

California – Child and Family Services Review Signature Sheet

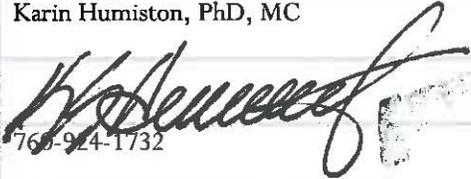
For submittal of: CSA SIP Progress Report

County	Mono
SIP Period Dates	October 11, 2013 – October 11, 2014
Outcome Data Period	Q1 2014

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Board of Supervisors (BOS) Signature

BOS Approval Date	N/A
Name	

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California - Child and Family Services Review

Annual SIP Progress Report

OCTOBER 11, 2013 – OCTOBER 11, 2014



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Introduction

This Mono County System Improvement Plan (SIP) Annual Progress Report is the first annual review of our 2013-2018 SIP and will provide an update on the status and effectiveness of our chosen strategies, and improvement towards the identified outcome measures. The 2013-2018 SIP was approved by the Board of Supervisors on March 11, 2014 and outlines strategies that the Mono County Child Welfare Services (CWS) and Mono County Juvenile Probation (JPD) Departments plan to implement over this five year period. Since the approval of the SIP, Mono County Probation and Child Welfare Services Departments have been working on implementing the strategies to improve outcomes for children in our county. The departments have also been reviewing the effectiveness of our SIP by monitoring quarterly outcome data along with actively engaging in the action steps of the strategies.

Baseline data was taken from UC Berkeley's Quarter 1 2013 data extract to create the county's SIP and improvement strategies. This baseline data will be compared in this progress report with the most recent UC Berkeley data for 2014 Quarter 1 extract. For CWS, the current data shows that there have been no children who fit the criteria for the outcome measures focused on in this reporting period.

In the last year, the Probation Department has begun implementation of the SIP. The Probation Department was able to accomplish both action steps outlined for the 2014 strategies timeline. As the Probation Department has been able to follow the timeline, no adjustments need to be made at this time. The Probation Department continues to collaborate with the community and partner agencies to ensure services are improved in the specific area of youth exit to permanency and transition to adulthood.

SIP Progress Narrative

STAKEHOLDERS PARTICIPATION

CWS:

In the first year of implementation, Mono County CWS and JPD, have collaborated with CDSS to monitor the SIP strategies and action steps on a quarterly basis. Informal consultations with important partners who are invested in the wellbeing of youth in our county occur on a continuous basis. The departments plan to incorporate stakeholder participation into existing meetings such as Multi Disciplinary Team Meetings (bi-weekly), Katie A Collaborative Meetings

(quarterly), and Child Abuse and Prevention Council (CAPC) Meetings (quarterly), Juvenile Justice Coordinating Council (JJCC). Discussions will focus on the progress of the implementation of the SIP. These meetings are attended by some of the various stakeholder groups that participated in our County Self Assessment such as Mono County Behavioral Health, CWS Social Workers, JPD Probation Officers, Community Partners (Wild Iris, IMACA, Foster Parents, Mono County Office of Education, Mammoth Unified School District, First 5 Mono County), and parent partners. Information sharing and feedback for improvement will take place within these meetings with the various stakeholders, with a focus on our performance measures outcomes and our strategies progress. Our next stakeholder meeting will be with the Mono County CAPC in September 2014.

Probation:

As described in the SIP, the Probation Department continues to have stakeholder participation and collaboration with various community organizations including tribes, social workers, schools, legal counsel, behavioral health, public health, and alcohol and drug counselors, law enforcement, and youth. Probation Officers engage in community meetings on a regular basis. These include Student Attendance Review Board (SARB), Multi-Disciplinary Team (MDT), Child Abuse Prevention Council (CAPC) and Juvenile Justice Coordinating Council (JJCC). The JJCC has been identified as the best committee for an action step in strategy 8, which will further engage stakeholder participation.

CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS

CWS Focus Outcome Measures:

According to the data from the Berkeley Dynamic Reporting System from 2014 Quarter 1 extract, Mono County's has had no children who met the criteria for any of the C1 measures.

Mono County performance rates do not always provide an accurate picture of the services provided, due to the very small number of children in care in Mono County. Such small sample sizes (e.g. only two foster children in care) yield insufficient data to predict true changes in trends.

CFSR C1.1 Reunification Within 12 Months (Exit Cohort).

Of all children discharged from foster care to reunification during the year who had been in foster care for 8 days or longer, what percent were reunified in less than 12 months from the date of the latest removal from home?

The denominator is the total number of children who exited foster care to reunification during the specified year; the numerator is the count of exiting children who were reunified in less than 12 months.

As reflected in the Attachment #2 table there were no children who met the criteria in the denominator for this measure.

CFSR C1.2 Median Time to Reunification (Exit Cohort).

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?

As reflected in the Attachment #2 table there were no children who met the criteria in the denominator for this measure.

CFSR C1.3 Reunification Within 12 Months (Entry Cohort).

Of all children entering foster care for the first time in the 6-month period who remained in foster care for 8 days or longer, what percent were discharged from foster care to reunification in less than 12 months from the date of latest removal from home?

As reflected in the Attachment #2 table there were no children who met the criteria in the denominator for this measure.

CFSR C1.4 Reentry Following Reunification (Exit Cohort).

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?

As reflected in the Attachment #2 table there were no children who met the criteria in the denominator for this measure.

Probation Focus Outcome Measures:

Implement Exit to Permanency and Transition to Adulthood Strategies

Improve services in the transitional plan for every youth exiting placement to permanency and transitioning into adulthood.

There is no National Standard for this outcome measure.

PROBATION DATA ANALYSIS

80% of all cases will be provided consistent services leading to successful transitions of youth to adulthood. The department will build strategies and action steps to include education, employment, housing services, permanent connections, and medical insurance.



Baseline Data: According to the Quarter 1 – 2013 data extract (January 2013 – March 2013), the most recent performance for the 8A measures are 0% of cases. It is important to note that denominator for this measure is zero, which indicates there were no youth for this measure period, and thus the zero percent on the performance measure.

Current Performance: According to the Quarter 1 – 2014 data extract (January 2013 – March 2014) the most recent performance for the 8A measures are 0% of cases. Again, it is important to note that the denominator for this measure is zero, which indicates there were no youth for this measure period. This is the reason for a zero on the performance measure.

Comparing the current performance and baseline data accurately shows there is a very low number of foster youth placed by the Mono County Probation Department. As such, there were no juveniles that qualified for this measure category both in the baseline and current performance. However, according to Quarter 4 – 2013 data extract (October 2013 – December 2013), a youth was available for the measure. All 8A performance categories measures indicated 100% (“Completed High School or Equivalency, Have Housing Arrangements, Received ILP Services, and Permanency Connection with an Adult”), except for “Obtained Employment” which measured at 0%. A review of this case file indicated that this foster youth participated in AB12 programming through the Probation Department and Social Services. Notes also indicate that the minor’s primary focus would be attending a community college to qualify for AB12 services and secondarily seek employment. One of the challenges of analyzing performance with a small population of foster youth is that measure is either zero or a hundred percent.

STATUS OF STRATEGIES

Strategy 1: CWS

Strengthen administrative and Social Worker practices.

Action Step Status:

- A. Conduct quarterly reviews of CWS data, using reports generated from the SafeMeasures program:** Reviews of CWS data, generated through SafeMeasures, are being conducted quarterly by the CWS Supervisor and Director.
- B. Use findings from quarterly SafeMeasures reviews to identify and address CWS/CMS system training needs:** Upon review of the quarterly SafeMeasures data and through discussions with the CWS staff, it was determined in March 2014 that training was needed for the all social workers in SafeMeasures and CWS/CMS in order to monitor their caseload outcome measure status through improving data input and caseload management. CWS department will continue ongoing discussions of training needs through staff meetings.
- C. Use findings from quarterly SafeMeasures reviews to identify and address training needs related to SW monthly contacts with children in family reunification, family maintenance, emergency response, and permanency**

placement: A broad range of SafeMeasures and CWS/CMS training topics were determined through discussions in the CWS department, where most of the staff are new social workers with no experience using SafeMeasures. It was also determined that the experienced social workers also in need of this training since SafeMeasures has just released Version 5. Topics determined for the training: New SafeMeasures Version 5, monthly contacts, family maintenance, emergency response and permanency placement.

- D. **Conduct yearly Social Worker staff needs assessment to determine gaps in knowledge and practice. Use SafeMeasures 12 month data report to help assess these needs:** Annual social worker staff needs assessment was held during a CWS staff meeting in March 2014. Action step was updated to reflect the earlier identification of training needs in the March 2014 meeting. Ongoing discussion in April and May determined that the SafeMeasures training provided in April 2014 was sufficient to meet the staff needs at this time. The CWS department will be discussing training needs annually and on an ongoing basis as reflected in the action step timeframe.
- E. **Mono County Social Services Training Coordinator will arrange training to address needs identified in Action Step D above:** The Mono County Training Coordinator was informed in March 2014 of the SafeMeasures & CWS/CMS training needs and was able to arrange for these trainings in April 2014 and July 2014, ahead of schedule on the action step chart. Action step has been updated to reflect this change. Training Coordinator will continue to communicate with the CWS Director and Supervisor on an ongoing and annual basis regarding training needs.
- D. CWS Supervisor and CDSS Children and Family Services Division representative Carolyn Caton have had some initial discussions over the phone regarding the creation of an Independent Living Program resource manual. This action step is in the very initial stages of development. Supervisor has located a life skills assessment and education guide that she will be reviewing.

Strategy 2: CWS

Improve Family Finding methods.

Action Step Status: Work will begin with Step A in October 2014.

Strategy 3: CWS

Enhance reunification system factors through collaboration with county and community partners.

Action Step Status:

A-F. CWS has reviewed this strategy and its action steps and has determined that at this time the implementation date will be pushed out one year. CWS is very interested in working on these steps and formalizing a process for Differential Response. CWS department has informally developed a process and has identified a community partner to respond to the needs of families referred to CWS who meet the definition of Differential Response pathways. Action steps A-F have been updated to reflect this change in the timeframe.

Differential Response is a CPS practice that allows for more than one method of initial response to reports of child abuse and neglect. While introducing a more flexible way of responding to reports of child abuse and neglect is an appropriate strategy for CWS, implementation of this strategy does not directly impact our Target Improvement Goal of improving and enhancing systemic factors related to *reunification* of children with their families. Thus for the next SIP year, CWS will focus their efforts on those strategies that have a direct impact on our Target Improvement Goal.

Strategy 4: CWS

Improve and enhance Social Worker practices and community resources regarding parent-child interaction/visitation by developing new resources and supports.

Action Step Status:

A-D. The Social Workers already have an understanding of how visitation works, but this strategy was intended to be demonstrated when a child is detained and in family reunification. The data shows two children in foster care during this reporting period, but these children were both in permanency placement and had been for years, therefore visitation had been terminated. Therefore the Action Steps A-D will be postponed until they can actually be demonstrated with a current child in family reunification.

Strategy 5: CWS

Improve and enhance Social Worker practices and community resources regarding parent-child interaction/visitation by increasing the number of professional supervised visitation providers in the county.

Action Step Status:

- A. CWS Supervisor and Director met with community partner, Wild Iris to collaborate on creating a professionally supervised visitation provider program for at-risk families as well as families with open CPS cases.
- B. Wild Iris and CWS collaborated on the research and coordinated a three day Supervised Visitation training program in March/April 2014. The training was open to the county departments and community partners.
- C. A second training was conducted by Wild Iris on August 27-29, 2014 to train additional Supervised Visitation monitors to serve families through the program.
- D. CWS is providing ongoing support to Wild Iris in their creation of a professional supervised visitation program with trained providers. The goals of this program are to address the needs of families and children within Mono County who are considered to be “at-risk” for domestic violence, sexual assault, and/or child abuse. This includes families in the CWS, as well as those outside the system, i.e. custody cases, domestic

violence cases, etc. This program has been successful since its launch in the spring of 2014 as evidenced by the participation of the family law court system and the families it serves. The Superior Court has referred a total of eight (8) families into the program since the initial Supervised Visitation Training was conducted in March/April of 2014. Visitations are supervised by a monitor endorsed by Wild Iris who serves as a neutral, professional third party with the capacity to enforce effective safety measures. Visits occur in the community, as well as in an office setting, depending upon what is best for the family. Six families are using the service at the time of this writing.

Supervised visitation schedules can be intense; in one special visitation case, the Wild Iris supervised more than twelve hours of visits weekly for one family. The judge eventually removed the supervised visitation provision, and the family is visiting on its own now.

CWS provides on-going support for the program, including coordination of families with open child welfare cases who are ordered to receive supervised visitation services, and funding support via the Community Based Child Abuse Prevention Grant.

Method of Evaluation and/or Monitoring:

Wild Iris provides quarterly updates on:

- Target population served
- Number of clients/families served
- Services provided
- Culturally competent services provided
- Number of bi-lingual services provided
- Data supporting the effectiveness of service being provided
- Customer satisfaction

Strategy 6: CWS

Improve and enhance Social Worker practices and community resources regarding parent-child interaction/visitation by implementing Safety-Organized Practice (SOP) within CWS Practice.

Action Step Status:



- A. CWS staff completed the full Safety Organized Practice (SOP) training with UC Davis in July 2014. The April 2013 start date was an error on the original chart, corrected to April 2014.
- B. CWS continues to have SOP Coaching sessions on an ongoing basis with UC Davis in house trainer. CWS staff is very pleased with the level of training and expertise. These coaching sessions have been very successful in assisting the staff with their caseload management. The UC Davis in house trainer will conduct a training with CWS and Behavioral Health staff in October of 2014 regarding the use of SOP as tool for working with WRAP families and in the implementation of Katie A.

Method of Evaluation and/or Monitoring:

Feedback on the effectiveness of SOP as a tool for working with Mono County families is collected from staff via staff meetings and electronic communications. Feedback received shows that SOP concepts are useful when working with families that continue to blame others and are resistant to working collaboratively.

Strategy 7: CWS

Increase the number of Foster Family Homes in Mono County.

Action Step Status:

- A. CWS collaborated with Mono County CAPC and community partner Wild Iris in its recruitment efforts for Foster Parents. Attachment #3 outlines the efforts and outreach which includes ongoing quarterly Orientation Meetings for Foster Parents and advertising through radio, newspaper, flyers and a banner. Attachment #3 is utilized to inform stakeholders such as the County Board of Supervisors and the CAPC of the outreach efforts for foster parents.
- B. Community partners Wild Iris and Mono County CAPC have collaborated with CWS to do the following foster parent outreach to communities in Mono County: Wild Iris has done two presentations to two Rotary Clubs in Mono County to help spread the word on the need for foster homes. CAPC has assisted with the advertising for two Foster Parent Orientation meetings by supplying and distributing to hundreds of students take home flyers in two school districts.

Support has also been provided from Mono County's CAO department in implementing a press release for one of the Orientation meetings.

In February 2014, Mono County's second Foster Family Home was approved and licensed. This family has already had children placed in their home and has proven to be a huge asset to the children in our community.

As of July 2014, a third family home has completed an application and is continuing with the application process. We hope to see this home licensed within the next six months if all goes well for them.

- C. Ongoing efforts are being made to coordinate quarterly conference calls with Fresno Community Care Licensing regarding foster/adopt recruitment strategies. The initial phone meeting had to be canceled due to unforeseen child welfare circumstances and efforts will be made to reschedule this call in the near future.

STRATEGY 8: PROBATION

Develop a measurable transition and permanency process.

ACTION STEP STATUS

The following includes an update on the action steps taken to date with an emphasis on those outlined in the 5 Year SIP Chart completed during the report period. Please refer to the attached 5 Year SIP Chart for future timeframes.

A. Identify a committee consisting of probation, child welfare, social services, and behavioral health to identify evidence-based best practices for transition and permanency.

The Juvenile Justice Coordinating Council (JJCC) was identified as the most appropriate committee for this task. Formally tasking the committee with identifying evidence-based best practices for transition and permanency is on the agenda for October 21, 2014.

B. Placement officer attends placement academy.

The Juvenile Placement Officer attended and completed the three session Placement Academy in the fall of 2013.

ANALYSIS

Four committees already in place appeared to have the desired members present and were considered as the possible candidates for the committee described in Strategy 8 Action Step A. The four groups MDT, SARB, CAPC, and JJCC considered were also described in the Stakeholder participation. The MDT committee consisted exclusively of Probation, Child Welfare, Social Services, and Behavioral Health. This committee is bound by strict confidentiality due to the nature of the cases handled. Selecting this committee would have limited the potential for additional community involvement and input on the evidence based practices for transition and permanency for probation foster youth. The SARB and CAPC were also considered, however the JJCC was determined to be the best committee because the committee consists of a larger cross-section of juvenile justice community and was formed specifically regarding youth involved in the juvenile justice system. This allows for additional input from the District Attorney, Public Defender, Judges, Law Enforcement, Schools, and other stake holders.

As Action Step B, the Juvenile Placement Officer enrolled, attended, and completed the Placement Academy in the fall of 2013. This training was planned for in the SIP but would have been completed regardless of the SIP as it is a training all Juvenile Placement Officers must attend. The training provided a significant knowledge base regarding Division 31 Guidelines and California laws related to the placement of youth in foster care.

METHOD OF EVALUATION AND/OR MONITORING

Once the JJCC committee has identified evidence-based best practices on transition and permanency for probation youth. Policies will need to be developed that will include the method of evaluation, ensuring all actions and measurable dates of compliance.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

None at this time.

PROGRAM REDUCTION

None at this time.

OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION

Child Welfare Services One of the strategies (#3) identified in the SIP was to improve reunification for children in the CWS system through collaboration of county and community partners in developing a formal Differential Response program. While introducing a more flexible way of responding to reports of child abuse and neglect is an appropriate strategy for CWS, implementation of this strategy does not directly impact our Target Improvement Goal of improving and enhancing systemic factors related to *reunification* of children with their families. Thus for the next SIP year, CWS will focus their efforts on those strategies that have a direct impact on our Target Improvement Goal.

One of the strategies, (#4) identified in the SIP for improving reunification for children in the CWS system was to improve and enhance practices and resources for parent-child interaction/visitation through improvement of resources and supports. The intention of this strategy was to work with an actual child who had been detained and was going through family reunification to demonstrate to the social worker's how the parent/child interaction/visitation works. This strategy has been postponed for one year because there have been no foster children and therefore no visitation.

Probation

One of the obstacles and barriers to future implementation is the fact that there are no licensed group homes in Mono County for Probation Foster Youth. When a youth requires the services of a group home, the youth must be placed out of county at some distance. This means that youth would need to receive transitional planning services while at a distance. When exploring the best practices, the Probation Department will need to investigate partnering with resources within the community which youth are placed.

PROMISING PRACTICES/ OTHER SUCCESSES

Child Welfare Services

Katie A implementation over the past year and been successful in improving mental health services to Katie A. subclass members and improving collaborations between the Behavioral Health and CWS departments. WRAP team continues to meet on a regular basis and plans to incorporate a cross training for CWS and WRAP for Safety Organized Practice in October 2014. As of February 2014, Mono County now has two licensed foster homes and another family who has turned in their application to the state. CWS has completed the twelve SOP training modules and this practice is being implemented. Supervised Visitation training has been completed and services are being utilized by families. CWS Department now has assistance from one Staff Services Analyst in quality assurance and CWS is fully staffed with Social Workers at this time. Mono County also benefits from the high level of involvement by our CWS Supervisor. This helps to provide families in the CWS system with cohesive support from the beginning to end of their case or involvement with CWS.

Another promising practice for Mono County is that due to our limited resources of foster homes, the CWS department strives do everything possible to support families in keeping children safely at home. Family maintenance as well as doing everything possible to keep children safe and at home is of the utmost importance.

Probation

The Probation Department is actively participating in several multi-agency teams and committees, including JJCC, MDT, SARB, and CAPC. These multi-agency teams and committees help ensure probation foster youth receive the best services available through collaboration. The JJCC will be critical in the further implantation of the SIP, and its members appear ready and willing to assist in identifying and recommending evidence-based best practices and reviewing the viability for Mono County.

OUTCOME MEASURES NOT MEETING STATE/NATIONAL STANDARDS

CWS

C2.1, C2.3, C2.4, C2.5 Adoptions

For the children represented here in this data set, adoption was not appropriate or available to these children. A barrier to adoption was the severity of their developmental delays.

C3.1 Long Term Care

The two children documented in this data set were a sibling set and they did not want to be adopted.

C4.1 Placement Stability

The one child who shows up here in the data as not meeting the Placement Stability of two or less placements is a child who was in a stable placement. After an attempt to return the child home, the placements became unstable.

2B Timely Response (Imm, Response Compliance)

According to the Quarter 1 2014 data extract, CWS was 76.9% compliant: numerator 10 and denominator 13. Upon an internal review of CWS records, the correct numerator is 12 and denominator 13, which brings the compliancy to 92.3%. Data entry error into CWS/CMS was the cause of the incorrect numerator.

2B Timely Response (10 Day Response Compliance)

According to the Quarter 1 2014 data extract, CWS was 82.4% compliant: numerator 28 and denominator 34. Upon internal review of CWS records, the correct numerator is 33 and denominator 34, which brings the compliancy to 97%. Data entry error into CWS/CMS was the cause of the incorrect numerator.

5B (1) Rate of Timely Health Exams

According the Quarter 1-2014 data extract dental exam compliance was 50%. Upon review of internal CWS records, all children who met the 5B (1) criteria were in compliance for the Timely Health Exams, the data was not entered into the CWS/CMS system. With these considerations, the health exam compliance should be 100%.

5B (2) Rate of Timely Dental Exams

According the Quarter 1-2014 data extract dental exam compliance was 25%. Upon internal review of CWS records, there are two children who have special circumstances and are court ordered only one dental visit per year. The third case was out of compliance. With these considerations, the dental exam compliance should be 75%.

2B-5B: CWS is hoping to more quickly address data entry errors by having the CWS Supervisor review the SafeMeasures reports on a monthly basis instead of a quarterly basis. The CWS Social Workers were also provided with a CWS/CMS three day personalized training that we also hope will help with accurate data entry.

Probation**C1.4 Reentry Following Reunification**

According the Quarter 1-2014 data extract which included April 2012 – March 2013, Probation's rate for this measure is 100%, well above the 9.9% National Standard. This number is skewed so greatly due to the small number of youth in placement. Again this indicator will either be 0% or 100%. Upon further review of cases on the Probation Case Management System (Justware), it was determined that no foster youth reentered foster care following reunification with family. The Probation Department is unsure how this numerator was marked as 1. A juvenile changed placements during this time period but did not return home. Another juvenile returned home but was subsequently arrested on a new offense. This juvenile did not return to foster care.

2F Timely Monthly Caseworker Visits

According to the Quarter 1-2014 data extract which included data from April 2013 – March 2014, Probation's rate for this measure is 81.8%, which is below the 90% National Standard. Probation found that the discrepancy in this measure was a result of the probation officers not logging the time of in-person contact with the youth right after they have done so, or cases not being closed in CMS/CWS in a timely manner. Often, the probation officer inputs the date and time of contact weeks or a month after they have done so. Probation staff will work with the officers more diligently about the timeliness of entering information about their in-person monthly contact into CWS/CMS. A review of our Justware case management system and hard files indicate that 16 of 16 placement visits were made for the time period of April 2013 through March 2014. The most recent data extract indicates that 18 of 22 visits were made. In addition to cases not being closed in a timely manner, the Probation Department wonders if the CWS/CMS is erroneously counting partial months of placement.

State and Federally Mandated Child Welfare/Probation Initiatives

CHILD WELFARE SERVICES

KATIE A.

CWS has made diligent efforts to implement the Katie A. Settlement Agreement over the past year and a half. Planning and implementation has been collaborated through interdepartmental meetings on a regular basis. Focus has been on providing critical mental health services to youth in open CWS cases and at risk of becoming part of the CWS system. Coordination of services has improved greatly between CWS, Mono County Behavioral Health, JPD, WRAP team and community partners in regards to Katie A. subclass members. Since the implementation of this SIP period, CWS continues to hold Katie A. Planning and Update meetings on a regular basis, two Katie A. Progress Reports have been completed, staff listens in on the bi-monthly Katie A. Technical Calls and ongoing discussions regarding referrals, services and assessments continue. This process has proven to be a learning experience for everyone and one that will continue to have a positive impact on children receiving mental health services.

Probation

Fostering Connections After 18

California Fostering Connections to Success Act (AB 12)

AB 12 took effect on January 1, 2012, making it possible for eligible 18 year olds in placement to have access to federal funding which will provide them with the support they need to become fully independent adults. As of August 2014, Probation had 1 AB 12 case. The challenge the Department faces with the implementation of AB 12 is the uncharted nature of the new legislation. Probation staff is anticipating receiving more training regarding AB 12 through the Resource Center for Family-Focused Practice of the UC Davis Extension as well as training with the Administrative Offices of the Court to address these challenges.

5 – Year SIP Chart

CWS

Priority Outcome Measure or Systemic Factor: Reunification Composite Measure C1.1-C1.4

National Standard: N/A

Current Performance:

2014: Current performance discussed in the progress report narrative (no children who reunified during this SIP year).

Target Improvement Goal: Improve and enhance systemic factors related to reunification of children with their families.

Probation

Priority Outcome Measure or Systemic Factor: Implement Exit to Permanency and Transition to Adulthood Strategies.

National Standard: N/A

Current Performance:

2014: 0% of cases. Currently there are inconsistencies within this area.

Target Improvement Goal: Improve services in the transitional plan for every youth exiting placement to permanency and transitioning into adulthood. 80% of all cases will be provided consistent services leading to successful transitions of youth to adulthood.

- The department will then build strategies and action steps to include education, employment, housing services, permanent connections, medical insurance.

A. Action Steps Chart

Strategy 1: CWS Strengthen Administrative and Social Worker Practices.	<input type="checkbox"/> CAPIT:	Applicable Outcome Measure(s) and/or Systemic Factor(s): Reunification Composite Measure C1. Timely Social Worker Visits with Child 2C.
	<input type="checkbox"/> CBCAP:	
	<input type="checkbox"/> PSSF:	
	<input checked="" type="checkbox"/> N/A:	
Action Steps:	Timeframe:	Person Responsible:
A. Conduct quarterly reviews of CWS data, using reports generated from the SafeMeasures program.	February 2014 – October 2018	CWS Director/Social Worker Supervisor
B. Use findings from quarterly SafeMeasures reviews to identify and address CWS/CMS system training needs.	March 2014 and on-going	Social Worker Supervisor
C. Use findings from quarterly SafeMeasures reviews to identify and address training needs related to SW monthly contacts with children in family reunification, family maintenance, emergency response, and permanency placement.	March 2014 and on-going through October 2018	Social Worker Supervisor
D. Conduct yearly Social Worker staff needs assessment to determine gaps in knowledge and practice. Use SafeMeasures 12 month data report to help assess these needs. UPDATE: See pg. 6 of 2014 SIP Progress Report for complete update.	July 30, 2014 March 2014 and annually thereafter, through 2018	Social Worker Supervisor

<p>E. Mono County Social Services Training Coordinator will arrange training to address needs identified in Action Step D above.</p> <p>UPDATE: See pg. 6 of 2014 SIP Progress Report for complete update.</p>	<p>August 2014 March 2014 and annually thereafter through 2018</p>	<p>CWS Director/Social Worker Supervisor /Training Coordinator</p>
<p>F. Evaluate effectiveness of SafeMeasures Quarterly Reviews Strategy. Determine whether this method allows for the identification of gaps in Social Worker knowledge, practice, and training needs, and whether the appropriate follow through is initiated and completed.</p>	<p>July 2015 – October 2018</p>	<p>CWS Director/Social Worker Supervisor /Training Coordinator</p>
<p>G. If Strategy is determined to not meet stated goals, research and identify an alternative strategy to achieve goal and implement.</p>	<p>August 30, 2016 – September 30, 2017</p>	<p>CWS Director/Social Worker Supervisor /Training Coordinator</p>
<p>H. Explore the creation of a Program Integrity staff position within CWS staffing structure responsible for quality assurance, in an effort to strengthen administrative practices and data reporting.</p>	<p>July 2015 – July 2016</p>	<p>CWS Director/Social Worker Supervisor</p>

I. Independent Living Program Social Worker to create resource manual to help ensure youth receive an array of support services (life skills training, advocacy, mentoring, education and career development, health and safety and financial resources).	March 2014 - October 2018	Social Worker Supervisor
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Strategy 2: CWS Improve Family Finding methods.	<input type="checkbox"/> CAPIT:	Applicable Outcome Measure(s) and/or Systemic Factor(s): Reunification Composite Measure C1.
	<input type="checkbox"/> CBCAP:	
	<input type="checkbox"/> PSSF:	
	<input checked="" type="checkbox"/> N/A:	
Action Steps:	Timeframe:	Person Responsible:
A. Research available Family Finding Tools to be used to locate and connect with family members of foster children.	October 2014 - March 2015	Social Worker Supervisor
B. Evaluate the effects of tool on creating permanency for out-of-home placements.	March 2015 – May 2015	Social Worker Supervisor
C. If applicable, purchase Family Finding Tool and provide training for Child Welfare Services staff.	August 2015 – September 2016	CWS Director/ Social Worker Supervisor
D. Implement fully the Family Finding and Engagement Program.	October 2016 – October 2018	CWS Director/ Social Worker Supervisor
E. Assess effectiveness of Family Finding and Engagement Program, and make programmatic adjustments as needed.	July 2018 – October 2018	CWS Director/ Social Worker Supervisor

Strategy 3: CWS Enhance Reunification System Factors through Collaboration with County and Community Partners.	<input checked="" type="checkbox"/> CAPIT:	Applicable Outcome Measure(s) and/or Systemic Factor(s): Reunification Composite Measure C1.
	<input checked="" type="checkbox"/> CBCAP:	
	<input checked="" type="checkbox"/> PSSF:	
	<input type="checkbox"/> N/A:	
Action Steps:	Timeframe:	Person Responsible:
A. Explore and determine desired outcomes of implementing Differential Response Paths. UPDATE: See pg. 6 of 2014 SIP Progress Report for complete update.	March 2014 – June 2014 March 2015 – June 2015	Social Worker Supervisor /CWS Director/Staff Services Analyst
B. Identify Community Partner to participate in Differential Response with CWS. UPDATE: See pg. 6 of 2014 SIP Progress Report for complete update.	March 2014 – June 2014 March 2015 – June 2015	Social Worker Supervisor /CWS Director
C. Determine whether partnering to implement Differential Response is feasible and has likely potential to achieve desired outcomes. UPDATE: See pg. 6 of 2014 SIP Progress Report for complete update.	June 2014 – February 2015 June 2015 – February 2016	Social Worker Supervisor /CWS Director/CWS Staff/Community Partner
D. Create a Differential Response Implementation Plan, based on results of Action Step C.	December 2014 – May 2015 December 2015 – May 2016	Social Worker Supervisor /CWS Director/Community Partner

<p>UPDATE: See pg. 6 of 2014 SIP Progress Report for complete update.</p>		
<p>E. Create an Agreement between Agencies and forward to Board of Supervisors for approval, based on results of Action Step C. UPDATE: See pg. 6 of 2014 SIP Progress Report for complete update.</p>	<p>June 2015 – December 2015 June 2016 – December 2016</p>	<p>Social Worker Supervisor /CWS Director/Community Partner</p>
<p>F. Phase in full implementation of Differential Response, based on results of Action Step C. UPDATE: See pg. 6 of 2014 SIP Progress Report for complete update.</p>	<p>December 2015 – September 2018 December 2016 – September 2018</p>	<p>Social Worker Supervisor /CWS Director/Community Partner</p>

<p>Strategy 4: CWS</p> <p>Improve and Enhance Social Worker practices and Community Resources regarding parent-child interaction/visitation by developing new resources and supports.</p>	<input type="checkbox"/> CAPIT: <input type="checkbox"/> CBCAP: <input type="checkbox"/> PSSF: <input checked="" type="checkbox"/> N/A:	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>Reunification Composite Measure C1.</p>
Action Steps:	Timeframe:	Person Responsible:
<p>A. Social Worker Supervisor will demonstrate to Social Workers the effectiveness of graduated visitation (decreasing supervision as case progresses).</p> <p>UPDATE: See pg. 7 of 2014 SIP Progress Report for complete update.</p>	<p>July 2014 – October 2015 July 2015 - October 2016</p>	<p>Social Worker Supervisor</p>
<p>B. Review Visitation policy and procedures to ensure they reflect best practices and make recommendations to revise.</p> <p>UPDATE: See pg. 7 of 2014 SIP Progress Report for complete update.</p>	<p>July 2014 – October 2015 July 2015 - October 2016</p>	<p>Social Worker Supervisor</p>
<p>C. Research and implement nationwide best practices for implementation of parent-child interaction/ visitation in Mono County.</p> <p>UPDATE: See pg. 7 of 2014 SIP Progress Report for complete update.</p>	<p>October 2016 – October 2017 October 2017 – October 2018</p>	<p>CWS Director/ Social Worker Supervisor</p>

<p>D. Evaluate effectiveness of other family team meetings, as described in Action Step C, and make programmatic modifications as needed.</p>	<p>October 2017 – October 2018</p>	<p>CWS Director/ Social Worker Supervisor</p>
<p>Strategy 5: CWS Improve and Enhance Social Worker practices and Community Resources regarding parent-child interaction/visitation by increasing the number of Professional Supervised Visitation Providers in the County.</p>	<p><input checked="" type="checkbox"/> CAPIT: <input checked="" type="checkbox"/> CBCAP: <input checked="" type="checkbox"/> PSSF: <input type="checkbox"/> N/A:</p>	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): Reunification Composite Measure C1.</p>
<p>Action Steps:</p>	<p>Timeframe:</p>	<p>Person Responsible:</p>
<p>A. Explore with prevention partners creation of a Professional Supervised Visitation Provider program for families at-risk, as well as those with open CPS cases. Use CAPIT, CBCAP, and PSSF funds to do so. UPDATE: See pg. 7 of 2014 SIP Progress Report for complete update.</p>	<p>March 2014 – May 2014 Completed May 2014</p>	<p>CWS Director/ Social Worker Supervisor</p>
<p>B. In partnership with prevention partners, facilitate training on becoming a professional provider of supervised visitation. Make training available to agency staff and community members. UPDATE: See pg. 7 of 2014 SIP Progress Report for complete update.</p>	<p>March 2014 – July 2014 Completed May 2014</p>	<p>CWS Director/ Social Worker Supervisor</p>

<p>C. Provide support for the creation of a cadre of professional supervised visitation providers in Mono County (currently there are no professional supervised visitation providers in the Mono County).</p> <p>UPDATE: See pg. 8 of 2014 SIP Progress Report for complete update.</p>	<p>March 2014 – October 2015 Completed May 2014</p>	<p>CWS Director/ Social Worker Supervisor</p>

Strategy 6: CWS Implement Safety-Organized Practice (SOP) within CWS Practice.	<input type="checkbox"/> CAPIT:	Applicable Outcome Measure(s) and/or Systemic Factor(s): Reunification Composite.Measure C1.
	<input type="checkbox"/> CBCAP:	
	<input type="checkbox"/> PSSF:	
	<input checked="" type="checkbox"/> N/A:	
Action Steps:	Timeframe:	Person Responsible:
A. CWS Staff Complete Safety-Organized Practice (SOP) Twelve Training Modules. UPDATE: See pg. 8 of 2014 SIP Progress Report for complete update.	April 2013 – October 2015 April 2014 - Completed July 2014	Social Worker Supervisor
B. CWS Staff participate in ongoing Webinar's (overview, key skills, Safety mapping, and Structured Decision Making coaching).	October 2014 – October 2018	Social Worker Supervisor
C. Supervisor(s) attend Facilitative Supervision Training.	October 2015 – March 2016	Social Worker Supervisor
D. Assess SOP training and make implementation changes as necessary to maximize SOP outcome.	October 2015 – October 2017	CWS Director/ Social Worker Supervisor
E. Transfer Enhance Structured Decision Making and SOP learning strategies to social worker practice, as evidenced by consistent use of SOP tools, language, and supervision.	October 2015 – October 2018	Social Worker Supervisor

F. Evaluate implementation strategies. Ask: has practice changed? Can the change be correlated to an improved outcome?	October 2015 – October 2018	Social Worker Supervisor
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<p>Strategy 7: CWS</p> <p>Increase the number of Foster Family Homes in Mono County.</p>	<input checked="" type="checkbox"/> CAPIT: <input checked="" type="checkbox"/> CBCAP: <input checked="" type="checkbox"/> PSSF: <input type="checkbox"/> N/A:	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>Reunification Composite Measure C1. Adoption Composite Measure C2.</p>
<p>Action Steps:</p>	<p>Timeframe:</p>	<p>Person Responsible:</p>
<p>A. Partner with the Child Abuse Prevention Council and other community partners to recruit foster parents, using the following techniques:</p> <ol style="list-style-type: none"> 1. Radio – Informational Interviews 2. Email - to all county and town contacts, churches, schools, tribes and local agencies. 3. Flyers posted in high traffic areas in the town where Foster Parent Orientation meetings are held. 4. Foster Parent Orientation meeting information posted on County website and calendar. 5. Local Newspaper Community Calendars. 6. Before Foster Parent Orientation meetings– Public Service Announcements with local radio stations. 7. Work with local print media to promote foster family recruitment. 	<p>October 2013 – October 2018</p>	<p>Staff Services Analyst/Social Worker Supervisor</p>

<p>B. Partner with Community Partners to recruit foster parents, using the following strategies:</p> <ol style="list-style-type: none"> 1. Attend Service Club Meetings: i.e. Rotary, Lions Club, Women’s Club, etc. 2. Provide information on Foster Parenting and available supports to local religious organizations throughout County. 	<p>November 2013 – October 2018</p>	<p>Staff Services Analyst / CWS Director</p>
<p>C. Conduct quarterly conference calls with Fresno Community Care Licensing on foster/adopt recruitment strategies and to ensure identification of both in-county and out-of-county prospective foster/adopt families.</p>	<p>April 2014 – October 2018</p>	<p>Social Worker Supervisor /Staff Services Analyst / CWS Director</p>

Strategy 8: Probation Develop a measurable transition and permanency process.	<input type="checkbox"/> CAPIT:	Applicable Outcome Measure(s) and/or Systemic Factor(s): Exit to permanency and transition to adulthood
	<input type="checkbox"/> CBCAP:	
	<input type="checkbox"/> PSSF:	
	<input checked="" type="checkbox"/> N/A:	
Action Steps:	Timeframe:	Person Responsible:
A. Identify a committee consisting of probation, child welfare, social services, behavioral health to identify evidence-based best practices for transition and permanency.	Completed by end of December 2014 Update: Completed	Juvenile Lead Probation Officer
B. Placement officer attends placement academy.	Completed by end of January 2014 Update Completed	Placement Officer
C. Committee researches and publishes a report identifying evidence-based best practices and viability in our county.	Completed by end of June 2015	Juvenile Lead Probation Officer
D. A measurement tool is developed ensuring all actions and measurable dates of compliance.	Completed by end of September 2015	Juvenile Lead Probation Officer
E. The measurement tool is incorporated into the policy and procedure (see strategy 9).	Completed by end of June 20124	Chief of Probation
F. Measurement tool will be evaluated for effectiveness using statistical model.	Completed by end of January 2017	Chief of Probation

Strategy 9: Probation Development of policy and procedure for transitioning youth and permanency.	<input type="checkbox"/> CAPIT:	Applicable Outcome Measure(s) and/or Systemic Factor(s): Exit to permanency and transition to adulthood
	<input type="checkbox"/> CBCAP:	
	<input type="checkbox"/> PSSF:	
	<input checked="" type="checkbox"/> N/A:	
Action Steps:	Timeframe:	Person Responsible:
A. Research similar counties' written Officer doctrine and pattern and practices.	Completed by end of January 2015	Juvenile Lead Probation Officer
B. Prepare draft policy and procedure incorporating collected information and best practices.	Completed by end of July 2015	Juvenile Lead Probation Officer
C. Draft reviewed by those departments cited in Strategy 8A, page 55.	Completed by end of March 2016	Juvenile Lead Probation Officer
D. Final procedure prepared and submitted to Chief of Probation.	Completed by end of June 2016	Juvenile Lead Probation Officer
E. Procedure signed and implemented.	Completed by end of September 2016	Chief of Probation
F. In-house training for juvenile staff.	Completed by end of December 2016	Juvenile Lead Probation Officer
G. Review of compliance procedure (quarterly).	Completed by end of March 2017	Juvenile Lead Probation Officer
H. Report of compliance with procedure completed and submitted to Chief-memo.	Completed by end of April 2017	Juvenile Lead Probation Officer
I. Plan for any corrections or amendments prepared and executed.	Completed by end of November 2017 and quarterly thereafter	Juvenile Lead Probation Officer/Chief of Probation

Strategy 10: Probation Implement Wrap around process consistently.	<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): Exit to permanency and transition to adulthood
Action Steps:	Timeframe:	Person Responsible:
A. Wrap around Executive Board reviews both CWS and Probation policy and procedures and/or any other written doctrine or directives.	Completed by end of May 2016	Chief of Probation and Partner Agency Directors
B. An internal measurement tool is designed ensuring compliance with Wrap around philosophy and steps are addressed with elements of AB12 included.	Completed by end of May 2017	Chief of Probation and Partner Agency Directors
C. Wrap Executive Committee meets bi-annually to ensure compliance with procedures.	Completed by end of January 2018	Chief of Probation and Partner Agency Directors

Priority Outcome Measures C1.1- C1.4 Most Recent Data Q1 2014

Measure Number	Measure Description	Most Recent Start Date	Most Recent End Date	Most Recent Numerator	Most Recent Denominator	Most Recent Performance	National Standard or Goal
C1.1	Reunification Within 12 Months (Exit Cohort)	4/1/2013	3/31/2014	0	0	n/a	75.5
C1.2	Median Time to Reunification (Exit Cohort)	4/1/2013	3/31/2014	0	0	n/a	5.4
C1.3	Reunification Within 12 Months (Entry Cohort)	10/1/2012	3/31/2014	0	0	n/a	48.4
C1.4	Reentry Following Reunification (Exit Cohort)	4/1/2013	3/31/2014	0	0	n/a	9.9

**Mono County Department of Social Services
Foster Home Outreach - FY 2013-14
Updated July 15, 2014**



- Goal:** Provide nurturing and stable environments for children in need of emergency, short-term, and long-term, local foster homes
- Objective:** Increase the number of licensed foster homes in Mono County by 200%.
- Strategies:** a) Provide information to the community, using a variety of methods, regarding the need for Foster Homes in Mono County and how they can become a Foster Parent, b) Increase the attendance to the Foster Home Orientation Meetings, c) Assist families through the licensing process, and support them in becoming successful foster families

Outreach Activities:

1. **Fresno Foster Home Licensing provides Orientation Meetings.** Fresno Licensing office continues to provide Orientation meetings to Mono County on a quarterly basis instead of every 6 months. Location of these meetings is moved around the County to provide access for all county residents throughout the year. Next meeting in Mono County is in October, 2014 in South County.

Advertising for these meetings are done through:

- Radio – Awareness Campaign through KMMT/KRHVRadio includes Public Service Announcements, Live interview with Child Protection Services Interview 7/9/14 with KMMT, Community Calendar announcements of July Foster Parent meeting. KIBS contacted DSS and requested an on air interview to assist in promoting Foster Homes in Mono County and an interview was held on 7/10/14.
 - Email - to all county and town contacts, churches, schools, tribes and local agencies.
 - Flyers posted in high traffic areas in the town where the meeting will be held.
 - Meeting information posted on County website and calendar and announced to all RPAC's.
 - Local Newspaper Community Calendars.
 - Jim Leddy produced a Press Release for the October meeting as well.
2. **April 29, 2014 Orientation Meeting held in Mammoth Lakes:** Five families attended. Ongoing communication between DSS and attendees on assisting them with the application requirements and process. **One family has completed the first step in completing the application and has turned it into the Fresno Community Care Licensing office. They are now working on the next steps of background checks, home inspection etc.**

3. July 11, 2014 Orientation Meeting held in Crowley Lake: Three people attended and were interested. Ongoing communication between DSS and attendees on assisting them with the application requirements and process.

4. Coordination with the CAPC (Child Abuse and Prevention Council) Coordinator on outreach activities:

- DSS and CAPC have completed a Foster Parent Recruitment Brochure.
- Foster Parent Banner has been complete and was posted at the Crowley Community Center for the July meeting.

5. Collaboration with Wild Iris:

- Wild Iris staff provided a Foster Parent presentation to the Sunshine Rotary on May 28, 2014. The information was well received and some members agreed to spread the word for the need of Foster Homes in Mono County.

6. Tribal Outreach:

- In collaboration with Sandra Villalpando, CPS Social Worker, efforts to offer the Bridgeport and Benton Tribe's a foster parent orientation meeting at their location in an effort to fill a need for foster homes within the tribes.

7. New Applications:

One Coleville family has completed an application and has turned it into the Fresno Community Care Licensing office. They are now working on the next steps of background checks, home inspection etc.