practice approach, but there has been no activity in that project recently. The County has requested a conference call so that the department can receive a project status update. The CWS Supervisor of the Ongoing Unit has attended a state-wide convening for Katie A. and is working with the Behavioral Health and Recovery Division Supervisor to develop referral procedures.

National Resource Center Training and Technical Assistance:

There has been no activity in this area.

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

Of all children who were victims of a substantiated maltreatment allegation during the selected six-month period, what percent were not victims of another substantiated allegation within the following six months?

National Standard: ≥94.6%

CSA Baseline Performance: According to the October 2012 Quarterly Data Report (Quarter 2 of 2012) of the 68 children who were victims of a substantiated maltreatment allegation between July 1, 2011 to December 31, 2011, 51 were not victims of another substantiated allegation within six months. This is a rate of no recurrence of maltreatment of 75.0%. In subsequent quarters we have had rates of 83.3%, 91.4%, 89.2%, 91.5% and most recently 92.7%.

Target Improvement Goal: Mariposa County will improve performance on this measure from 75.0% to ≥94.6%.

Mariposa County's performance rate has improved to 96.6% in Q1, 2014 representing the review period 4/1/13 – 9/30/13.

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

Of all children discharged from foster care to reunification during the year, what percent reentered foster care in less than 12 months from the date of the earliest discharge to reunification during the year?

National Standard: ≤9.9%

CSA Baseline Performance: According to the October 2012 Quarterly Data Report (Quarter 2 of 2012) of the 9 children who were discharged from foster care to reunification July 1, 2010 through June 30, 2011 one (1) reentered within 12 months from their earliest discharge. This is an 11.1% rate of reentry within 12 months. In subsequent quarters we have had rates of 11.1%, 7.7%, 16.7%, 13.6% and most recently 13.6%.

Target Improvement Goal: 0%

Mariposa County will improve performance on this measure from 11.1% to ≤9.9%.

Mariposa County's performance rate has improved to 100% for Q4, 2013 and Q1, 2014 representing the review period 1/1/12 – 3/31/13.

Priority Outcome Measure or Systemic Factor: Measure 2F: Timely Monthly Caseworker Visits

This measure reports the percent of months requiring an in-person contact in which the contact occurred.

National Standard: 90%

CSA Baseline Performance: According to the October 2012 Quarterly Data Report (Quarter 2 of 2012), timely monthly caseworker visits for youth in foster care occurred 100% of the time. In subsequent quarters rates were 100%, 100%, 100%, 71% and most recently 50%. Relative to the national goal, the Probation Department's most recent performance was at 55.6%.

Target Improvement Goal: The Probation Department will improve performance on this measure from 50% to 100%. It has been determined that the caseworker makes the required monthly visits to youth in placement facilities, but fails to input the required data in the CWS/CMS system in a timely manner. The data entry issues are due to the overall reduction and/or elimination of out of home placements over the past several years which has caused a reduction and/or elimination of the need to access and report data into the CWS/CMS system. The infrequent use of this system by Probation staff makes it impossible for staff to become proficient at using the case management system. Probation staff received CWS/CMS data entry training in August 2014. Prior to training, Probation staff enlisted the help of local social workers to input data in a timely manner, which allowed the Probation Department to reach their targeted improvement goal.

Mariposa County performance rate has improved to 100% for Q1, 2014 representing the review period 4/1/13 – 3/31/14.

Measure S1.1: No Recurrence of Maltreatment

Strategy 1: Utilize Participatory Family Planning Strategies: Safety Organized Practice (SOP) and Team Decision Meetings (TDM)	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): S1.1: No Recurrence of Maltreatment <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project
A. Complete the SOP training for all staff and supervisors. Provide refresher training for SDM and training for new staff – as needed for maximum effectiveness/decision making, especially regarding Re-entry.	Formally January 2015 2014 Update: Monthly training for SOP in process to conclude 1/15. New workers received SDM training. Refresher pending.	December 2013 – January 2015 California Central Training Academy's Trainers, SW, CWS Supervisor
B. Write Policy and Procedures for use of SOP in CWS practices.	January 2015	June 2014 – December 2014 Social Services Deputy Director, CWS Supervisors
C. Utilize SOP and SDM tools while working with clients and families, including tools such as Safety Mapping, Three Houses and Scaling Questions.	January 2015	December 2013 – January 2018 SW, CWS Supervisor
D. Monitor Effectiveness of SOP through case staffings, supervision and Safe Measures Reports. Monitor proper utilization of SDM tools especially regarding Re-entry.	January 2015	January 2016 SW, CWS Supervisor, Social Services Deputy Director

<p>E. SW to hold TDM within 48 hours of detention to include Safety Planning and engage support systems. SOP Mapping and Safety Planning to be included in TDM. Survey TDM participants for evaluation of process and results.</p>	<p>June 2014 2014 Update: TDMs are held for some detentions. P & P and evaluations pending.</p>	<p>June 2014 – Ongoing</p>	<p>SW, CWS Supervisor, parents/family, community members</p>
<p>F. Continually assess the need for case planning strategies (SOP and use of TDMs) with clients and families to mitigate safety concerns.</p>	<p>June 2014 2014 Update: SOP tools used as training progresses.</p>	<p>January 2016 to assess effectiveness</p>	<p>SW, CWS Supervisor</p>
<p>G. Continue to contract with BHRS for Differential Response Services through June 30, 2014. Encourage and support a community-driven process to develop a abuse prevention and early intervention services. Develop tool (s) and evaluate perceived and actual effectiveness of Team Decision Meetings and tools within Safety Organized Practice.</p>	<p>January 2015 2014 Update: DR contract ended 6-30-14. Mariposa Abuse Prevention Coalition (MAPC) task force is working on development of community-based child abuse prevention/early intervention service.</p>	<p>August 2015 – September 2018</p>	<p>Human Services Management and Community Stakeholder taskforce</p>

Measure C1.4: Reentry Following Reunification

Strategy 1: Utilize Participatory case planning strategies and Evidence and Strength Based Programs: Structured Decision Making (SDM), Safety Organized Practice (SOP) and Team Decision Meetings (TDM)	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.4: Reentry Following Reunification <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
A. Complete SOP training for all staff and supervisors. Ensure staff understand and can utilize Safety Mapping with family.	January 2014 2014 Update: Monthly formal training for SOP in process to conclude 1/15. Tools used as training progresses.	January 2015 Central California Training Academy, County Management Staff
B. Provide training on SDM tools and Team Decision Meetings for new staff.	July 2014 and continuing 2014 Update: New workers have received training on SDM tools in CORE.	December 2014 and annually as needed Central California Training Academy, County Management Staff
C. Develop Policies and Procedures for use of SDM, SOP and TDM.	July 2014 2014 Update: P&P development is focus with new director –	July 2015 Management Staff

Measure C1.4: Reentry Following Reunification

Strategy 2: Provide and Guide Strategic Support for Families During the Family Reunification (FR) and Family Maintenance (FM) Service Components of CWS		Applicable Outcome Measure(s) and/or Systemic Factor(s):	
		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	C1.4: Reentry Following Reunification <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project
A. Develop Policies, Procedures and Expectations of working with families specific to these components of child welfare. Promote early family engagement and on-going assessment of readiness for family reunification. Ensure referrals to Adoptions for children who demonstrate factors that suggest a likelihood of not returning home within six months.	April 2014 2014 Update: P&P development is focus with new director – new staff being hired to assist with this process.	December 2014	CWS Supervisors and Management Staff
B. Train staff in Policies, Procedures and Expectations to ensure understanding of evaluation and practice tools.	January 2015	June 2015	Management Staff
C. Utilize evaluation and practice tools while working with families. Utilize coaching and supervision to develop staff skills to maximize effectiveness.	January 2015	September 2018	CWS Supervisors and Management Staff

<p>D. Evaluate the effectiveness of utilizing a strategic approach to maintaining the safety of children and enhancing strengths and stability of the family system during these service components.</p>	<p>June 2014</p>	<p>Quarterly through September 2018</p>	<p>CWS Supervisors and Management Staff</p>
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Measure 2F: Timely Monthly Caseworker Visits

<p>Strategy 1:</p> <p>Increase Outcome Measure 2F - Timely Monthly Caseworker Visits – by improving CWS/CMS Data Input</p>	<p><input type="checkbox"/> CAPIT</p> <p><input type="checkbox"/> CBCAP</p> <p><input type="checkbox"/> PSSF</p> <p><input checked="" type="checkbox"/> N/A</p>	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>2F: Timely Monthly Caseworker Visits</p> <p><input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project</p>
<p>A.</p> <p>The Probation Department will develop policies and procedures which identify CWS/CMS data input as a priority and establish deadlines for completion of data input.</p>	<p>Establishing CWS/CMS data input as a priority will be implemented.</p> <p>February 2014</p>	<p>Written policies and procedures establishing CWS/CMS data input as a priority will be completed by September 2014.</p> <p>2014 Update: By February 2014, Probation implemented a department policy that CWS/CMS data input would occur within 7 days of out of home placement/monthly contact. Staff were further instructed to complete all required data fields. Written policies and procedures have not been completed. Probation and local CWS are currently in discussions about who will be responsible for data entry in the future.</p>
		<p>Supervising Deputy Probation Officer, Chief Probation Officer</p>

<p>B. All Deputy Probation Officers (DPOs) assigned to supervise youth in foster care, will receive training on how to access and input data into CWS/CMS by the Resource Center for Family-Focused Practice Center for Human Services, UC Davis Extension.</p>	<p>Effective February 2014, officers will receive training within 30 days of assignment to a placement caseload.</p>	<p>September 2014 2014 Update: The current Deputy Probation Officer assigned to the Juvenile Division and the Supervising Deputy Probation Officer of the Juvenile Division completed CWS/CMS training in August 2014.</p>	<p>Supervising Deputy Probation Officer, Resource Center Training Coordinator</p>
<p>C. Due to the history of there not being any Probation youth in out-of-home placement, DPOs are not proficient with CWS/CMS data input. Therefore, the Juvenile DPO supervising a youth with a Court Order for placement will contact a Child Welfare Services Supervisor to arrange for assistance with the CWS/CMS data input, to ensure timely and accurate input of data. The DPO will work with a CWS representative until such time as DPO becomes proficient with CWS/CMS data input.</p>	<p>Effective February 2014, immediately upon receipt of Court Order for Placement of any youth.</p>	<p>September 2014 2014 Update: Prior to completion of CWS/CMS training in August, Probation staff received assistance from local CWS to complete CWS/CMS data entry for youth under a placement order.</p>	<p>Deputy Probation Officer assigned to supervise youth in placement, Supervising Deputy Probation Officer</p>
<p>D. Efforts will be made to develop user-friendly Quick Reference Guides for Juvenile Placement DPOs to use.</p>	<p>February 2014</p>	<p>September 2014 2014 Update: In August 2014, Supervising DPO requested updated quick reference guides from UC Davis.</p>	<p>Supervising Deputy Probation Officer, Resource Center for Family-Focused Practice Probation Training Coordinator, Human Services Deputy Director/Supervisor</p>