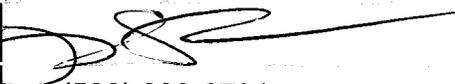


California – Child and Family Services Review Signature Sheet

For submittal of: CSA SIP Progress Report

County	Placer County
SIP Period Dates	May 3, 2013 - May 2, 2018
Outcome Data Period	January 2015

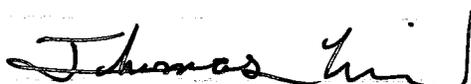
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Board of Supervisors (BOS) Signature

BOS Approval Date	
Name	
Signature*	

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*Signatures must be in blue ink

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California - Child and Family Services Review

Annual SIP Progress Report

May 3, 2013 to May 2, 2018

Year 2: May 3, 2014 to May 2, 2015

Revised September 22, 2015



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Introduction

The Placer County Children's System of Care (CSOC) is pleased to report substantive progress on addressing the goals enumerated in its 2013-2017 System Improvement Plan (SIP) for Child Welfare and Probation Services. Year One (May 3, 2013 – May 2, 2014) of the SIP was spent clarifying, refining, and implementing the Strategies and Activities included in the 5-Year 2013-2018 SIP. Multi-systemic teams of county stakeholders, including representatives of child welfare, probation and community partners, were identified to implement each strategy. As they reviewed their roles and the work, many teams discovered that some of the initial activities and timelines required clarification and re-structuring. The teams spent substantial time refining and re-working the activities and due dates. These changes were reflected in the SIP Progress Report, Year I.

In Year Two of the 5-Year SIP (May 3, 2014 – May 2, 2015), the SIP Committee has continued to meet on a monthly basis to review data and discuss strategies to further improve our agency's outcomes. We have also formed and added members to subcommittees to help further develop each strategy and identify additional areas of improvement; opportunities for increased collaboration; and utilization of additional data to closely evaluate the success of our efforts, as well as improve outcomes for our children, youth, and families. We're particularly excited to put into further practice the state's recent requirement to implement shared management and quality review processes (Katie A. Settlement), and plans to include a shared improvement strategy, to that end.

During Year Three (May 3, 2015 – May 2, 2016), CSOC will support the committees to continue bi-monthly reporting on the progress of implementation and on needed measurement data. We are seeing positive improvements in our SIP indicators and expect to see continued progress in our SIP Priority Outcome Goals, as new strategies and activities are further identified and implemented. Other SIP committee members will be recruited, as needed.

Overall, 2014-2015 was a year of expanding and enhancing services across the Placer County Children's System of Care. Some previously vacant positions were filled and new social workers have been trained. In addition, the Children's System of Care has been strengthened through an expansion of new contracts funded through the Mental Health Services Act (MHSA). Several of the newly-funded programs will work closely with our CWS program to provide additional support to our children, youth, and families. These expanded services included new supports to the Native American and Latino communities, which will help improve outcomes for families involved in CWS and/or probation.

We have also identified one new indicator to add to our SIP. As we reviewed our CWS Indicator data each month this year, we found that our data for C1.4, Re-entry Following Reunification, Child Welfare, was consistently higher than the National Standard (9.9%), with our current performance at 19.9%. For the year July 2011- June 2012, it was 16.9% and increased to 25.2% for the year April 2012 – March 2013. As we began working on this indicator, we have seen progress, with the year January 2013 –December 2013 showing that 16.2% of children re-entered the system following reunification. While we are showing improvement on this indicator, we are adding this element to our SIP for 2015-2016 to continue to address this important issue.

Additionally, CSOC management team has noted recently statewide concern about possible overuse of Psychotropic medications for Child Welfare involved youth. CSOC has begun an early review of county data, and a focused Performance Improvement Plan, in an effort to understand local practice, and assure that Placer youth receive appropriate medication management services.

This process will be captured in future SIP updates and reports for the state, in both DSS and DHCS departments. This shared approach to Quality Improvement allows county CSOC managers and QI staff to better close information and service gaps, and identify other integrated processes which may add value for youth and families. The state's recent success in reconciling data between the health care and Social service systems will support this effort.

Among the detailed elements under consideration, Placer will be attending to the amount and types of psychotropic medications prescribed, and specific auditing of internal and group home charts focused on medication usage. In addition, we will conduct increased peer medication chart reviews and review of JV 220 and JV 223 to assess if these processes result in a reduction of antipsychotic medication usage, overall psychotropic medication usage, and medications from the same class.

SIP Progress Narrative

STAKEHOLDERS PARTICIPATION

Placer County held monthly meetings with all stakeholders involved in implementing the SIP strategies to review progress on SIP Improvement Goals, Strategies, and Action Steps. In addition, subcommittees were assigned to design and implement each SIP Strategy. During 2014-15, over 30 representatives of CSOC, Probation, and non-profit organizations participated in these meetings. These representatives included:

Organizations	Stakeholders	Number
Children’s System of Care: Child Welfare Services	CWS managers, supervisors and social workers from ongoing teams, adoptions, Family and Children’s Services and the Emergency Shelter	16
Children’s System of Care: Probation	Probation Manager and Senior Deputy Probation Officer	2
Community Partners/Non-Profit Organizations	<ul style="list-style-type: none"> • Sierra Native Alliance • Latino Leadership Council • KidsFirst (multi-service program serving children and families) • Placer Kids (Foster Care/ Adoption Agency) • Child Advocates of Placer County (CASA) • Mental Health America/ Parent Advocacy • Lilliput Children’s Services • Youth Empowerment Support (YES) Program 	8
California Department of Social Services	Placer County Liaisons	2

CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS

Priority Outcome Measure	National Standard	Baseline Performance Oct 2012:Q2	Target Improvement Goal	Current Performance
C4.3 Placement Stability (24 months in care)	41.8%	28.6%	41.8%	32.9% ¹

C4.3 “Placement Stability (24 Months in Care)” data shows the National Standard on this measure as 41.8%. In order to better understand the progress we have made since the 2011 baseline data was collected, we have utilized the data provided by CDSS/UCBerkeley. This data shows a year of data, with new calculations completed quarterly. For example, the data for Placer County’s performance on this measure was 28.6% at baseline during October 2012. In January-December 2014, we have focused our efforts on this measure, but it has not made a significant impact on improving our performance. In January – December 2014, performance was 32.9%. This information shows that 26 of 79 children met the definition of placement stability for 24 months or longer.

A number of factors impact placement stability. In July 2012 – June 2013 and July 2013-June 2014, placement stability outcomes were affected by ongoing challenges in recruitment of foster parents. We found that traditional methods for foster parent recruitment were not as effective as in the past, either in Placer County or in the region. In Placer, although our Foster Parent Orientation classes were well-attended, the follow-through to actual licensure was poor. In addition, one of our partner agencies, the Placer Kids Collaborative (a joint effort of Sierra Forever Families and CSOC, which recruits foster families and conducts adoptive home studies) experienced a large turnover in staff (100%) through the prior fiscal year, including leadership in Sierra Forever Families. There were some delays in filling those positions which continued to impact this reporting period. Traditionally, potential foster family homes were not Section B licensed enabling them to take children until the adoptive home study had been completed. This change in personnel reduced both recruitment efforts and options for placement with this agency for the reasons stated above.

In 2014-2015, Placer County contracted with Lilliput Children’s Services to provide both family-finding efforts and provide ongoing support to both foster families and kinship parents. This contract has helped to improve stability with child placements in the past year. Lilliput also receives referrals from case managers as soon as the family is identified. This strategy will expedite early engagement with family members. Lilliput staff are primarily stationed at the Enterprise main office, and seek to identify family members for those children placed at the Placer County Emergency Shelter whose parents cannot identify a viable relative or NREFM placement. Lilliput staff also periodically attended ongoing team meetings to maintain awareness of this program and review referral criteria. Staff will interview these identified family members to determine their interest, as well as identify other potential family members who could become a relative placement. In addition, the use of social media will be expanded as a tool to find potential foster families.

¹ All current performance data in this report, unless specifically identified as SafeMeasures, is drawn from the January, 2015 Q3 2014 data report from CDSS/UCBerkeley California Child Welfare Indicators Project. Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Williams, D., Yee, H., Hightower, L., Mason, F., Lou, C., Peng, C., King, B., & Lawson, J. (2013). *Child Welfare Services Reports for California*. University of California at Berkeley Center for Social Services Research website. URL: http://cssr.berkeley.edu/uch_childwelfare

² There is a small potential sampling error in the methodology for this measure that could result in children less than age 2 being included in the sample as well as children born mid-year who have not actually been in for the full 24 months.

Placer also intends to begin utilizing the California Parent Locator Service (CPLS) and Federal Parent Locator Service (FPLS) for finding noncustodial parents of children who enter the child welfare system. This system will be used primarily for due diligence purposes, but parents who are located will be asked about potential relative placements for their children in the process of the dispositional investigation.

Other system changes to improve placement stability include the implementation of Safety Organized Practice (SOP), which strengthens skills in supporting families and working with them to accomplish their goals. Staff are trained to work with children and families to develop a shared vision and clear understanding of the problem; a vision of what future safety for the children looks like; and a clear vision of how to accomplish that vision. In addition, staff are trained to use Structured Decision Making tools to support the family to accomplish their goals, in tandem with ameliorating the risk and safety factors that caused the family to come to the attention of the department.

In a sustained effort to improve placement stability, Placer continues to emphasize Family Finding. The county contracted for a part-time Family Finder to actively search for potential kinship placements, and, as noted above, contracted with a private agency to locate kin and Non-Relative Extended Family Member (NREFM). In addition, Placer staff met with all Foster Youth District Liaisons (FYDLs) to raise awareness within local school districts about the need for foster families. In addition, a contract continues with Sierra Forever Families for a part-time Resource Family Liaison. This person is also available to foster parents for answering questions and providing support, as needed. Finally, internal monthly meetings have been convened by our Emergency Shelter manager to review and improve recruitment efforts. One such effort involves placing posters on community bulletin boards around the county, stating the need for foster families, and a tear-off phone number to contact our Placer Kids Collaborative office.

The bi-annual foster family agency/ county convening's have occurred over the course of the year. Issues discussed include the continuing challenge of recruitment and retention of foster families; family support issues; training issues were discussed and compared; and systemic issues identified to promote better stability for the children, as well as bi-cultural recruitment efforts.

Additional efforts in the next year include ongoing training opportunities for foster and kinship families, with support to help resolve issues quickly. A monthly list will be obtained from Foster Care Eligibility, listing relative and NREFM providers and their addresses. These providers will be sent an invitation and schedule of trainings that the Foster Kinship Community Education (FKCE) program provides, as well as information regarding support groups, and information as to other resources in the community. It will also include the contact information for the Resource Family Liaison.

Expanded contracts with Latino Leadership Council (LLC) and Sierra Native Alliance (SNA) will also provide additional support to these communities in a culturally-sensitive manner. In addition, parenting classes and women's support groups will create an extended supportive community to help children and youth remain in placement for longer periods of time, as well as reunify with family in a timely manner.

Priority Outcome Measure	National Standard	Baseline Performance March 2012	Target Improvement Goal	Current Performance
2F. Timely Social Worker Visits with Child	90%	78%	95%	93.00%

The 2F data from the January SafeMeasures report on “Timely Social Worker Visits with Child” and “Timely Social Worker Visits with Child – in Residence” shows that we have made excellent progress in improving performance. The initial baseline data was calculated in March 2012. This baseline data shows that 78% of the children received a timely social worker visit. Upon careful analysis of the data, we found a systemic issue due to delayed data entry by social workers. In addition, there was a delay in failing to close cases in a timely manner, following termination of dependency. We also found that some adoption cases were not closed in a timely manner following termination of dependency, due to a key employee’s medical leave.

Between July 2012-June 2014, we have focused on having social workers complete their data entry in a timely manner. Social workers are also aware of youth who have dependency terminated by the Juvenile Court. Upon notification of termination, social workers are required to complete all closing paperwork within a two-week time period, per the policy described below.

A new policy regarding timely social worker contacts was instituted February 24, 2014. This policy mandates the social worker to enter all deficient contacts and request supervisory approval for closure in CWS/CMS within a two-week period following the court termination of dependency. Supervisors have two weeks to review the case for appropriateness for closure, including required contacts entry, and approve the closure in CWS/CMS. The policy also addresses case closure by adoptions clerical staff. This four week timeframe for case closure turnaround should assure that a case does not remain open into the following month, following termination of dependency, thereby showing contacts as deficient in the CWS/CMS system.

This enhanced focus on timely charting and timely case closures has resulted in a significant improvement in our outcome performance. In the most recent time period, January – December 2014, 92.5% of all social worker visits with the child were completed in a timely manner. This will require further improvement over the next reporting period so that the county may achieve 95%, per the new federal guidelines.

Priority Outcome Measure	National Standard	Baseline Performance March 2012	Target Improvement Goal	Current Performance (January – December 2014)
2F. Timely Social Worker Visits with Child – In Residence	50%	63.7%	50%	74.2%

We are also pleased with our performance on a related measure: 2F – Timely Social Worker Visits with Child in Residence – Child Welfare. The National Standard requires 50% of all social worker visits to occur in the residence. Our data for January – December 2014 shows that 74.2% of Social worker visits were delivered in residence, exceeding the National Standard. This data shows that there were 1,973 timely social worker visits with child in residence, out of 2,660 visits.

Priority Outcome Measure (Probation)	National Standard	Baseline Performance March 2012	Target Improvement Goal	Current Performance (January – December 2014)
4B: Least Restrictive Placement	None	95% placed in group home; 5% in foster home	No more than 50% probation youth (IV-E) in group home care; at least 50% in relative, NREFM or foster care homes	91.7% in Level 13-14 group homes

The Placer County Probation Department is exemplary in their ability to find alternative placements for Probation youth, and utilize Wraparound Services to a great extent, whenever possible. As a result, the Probation Department places only a small number of youth into group homes. However, the few youth who are placed in a group home setting (approximately 10-14 youth are placed each year), have multiple needs and require higher levels of care. As a result of these small numbers, and high needs of these youth, Placer County consistently does not meet the 50% standard.

During the January – December 2014 Performance Review Period, Placer County Probation had 11 youth in Title IV-E placements. Over 90% were placed in Level 13-14 Group Homes. It will continue to be a goal of the Probation leaders to monitor placement of youth in Group Homes that are Level 12 or lower, whenever feasible. We are actively recruiting and encouraging foster parents to place youth in their home. During Foster Parent Orientation and training, the trainer discusses the need for foster homes for high-needs youth, and specifically youth on probation. This has helped to raise the awareness of the need for these youth. We are also conducting outreach to current foster families to increase the number of foster homes that accept youth from probation. As we identify more homes for probation youth, we hope to further reduce the proportion of youth placed in Group Homes.

In addition, Probation will continue to address a recent trend where parents have appeared in court and refused to allow their children to come home. This situation forces the Court to make an out-of-home order to best serve the interest and safety of the youth. We continue to work with the court to identify strategies to support the families to welcome their youth back into their home, to help improve outcomes for the youth.

Priority Outcome Measure	National Standard	Baseline Performance March 2012	Target Improvement Goal	Current Performance (January 2015)
4E: Placement of Native American Children	None	6% of Native foster children are placed in Native relative placements	<ul style="list-style-type: none"> a) Increase the percentage of Native children who are correctly identified in the CWS/CMS from 75% to 85% by Year 3 b) Increase the percentage of Native relative placements for Native children to 30% by end of Year 5 c) Increase the number of Native placement homes from 2 to 10 by end of Year 5. 	<p>a) We have had an increase from seven (7) to 15 for ICWA eligible children placed with relatives between the baseline (SIP) and January 2015, for a 114% increase.</p> <p>b) For Multi-Cultural Native American children in placement, baseline was 28 placed with relatives and in January 2015, we had 35 children in relative placement for an increase of 31.4%.</p> <p>c) Strategies include targeted recruitment of foster families and support of cultural placements. No new Native placement homes have been added over this review period.</p>

The data on Native American children and Native American family placements is difficult to measure. Our first goal is to continue to work to improve our data on identifying each child by race and ethnicity, and specifically identify each child who has Native American heritage, including ICWA status.

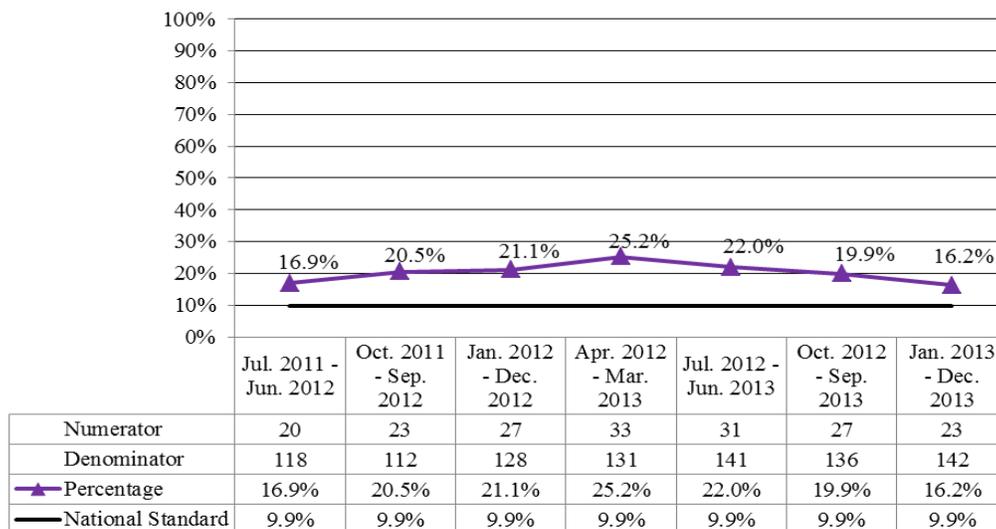
Our second goal is to identify each placement by race, ethnicity, and specifically Native American placements. Whenever feasible, children who are Native American will be placed in Native American homes or of course with relatives.

Our third goal is to increase the number of Native American placement homes, through extended outreach efforts. Reports from UC Berkeley provide quarterly point-in-time measures for both ICWA eligible children as well as Multi-Cultural Native American ICWA eligible children. The improvement in this measure is likely due to recent attention over the past two years to more accurately identify Native children and to increased efforts by the department to place them in relative homes. The use of the CPLS may also further these efforts by identifying relatives of Native American children.

Priority Outcome Measure	National Standard	Baseline Performance July 2010-June 2011	Target Improvement Goal	Current Performance)
C14: Re-entry Following Reunification – Child Welfare	9.9%	11.9% re-entered following reunification	9.9%	19.9

As noted above, we have also identified one new priority outcome measure indicator to add to our SIP. As we reviewed our CWS Indicator data each month, we found that our data for Re-entry Following Reunification Child Welfare, was consistently higher than the National Standard (9.9%). Figure 1 shows the Placer County data between July 2011 and December 2013. At the time of our original 5-year SIP the data showed that our re-entry rate following reunification was at 11.9% for the year July 2010 – June 2011. As a result, we are adding this indicator to our SIP for 2015-2016.

Figure 1
Placer County SIP
C1.4 Reentry Following Reunification - Child Welfare
(Exit Cohort)
July 2011 - December 2013



STATUS OF STRATEGIES

Strategy 1: Implement/Expand Family Finding Efforts

Action Step 1A: This action step has been completed in full. We contracted with Lilliput Children's Services to expand our family findings efforts. In addition, policies and procedures to identify strategies for expanding family finding efforts were developed and finalized in February 2014.

Action Step 1B: We have trained all DPOs in family-finding procedures. The all-staff training was completed in September 2013. We will continue to offer this training on a quarterly basis for new staff, and those who request additional training.

Action Step 1C: This action step was updated to illustrate the execution of a contract with Lilliput Children's Services (completed October 2014). This contract is to conduct family-finding activities in Placer County. We updated this step to indicate that Lilliput will attend detention hearings, when available, to meet with families and identify potential relative placements. This action is ongoing.

Action Step 1D has been updated to show the completed implementation of the first phase of a program geared toward Native youth and youth on probation (completed September 2014). The step has been updated to include expanded use of social media to identify additional foster families. This approach will include utilizing Facebook and other social media sites, as well as other marketing strategies, to engage potential families who may be interested in becoming foster parents. A special emphasis will be placed on outreaching to families who are Native American and Latino. This action is ongoing.

Action Step 1E: We plan to implement this program countywide by September 2015.

Action Step 1F: Probation and CWS will track the results of the Family Finding program quarterly to fully meet these state reporting requirements by September 2015.

Strategy 2: Increase the Number of New Resource Families in Placer County Serving Youth 12-16, Probation Youth, Native Youth and Youth with High Needs, as Well as Those Living in the Tahoe Area

Strategy 2 was created to recruit quality families throughout Placer County who will care for youth ages 12-16. A number of action steps were completed to enhance recruitment efforts. However, there have been some barriers, such as the amount of time between recruitment and licensing. As noted above, we have also contracted with Lilliput and have enhanced our recruitment efforts during foster parent orientation and training. Studies show that families will consider becoming foster parents for up to a year before actually committing to care provision.

Once families begin the application process, it can take up to 6 months or longer for them to complete training and become licensed. We have also started interviewing agencies to provide Intensive Treatment Foster Care options in our county on a contract basis. We are hopeful that these ITFC homes will be able to serve our probation youth, and other hard-to-place youth. Placer expects to have at least 6 ITFC homes by early next year.

All families applying to become foster parents are referred to Placer Kids, our collaborative partner, to receive a full adoption home study with the philosophy that all families may become permanent families. The licensing and home study process occurs concurrently, and the home is fully licensed when the home study is complete. In 2014, Placer Kids experienced a large turnover in staff, which resulted in delays in completion of the home study for a number of families.

Action Step 2A: Bi-annual FFA meetings were first implemented in June 2013 have been ongoing. This action step has been expanded to collect data on the length of time to complete a home study, so that we can ensure that this step is completed in a timely manner. While the county does not have funding for a full time recruitment staff, specific staff are designated to visit schools and other agencies to recruit foster families.

Action Step 2B is consistent with the activities outlined in Strategy 1 to conduct expanded outreach through social media to help recruit foster families, with an emphasis on recruiting Native and Latino families. This activity has been expanded to include strategies for updating brochures and marketing materials for recruiting culturally-diverse foster families.

Action Step 2C addresses youth voice and was first implemented in June 2013. The action has been expanded to invite co-located Youth Empowerment Support Program (YES) staff and foster youth to make a presentation to the monthly foster parent orientation to potential foster parents. YES staff are young adults who have had a history in the foster care or probation systems. They make presentations each month and provide important information on youth voice and choice, as well as provide information from their experiences when they were involved in the foster care system. This strategy will help potential foster families understand the youth's experience and develop skills to learn how to support them. The YES program was funded in October 2014 and, in May 2015, was fully staffed. Their services are very well received and foster youth have been actively involved with staff activities. These activities are ongoing.

Action Step 2D, first implemented in January 2014, strengthens data utilization to closely monitor the foster homes available; the number of placements by different regions in the county; the number of placements for youth ages 12 and older; the number of Native and Latino youth; the number of special needs children; and the number of youth involved with Probation. These activities are ongoing on a quarterly basis.

Action Step 2E was implemented in December 2013 and required that all resource families receive training in trauma-informed care. This training was very well received and we will continue to offer this training to resource families at least annually.

Action Step 2F is a new Action Step that was implemented in July 2014. It expands our monthly orientation for potential foster parents to also include an enhanced focus on the importance of supporting cultural identity. Sierra Native Alliance and Latino Leadership Council will make presentations to potential foster families to discuss the importance of having culturally diverse foster homes, to meet the needs of our children and youth. Training will also be offered on the different ages and stages of development and special issues of foster youth related to their trauma and/or abuse history. In addition, discussions of the foster parent's role in interacting with and mentoring bio-parents, reunification, foster-adopt homes, and permanency planning will be discussed. Training on the legal process, stages of concurrent planning, legal steps and timelines, and notices of hearing will be provided, as well as how foster parents can communicate to the court. This training will help new foster parents understand their role in the CWS system, the importance of mentoring bio-parents, as well as creating a consistent, secure home for the foster children placed in their home.

Strategy 3: Expand Youth Involvement in Placement Finding/Matching

Strategy 3 Action Steps were expanded to promote youth voice and choice in 2014/15. The Youth Empowerment Support (YES) Program was awarded additional funding in 2014/15 to expand services to foster youth and recruitment is currently underway.

Action Step 3A includes activities around assessing youth involvement in placement finding (completed March 2014) and identifying plans to train staff (completed September 2014). Expanded Action Step 3A develops an improved referral process to have shelter placement staff refer all youth 12 or older, and include information about their pending placement status and/or placement options already discussed and decided, as well as the youths' "triggers." Using this information, the Youth Coordinators can tailor their approach to a youth's unique needs and still obtain the youth's input regarding placement.

Action Step 3B records trainings completed in 2013 and 2014, and plans to examine the feasibility of combining training on the process with information on the School Connect Program to coordinate training activities.

Action Step 3C was revised to include an update for the evaluation system for YES (implemented in June 2014). YES staff and the county's independent evaluator have been working collaboratively to collect information in a manner that is consistent with other data tracked by the county, as well as updating the tracking system. Additional data is now collected on participants' length of stay. Youth are now asked to select their *top three priority needs for placement*, and the shelter staff will adjust their database to track this information. Reporting is ongoing.

Action Step 3D: Recruiting and training was completed for community partners (implemented in March 2014) and has now been updated to continue to recruit and train youth coordinators to meet ongoing demand as staff transition to other positions. Recruiting and training are ongoing.

Action Step 3E is was implemented in March 2014 and is ongoing. YES staff attend all Family Resource Community Collaborative (FRCC) meetings. This is a multidisciplinary meeting often used to determine the type and level of a youth's placement. YES staff also attend CSOC site meetings, which occur at each of the two sites every other month. These meetings foster program awareness and build collaborative and shared service structures. YES staff are also co-located at the shelter to support youth throughout the placement process, helping them understand the legal process, asking them about preferences in the placement home, and supporting the youth to have voice and choice.

Action Step 3F was revised due to budgetary constraints. In October 2014, YES received additional funding to hire new staff and better meet the needs of the community. As of June 10, 2015, YES is fully staffed.

Action Step 3G was revised to reflect a new strategy around the youth placement finding process (implemented in March 2015). This process will be monitored as the number of available homes rise and fall. If placements are not available, the process may not be beneficial to youth.

Action Step 3H was revised allowing a process for peers and shelter placement staff to facilitate successful placements (implemented in May 2015). YES staff developed a process to facilitate youth and foster parents to create clear agreements and expectations upon placement.

Strategy 4: Develop a Peer-to-Peer Mentoring Program for Resource Parents to Retain Quality Families and Increase Placement Stability of Youth.

In general, the timelines of Strategy 4 have been extended to 2015 to reflect the time it takes to recruit, train, and license. Currently, there are five (5) County Licensed families who will foster youth 12-16; three of the families are new and two are not willing or appropriate to serve as mentor families. The goal is that by May 2016, we will have more families licensed who have enough experience to mentor families with teens.

Action Step 4A was implemented in September 2014 and April 2015. Staff are actively involved in identifying and recruiting foster families who have the skills and experience to mentor new foster parents with teens and/or high needs youth. This action is ongoing.

Action Step 4B.1 has been delayed to August 2015. Once mentors are identified, staff will offer training and ongoing support.

Action Step 4B.2 was implemented in January 2015. The Placement Program Manager and Coordinator call resource parents to check in and offer support and help resolve any problems. This supports the foster parents to help maintain the youth in the home.

Action Step 4C was completed in March 2015. Foster parents report feeling supported by the Program Manager and Coordinator when there are issues that need to be resolved. We will continue to update and fine-tune this program when we are able to find parents to mentor other foster parents. This mentoring program is ongoing.

Action Step 4D to provide resource parents and CSOC staff with the information on the mentoring program and how to request mentors has been delayed to August 2015, until we are able to identify mentor parents.

Action Step 4E to develop a system to track the peer mentor program has been delayed to August 2015, until we are able to identify mentor parents.

Strategy 5: Increase Training and Support Opportunities to Relative and NREFM Caregivers

After beginning the most recent SIP, the department became aware of a new law that will change the way that counties will approve caregivers. The Resource Family Approval Program (RFA) will require the same set of standards for relatives, foster, non-related extended family members (NREFM) and adoptive homes. Five counties are currently piloting the program, which will be fully implemented statewide by July of 2017. Under the new guidelines, the relatives and NREFM families will be required for the first time to attend an orientation and subsequent specified training. Development of the Placer RFA program will begin in July 2015, with full implementation planned for July 2017. Last year, the original SIP strategies 5A – 5E were replaced with new strategies.

Action Step 5A requires relative/NREFM families to attend orientation. The requirement will enable the department to inform these caregivers of available supports and training, under the principle that a better-informed caregiver enhances placement stability. All families will be notified of all training opportunities, as they are available in the county. The completion date for this action step has been changed to August 2015.

Action Step 5B has been updated to reflect clarification around the requirement that parents receive training to meet the special needs of children and youth. This approach will support relative and NREFM families to be better trained to manage the challenging behaviors of the children/youth placed in their homes, and support improved placement stability. The completion date for this action step has been changed to October 2015.

Action Step 5C has been revised to include a requirement that concurrent families provide respite or temporary foster care while their home study is underway. We noticed that some of our families did not have any parenting experience and/or their children had never had to share their parents with other children. Given the opportunity to offer respite services for a brief period of time, the new caregivers would not have to make a commitment to the child, and the caregiver could see how their family could accommodate more children. This experience would also help the Social Worker who is completing the home study to evaluate the family's ability to care for additional children. The completion date for this action step and related activities has been changed to June 30, 2016.

Action Step 5D is a new item that develops a Foster Grandparent program by reviewing foster Grandparent programs in other counties and outlines the core components of a program. A subcommittee will be selected to develop guidelines and related policies. The completion date for this action step is March 31, 2016.

Studies show that good training, support, and experience create a strong foundation for placement stability. The Department will review placement stability statistics from the UC Berkeley Website and CWS/CMS on a quarterly basis to determine if there are improvements. We will review placement stability by age of child and caregiver category. Team Decision Making (TDM) meetings will continue to be utilized to put supports in place to preserve placements.

Some possible barriers to future implementation could be getting policies written and approved within the time frames and all workers trained and familiar with the new policies. The institution of Safety Organized Practice (SOP) by Placer County may facilitate these processes.

Strategy 6: Develop and Implement a Policy to Close Cases in a Timely Manner When Dependencies are Terminated

Action Step 6A developed a new policy, adopted February 2014, which required staff to close and submit cases to their supervisors for approval within two weeks of termination of dependency. Adoptions staff must also provide e-mail notification to adoptions clerical, supervisory and management staff that the case is ready to be closed. Supervisors are directed to close the case within two weeks of receipt from the social worker, after reviewing the contacts section for completeness. Adoptions clerical staff must also close cases within two weeks of receipt of notification of adoption finalization and subsequent termination of dependency (generally separate court hearings but held close together).

In addition, the policy details procedures for appropriate visitation of minor clients, including visiting in the home in which the minor resides (foster home) at least 51% of the time, and allows minors the opportunity to speak with the worker privately during the visit. Policy standards require that the social worker must enter the contact in CWS/CMS within a 2-week period of having conducted the visit.

Action Step 6B is approval of the policy and timeline and was approved by Management Team February 2014.

Action Step 6C has been edited to reflect the development and implementation of an evaluation, tracking, and reporting process that creates routine data reports. This action item was implemented in March 2014; processes are ongoing and monitoring occurs quarterly.

Action Step 6D implemented supervisor training on a new policy that outlines how supervisors will be informed of the tracking process for case closure. In addition, supervisory staff were trained to instruct staff to use the actual date of case closure when supervisory approval is made for end-dating a case, not the date the supervisor actually approves closure. This action item was implemented in March 2014 and is ongoing.

Action Step 6E was eliminated in a previous update.

These action steps have been implemented and have been very effective. Our data shows that the majority of cases are closed in a timely manner. This data also accurately reflects the timely social worker visits to children in in-home and out-of-home placements.

Strategy 7: Establish and Implement a Policy on “Protected Time” for Ongoing Social Workers to Facilitate Completion of Paperwork and Court Reports in a Timely Manner

Strategy 7 has been eliminated. Managers and supervisors believe that a policy of protected time will not be needed if cases are closed and contacts recorded in a timely manner. In addition, supervisory staff expressed concerns that formally structuring protected time would impede other duties and not yield a successful outcome. The supervisors committed to working with each individual in supervision about the necessity for creating their own “protected time”, and “budgeting” protected time into their schedule. Supervision will also include emphasizing the entry of the requisite contacts into CWS/CMS and notifying staff that this activity would be monitored.

Strategy 8: Develop and Implement an Accountability Tracking and Reporting System for the Native Services Policy

Action Step 8A developed a PDSA (Plan, Do, Study, Act) to enhance and improve the process of ensuring that staff and court partners, identify and refer families to Sierra Native Alliance (SNA) for services. This process aims to document all children in the CWS/CMS system by race and ethnicity. In addition, if a child is Native American, information on the tribe and ICWA affiliation is documented. This action step has been updated to include the development of a process to document information on Foster, Relative, and NREFM parents by race and ethnicity, as well as an enhanced process for ensuring appropriate referrals. Data will include information on each person's tribe and ICWA affiliation, when available. In an effort to improve referrals of Native children, the court liaison is writing e-mails (via clerical staff) to workers as the cases come through court. Clerical staff is keeping a database for these cases to send reminders to submit referrals in a timely manner. In addition, collaboration with SNA, LLC, and other programs will support the delivery of culturally relevant services plans and improve services to culturally diverse children and their families, including Native, Latino, and other cultures. This action step was initiated in December 2014 and continues to be developed and implemented. Our cultural partners, Sierra Native Alliance and Latino Leadership Council are collaborating to continually improve the data and services.

Action Step 8B supports Child Welfare Managers to meet with CSOC Services Teams and each worker individually to review the Native Services Policy, discuss the process, and the expectations. This plan has been fully implemented (March 2014), but will continue to be updated on an ongoing basis and when new workers are hired.

Action Step 8C develops the capacity to report compliance activities in Cultural and Linguistic Competency meetings, Quality Improvement Team Meetings, and in monthly management meetings with Sierra Native Alliance. This action step is ongoing.

Strategy 9: Increase Staff and Provider Capacity to Serve the Native and Latino Populations. Build stronger relationships with non-profits and tribes and serving Native and Latino children and families

Strategy 9 includes both training staff and providers to understand and promote cultural identity as well as develop and enhance programs to meet the needs of each individual in our community.

Action Step 9A is to improve our process for identifying Latino and Native applicants for employment opportunities. The CSOC Manager worked with Personnel to add recruiting questions to the practitioner supplemental questionnaire:

- Do you have experience working with Native populations?
- Do you have an interest in working with Native populations?
- Do you have experience working with the Latino population?
- Do you have an interest in working with the Latino population?

In addition, the CSOC Child Welfare Services Manager successfully recruited two bilingual workers, one for Family and Children's Services and one for the ongoing Child Welfare team. This action step was implemented in January 2014 and is ongoing.

Action Step 9B supports the attendance of the CSOC Manager at the Cultural and Linguistic Competency Committee. Information shared includes efforts to enhance and improve culturally relevant services. There are also some formative plans to meet with Placer's Adult System of Care (ASOC) to coordinate Native services efforts. In addition, the cultural broker/cultural

liaison position will support efforts to recruit Native and Latino relative/NREFM and foster homes, and collaborate on family finding efforts. In addition, mentors will be identified to enhance caregivers' ability to serve Native and Latino children in a culturally responsive manner. The target date for full implementation of this action step is July 2016.

Strategy 10: Expand Use of Juvenile Assessment Intervention System (JAIS)

Strategy 10 has been implemented in full as of January 2015. The JAIS tool will assist Probation in offering the appropriate level of services to the youth adjudged a Ward of the Court. The tool will assess and categorize a youth's risks, offer suggestions for services and ensure that a youth is not over or under-served. This tool will allow Probation to develop a strategy for the youth more quickly than the standard period of engagement, thus leading to better outcomes and fewer placements. Probation continues to work with the JAIS provider to look at caseload management to ensure that we are using their tool as effectively as possible and making appropriate changes to our caseloads and staffing. Challenges encountered during this process include availability of staff for the length and intensity of the training, as well as the intrinsic issue of implementing a new policy and procedure. Strategy 10 action steps include ongoing activities and training of new staff.

Strategy 11: Review Probation Placements Regularly to Determine if Youth are or Continue to be Placed in the Least Restrictive Appropriate Placement.

Strategy 11 has been implemented in full as of February 2014. Above and beyond tracking the levels of care, we will also look at ways that Probation can mitigate risk to the youth, family, and community to reduce the length of stay or reduce the level of care. Tracking efforts to permit youth to "step down" will be integral to this strategy.

Current challenges include the low number of youth being ordered to placement, and new issues in which families are opposed to having their child return home, even if the risks are mitigated. One factor that we had not fully accounted for is the will of the parent to not allow their child to return home. These cases are occasionally shared with Child Welfare, depending on appropriateness and circumstances. Strategy 11 action steps include ongoing activities and staff training.

Strategy 12: Re-Entry Following Reunification

This Strategy is new to our SIP. Placer County rate of re-entry following reunification is higher than the Federal standard of 9.9%. In the past three years, our rate of re-entry has ranged from 16.2% to a high of 25.2%. The most recent reporting period, January 1 – December 31, 2013, shows a re-entry rate of 16.2%. As a result of this high rate of re-entry following reunification, we have added this performance indicator to our strategies.

Action Step 12A will review data on the children and youth who re-entered the system following reunification. Staff will examine each family's history, document length of time in placement, parental substance use, length of time in treatment, domestic violence, cultural and/or language issues, etc. This initial data will provide important information on system level issues that may have exacerbated the high rate of re-entry. The anticipated implementation date is February 28, 2016.

Action Step 12B will develop activities to address the system level issues that were identified. In addition, staff will be trained and implement Safety Organized Practices (SOP) as well as receive additional training on Differential Response. These programs will support staff to clearly identify child and family needs, deliver appropriate levels of intervention, and support families to achieve positive outcomes and reduce the number of children who re-enter the system following reunification.

One strategy that might prove useful against re-entry is our recently implemented Parent Orientation Program. Families newly entering the Child Welfare System are referred to a two-hour orientation class, presented by former parents of the system, parent advocates, and social workers and supervisors from the department. The families are taught about the court process, the importance of participation in services, especially visitation with their children, as well as many other facts about being involved as a client in the child welfare system. The process is designed to engage and educate the "new parent" to the child welfare system right at the beginning, to hopefully reduce confusion and resistance. Further systemic factors and strategies will be more fully developed through the course of this year's SIP. The anticipated implementation date is December 31, 2015.

OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION

INCLUDED IN SECTIONS B AND C

PROMISING PRACTICES/ OTHER SUCCESSES

The Placer County Children's System of Care (CSOC) has always been on the cutting edge of collaboration and efficient and timely services delivery. County personnel are housed under one roof and are functionally, fiscally, and physically co-located to provide effective services delivery. All social workers are Master's level and many are clinically licensed or in the course of clinical licensure. Placer CSOC has a state waiver to the Welfare and Institutions Code to blend programs and budgeted funding, and a unique Unified Service Plan for all families in our system. This waiver has now been permanently established in statute.

The CSOC is following the CCR, however since group home placement rates are among the lowest in the state, no adjustments to practice are perceived to be necessary. Strategy #11 of the SIP details Probation's efforts to "step-down" youth in residential placements by instituting a six month internal review for every youth in placement.

OUTCOME MEASURES NOT MEETING STATE/NATIONAL STANDARDS

Placer County is not meeting state or national standards on three outcome data measures not included as priority goals in the 2013-17 SIP.

S1.1 No Recurrence of Maltreatment – 6 Months

Placer County has hovered close to the Federal standard of 94.6% for the past two years, surpassing it between January 2012 and June 2012, but falling below the standard during the past three reporting periods, to a low of 89% between October 2012 and March 2013. Our most recent data, January 1 – June 30, 2014, shows that 93.2% of children had no recurrence of maltreatment. In the past year, we have re-organized the Differential Response program administered by the Child Abuse Prevention Council. This reorganization was designed to have community agencies provide more services to families whose children are at risk of abuse or re-abuse, before the child meets the risk threshold for detention. It is also expected that these services may also prevent parental relapse for substance abuse. In addition, the Program Manager meets with the Crisis Response Supervisor to refine the process for referrals to differential response team and also attends the Differential Response Team Meetings to discuss the data and ideas for improving outcomes.

C1.4 Rate of Re-entry into Foster Care – Exit Cohort

Placer County does not meet the Federal standard of 9.9% for this measure. During the most recent reporting period, January 2013 – December 2013, 16 children, or 16.2% reentered foster care. **As a result of this high rate of re-entry following reunification, we have added this performance indicator to our strategies.**

2B Timeliness of Response (10-Day Response)

The State standard for this measure is > 90%. Placer County reported less than the State standard on this measure in 2013. For 2014 data, we are still below the state standard. For Quarter 1: 89.6%; Quarter 2: 89.4%; Quarter 3: 85.1%; and Quarter 4: 86.5%. We have been working to correct errors and delays in data entry. In addition, we continue to provide training to staff to ensure that staff know how to enter the data correctly and within mandated timelines. Delays in entering data may also be the result of staff vacancies, which continued to fluctuate throughout the most recent reporting period. Staffing is full and stabilized at this time.

CHILD WELFARE/PROBATION PLACEMENT INITIATIVES

The Placer County Children's System of Care encompasses both child welfare and probation placement services. All efforts are undertaken jointly, and representatives of both Programs have been included in the monthly SIP progress meetings.

IMPLEMENTATION OF OTHER STATE OR FEDERAL INITIATIVES

Placer County Children's System of Care has formally implemented the Dependency Mental Health Program in response to the Katie A. lawsuit and the new requirements for screening, assessment, and provision of mental health services for dependent children. It should be noted that the Placer CSOC, being an integrated System of Care, assessed and delivered mental health services to dependent youth prior to the Katie A. settlement as part of normal business practices.

All children entering the child welfare system participate in a screening. The Program was developed on a 3-tier model, allowing for specific mental health case management for dependent children who meet the criteria for specialty mental health services as determined by the initial screening.

In December 2013, the program was extended to all children already in the dependency process. 100% of our dependent children should have been screened to date, and if assessed as appropriate through the screening process, they are receiving the necessary level of mental health services to meet their mental health needs.

NATIONAL RESOURCE CENTER TRAINING AND TECHNICAL ASSISTANCE

Placer CSOC has assumed models from the National Clearinghouse, implemented the Trauma Informed Care training, and utilize the model and philosophy in our daily practice.

<p>Priority Outcome Measure or Systemic Factor: C4.3 Placement Stability (24 months in care)</p> <p>National Standard: 41.8%</p> <p>Baseline Performance: 28.6%</p> <p>Current Performance: 32.9%</p> <p>Target Improvement Goal: The county will improve performance on this measure from 28.6% to the national standard of 41.8%.</p>
<p>Priority Outcome Measure or Systemic Factor: 2F Timely Social Worker Visits with Child</p> <p>National Standard: 90%</p> <p>Baseline Performance: 78%</p> <p>Current Performance: 92.5%</p> <p>Target Improvement Goal: 90%</p>
<p>Priority Outcome Measure or Systemic Factor: 4B Least Restrictive Placement</p> <p>National Standard: None</p> <p>Baseline Performance: 95% placed in group home; 5% in foster home</p> <p>Current Performance: 91.7% in group home; 8.3% in foster home</p> <p>Target Improvement Goal: No more than 50% probation youth (IVE) in group home care; at least 50% in relative, NREFM or foster care homes</p>
<p>Priority Outcome Measure or Systemic Factor: 4E Placement of American Indian Children</p> <p>National Standard: None</p> <p>Baseline Performance: 6% of Native foster children are placed in Native relative placements</p> <p>Current Performance: 61%</p> <p>Target Improvement Goals:</p> <ol style="list-style-type: none"> 1. Increase the percentage of Native children who are correctly identified in the CWS/CMS from 75% to 85% by year 3: ethnicity accuracy rate of 83% 2. Increase % of Native relative placements for Native children to 30% by end of year 5 3. Increase # of Native placement homes from 2 to 10 by end of year 5.
<p>Priority Outcome Measure or Systemic Factor: C1.4 Reentry Following Reunification</p> <p>National Standard: 9.9%</p> <p>Baseline Performance: 11.9%</p> <p>Current Performance: 19.9%</p> <p>Target Improvement Goal: 9.9</p>

SIP CHART **ITALICIZED* INDICATES NEW LANGUAGE

Strategy 1: Implement/Expand Family Finding Efforts	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C.4.3 Placement Stability 4B Least restrictive placement 4E Placement of Native American children
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe: (Completion Date)	Person Responsible:
A. Establish Juvenile Probation Policy, Procedures and Timeline to Expand Family Finding Efforts, Including: <ul style="list-style-type: none"> • Interviewing youth and all available family members prior to placement by Intake Deputy Probation Officers (DPO). • Interviewing youth and all available family members every six months while in placement by WRAP and Placement DPOs • Re-assessing Family Finding information whenever TILP or case plan is updated for current or previous placement youth 	06/30/13 02/28/14 Completed	Managing DPO
B. Train all DPOs in Family-Finding Procedures	9/30/13 Completed Ongoing	Managing DPO
C.1 Research available programs to determine cost, applicability to Placer’s CWS and Probation needs. Purchase/contract program	8/31/13-11/30/13 Completed	Probation and Placement Program Managers <i>Lilliput Children’s Services</i>
C.2 In Coordination with CWS, contract with a Family Finding Agency to Handle Family Finding Activities	07/01/14 10/01/14, Completed	
C.3 <i>Lilliput to attend detention hearings, whenever feasible, to meet with families and identify potential relative placements.</i>	04/2015, Ongoing	
D. Implement First Phase of Program for Youth 12-16, for Native Homes and Homes Willing to Serve Probation Youth	09/30/14 Completed	Sierra Native Alliance; Probation; Placement Recruitment Team
D.1 <i>Expand the use of social media and marketing to identify additional foster families, with special emphasis on outreach to Native and Latino families.</i>	04/2015, Ongoing	
E. Implement Program Countywide for all Dependents	09/30/15	<i>Lilliput Children’s Services; Sierra Native Alliance; Probation; Placement Recruitment Team</i>

<p>F. Probation & CWS: Track results of Family Finding Program; Report Quarterly</p> <ul style="list-style-type: none"> • The number of DPOs and SWs using the program when required • The number and percentage of youth served by the program • The number and percentage of youth, by age and ethnicity, placed in a family identified by the family finding program • The number and percentage of CWS and probation youth, by age and ethnicity, who remain in the placement for duration of placement episode. 	<p>9/30/15</p>	<p>Probation CWS Family Finding Staff Foster Care Licensing</p>
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<p>Strategy 2: Strategy 2: Increase the Number of New Resource Families in Placer County Serving Youth 12-16, Probation Youth, Native Youth and Youth with High Needs, as Well as Those Living in the Tahoe Area. (Children with High Needs are Defined as Those Children who have Social/Emotional/Behavioral Problems, or Medical Issues, That Would Require Care and Supervision Over and Above a Physically and Emotionally Healthy Child.)</p>	<input type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.3 Placement Stability 4B Least restrictive placement 4E Placement of Native American children Systemic Factor C. Foster/Adoptive Parent Licensing, Recruitment and Retention</p>
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
<p>Action Steps:</p>	<p>Timeframe: (Completion Date)</p>	<p>Person(s) Responsible:</p>
<p>A. Meet bi-annually with FFA’s who take placements in Placer County to advise them on the county’s needs, explaining placement stability expectations and requesting assistance in recruiting families who <i>live in all areas of the county</i>, including the Tahoe area, and those who will take youth 12-16; Native, <i>Latino, and Probation youth; and youth with high needs. Collect data on the length of time to complete each home study.</i></p>	<p>6/30/13 Completed Ongoing</p>	<p>Placement Program Manager Placement Coordinator Licensing Native Services Program Director Native Services Liaison <i>Placer Kids Collaborative</i></p>
<p>B. Develop strategies for and conduct targeted recruitment with flyers, brochures and news articles related to caring for teens, probation youth, and youth with special needs, Native children and children living in the Tahoe area. <i>Update brochures and other marketing materials to include photographs of culturally diverse children and youth, especially Native and Latino youth, to help recruit culturally diverse foster parents. Include distribution of placement brochures/flyers at cultural events.</i></p>	<p>1/31/14 Completed 07/01/14 Completed Ongoing</p>	<p>Placer Kids recruitment team , working with:</p> <ul style="list-style-type: none"> • Probation • Native Services Liaison • Native Services Director • Native Community Partner Network • <i>Latino Leadership Council Liaison</i>

<p>C. Invite youth age to speak at monthly orientation</p> <p><i>C.1 Invite YES staff and youth to present to potential foster parents at the monthly orientation; develop vignettes to show youth voice and choice; utilize foster youth DVD when appropriate for training.</i></p>	<p>6/30/13 Completed</p> <p>Ongoing</p>	<p>Orientation Facilitators; YES Staff</p>
<p>D. Develop and implement system to track:</p> <ul style="list-style-type: none"> • The number and type of targeted recruitment efforts • The number of existing and new relative, NREFM, foster and FFA families who live in Tahoe, as well as those who accept youth 12-16, probation youth, Native youth and youth with special needs. Percentage of resource/FFA homes with placement changes among CWS youth 12-16 • The number and percentage of CWS youth, by age and ethnicity, who remain in the placement for duration of placement episode. • Report quarterly to Program Manager, Managing DPO, and Quality Improvement Committee 	<p>1/31/14 Completed</p> <p>Ongoing Quarterly</p>	<p>Placement Team and Probation <i>Evaluator</i> <i>LPA and LPS</i> <i>CWS/CMS Analyst</i></p>
<p>E. Train all foster parents in trauma-informed care</p>	<p>12/31/13 Completed</p> <p>Ongoing</p>	<p>Placement Team <i>Foster-Kinship Community Education (FKCE) Program</i></p>
<p>F. Expand monthly foster parent orientation to include:</p> <ul style="list-style-type: none"> • <i>Presentation by SNA to discuss the importance of cultural identity and raise awareness of Native American issues and needs</i> • <i>Awareness of being a foster parent (i.e., description of foster children; interacting and mentoring bio-parents; stages of concurrent planning; legal process; notice of hearings;)</i> • <i>Foster – Adopt homes</i> • <i>Permanency planning</i> • <i>Role as a facilitator for reunification</i> 	<p>7/1/2014 Completed</p> <p>Ongoing</p>	<p><i>Placement Team</i> <i>SNA</i> <i>LLC</i> <i>Placer Kids Collaborative</i></p>

Strategy 3: Expand Youth Involvement in Placement Finding/Matching	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.3 Placement Stability 4B Least restrictive placement
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe: (Completion Date)	Person Responsible:
A1. Assess current status of youth involvement in placement finding/matching, including: <ul style="list-style-type: none"> Determine number and percent of youth who have used the existing tool and protocol. (Youth at the shelter 12 or older who are anticipating placement). 	7/31/13 3/12/14 Completed	Shelter Staff Youth Empowerment Support Program (YES) Placement Team
A2. Identify challenges to referring youth to program complete the Placement Planning Worksheet	09/30/14 Completed	
A3. Identify plan by training staff in referral process and assigning specific individuals to complete the Placement Planning Worksheet with applicable minors at the shelter.		
A4. Refine referral process to YES to help link YES staff with shelter youth in a timely manner. Shelter staff identify youth at the shelter who will be placed in foster care, link them to YES staff and/or assist them in completing the Placement Planning Worksheet.	Ongoing	
A5. Identify and remediate challenges to identifying youth and making referrals to YES.		
A6. Co-locate YES staff among ongoing services teams.		
B. Provide training annually on placement matching and referrals to CSOC teams. Examine the feasibility of combining training on the process with information on the School Connect program to coordinate training activities.	12/31/13 5/31/14 Completed Ongoing	YES staff

<p>C. Create an evaluation system to track:</p> <ul style="list-style-type: none"> • The number and percentage of youth participating in Placement finding/matching • Develop a brief survey to follow-up with youth to determine if their priorities were addressed • The number and percentage of participating youth whose are placed in homes identified by the youth. top three prioritized needs for placement are met • The number and percentage of youth <i>participants</i> who remain in their identified placement until reunified or aging out of care placement for three, six, nine months, etc., as compared to non-participants • <i>Calculate</i> length of stay at the shelter for participants, non-participants • Report numbers to placement program manager and team quarterly. semi-annually to CWS, CSOC management team, and FFA agencies 	<p>12/31/13 6/30/14 <i>Completed</i></p> <p>Ongoing</p>	<p>YES Program Manager, CSOC evaluator</p>
<p>D. Recruit and train community partners youth coordinators to assist with interviewing youth; <i>co-locate Youth Support Coordinators at the shelter to support youth throughout the placement process.</i></p>	<p>3/31/14 Completed Ongoing</p>	<p>YES Program Manager</p>
<p>E. Attend Family Resource Community Collaborative (FRCC) and CSOC team meetings bi-monthly to keep the opportunity for youth in the forefront and keep referrals coming in inform teams of program, encourage referrals</p>	<p>3/31/14 Completed Ongoing</p>	<p>YES Staff</p>
<p>F. Increase staffing of YES program to accommodate all youth who are referred and wish to participate in placement matching.</p> <p>F1 Increase peer staffing to meet needs of referred, interested youth and to serve additional youth (probation, outside shelter)</p>	<p>7/01/14 6/30/15</p> <p><i>In hiring/training process</i></p>	<p>Program Manager and CSOC Administration</p>
<p>G. Determine the feasibility of extending placement matching to additional youth (probation, youth outside the shelter, etc.); if feasible, expand effort to serve additional youth</p> <p>G1. Adjust the youth placement finding process, as needed, to take into account increases and decreases in available homes.</p>	<p>6/30/15 03/01/15 <i>Completed</i></p>	<p>YES Program Manager</p>
<p>H. Expand program to all interested youth</p> <p>I. Develop and implement a process for youth and placement parents to create agreements upon placement (e.g. who does laundry, when are friends allowed over, etc.)</p>	<p>7/31/15 3/1/15 05/01/15 <i>Ongoing</i></p>	<p>YES Program Manager; <i>FFA, Licensed homes</i></p>

Strategy 4: Develop a Peer-to-Peer Mentoring Program for Resource Parents to Retain Quality Families and Increase Placement Stability of Youth. This Strategy will be led by the Resource Parent Liaison Position and is Already in Process.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.3 Placement Stability Systemic Factor C. Foster/Adoptive Parent Licensing, Recruitment and Retention
	<input type="checkbox"/> CBCAP	
	<input checked="" type="checkbox"/> PSSF	
	<input type="checkbox"/> N/A	
Action Steps:	Timeframe: (Completion Date)	Person Responsible:
A. Develop a volunteer mentoring program (including a process for matching mentors and resource parents), for new resource parents and ongoing resource parents who care for special needs children, Native children, or youth 12-16	9/30/13 9/30/14 <i>Completed</i> Re-start 04/01/15 Ongoing	Licensing and <i>Foster Family Resource Liaison</i>
B1. Identify and train mentors	12/31/13 1/01/15 8/30/15 Ongoing	Placement Program Manager Placement Coordinator PSSF Family Support Liaison/Licensing <i>Foster Family Resource Liaison/Licensing</i>
B2. Give a personal phone call checking in with resource parents who have youth age 12-16 upon placement and ongoing	12/31/13 1/01/15 <i>Completed</i> Ongoing	Placement Program Manager Placement Coordinator PSSF Family Support Liaison/Licensing <i>Foster Family Resource Liaison/Licensing</i>
C. Implement mentoring program	04/30/14 3/30/15 <i>Completed</i> Ongoing	PSSF Family Support Liaison/Licensing <i>Foster Family Resource Liaison/Licensing</i>
D. Provide resource parents and CSOC staff with information on the mentoring program, and how to request/refer to mentors	04/30/14 04/30/15 8/30/15	PSSF Family Support Liaison/Licensing <i>Foster Family Resource Liaison/Licensing</i>
E. Develop system to track : <ul style="list-style-type: none"> Number of trained peer mentors Number of resource parents who consult with mentors Number, percentage of resource parents who are satisfied with/have their needs met by the mentor program Report data quarterly to Placement Program Manager and Quality Improvement Team. 	4/30/14 4/30/15 8/30/15	PSSF Family Support Liaison/Licensing <i>Foster Family Resource Liaison/Licensing</i>

Strategy 5: Increase Awareness of Training and Support Opportunities to Relative and NREFM Caregivers	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.3 Placement Stability 4B Least restrictive placement 4E Placement of Native American Children Systemic Factor C. Foster/Adoptive Parent Licensing, Recruitment and Retention Systemic Factor F. Staff/provider training
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe: (Completion Date)	Person Responsible:
A. Develop, gain approval of policy to increase awareness of training and support opportunities for relative and NREFM caregivers, including: <ul style="list-style-type: none"> Distributing information and contact information on training and support activities in placement packets provided to all relative and NREFM caregivers. Personalized contacts with each new relative or NREFM caregiver to share training, support, and resources. Implementing accountability and reporting system to track contacts with relative and NREFM caregivers, and the number of relative placements completed and report to program manager and Quality Improvement team quarterly. 	6/30/13 Policy in place 11/30/13 <i>Ongoing</i>	Placement Program manager in conjunction with assigned NREFM/Relative support person
B. Create information flyer to insert in placement packets.	11/30/13 <i>Ongoing</i>	Placement Program Manager and NREFM/Relative support person
C. Assign NREFM/Relative Support person/ Native Family Liaison to contact caregivers, develop flyer, develop tracking system	1/31/14 <i>Ongoing</i>	Placement Program Manager Native Family Liaison
D. Train CSOC staff in new policy	3/31/13 <i>Completed and Ongoing</i>	Training team/support person Native Services Manager
E. F. Develop and implement new policy to require Relative/NREFM families to take applicable training in order to receive special needs increment	6/30/15 12/1/15	Social Worker and support person

<p>A. Develop and implement policy to require all Relative/NREFM homes to attend an orientation prior to receiving payment.</p> <ol style="list-style-type: none"> 1. Develop new policy, gain approval 2. Research and create Curriculum 3. Designate staff and orientation facilitator 4. Train staff on new policy, orientation 5. Set dates for orientation, develop flyer for relative packets 6. Conduct relative/NREFM orientation 7. Send Reports on attendance to eligibility and Social workers monthly and to Program manager quarterly 	<p>10/1/14 11/1/14 12/1/14 12/15/14 12/15/14 1/31/15 Ongoing 3/15/15 Ongoing</p> <p>All dates changed to 08/31/15</p>	<p>Program Manager Licensing and Liaison Facilitator/KidsFirst Placer Kids Liaison</p>
<p>B. Develop and implement policy requiring Relative/NREFM/FH to get training applicable to the needs of the specific child, in order to receive special needs increment to require all Relative/NREFM homes to attend training in meeting the goals of special needs children and youth.</p> <ol style="list-style-type: none"> 1. Develop new policy, gain approval 2. Develop system to verify training and track training completion Research and create Curriculum 3. Train staff on new requirement Identify trainers 4. Implement policy and tracking system Set dates for training, develop flyers 5. Conduct relative/NREFM training 6. Send Reports on attendance to eligibility and Social workers monthly and to Program manager quarterly 	<p>10/31/14 12/31/14 01/15/15 01/31/15</p> <p>All dates changed to 10/31/15</p>	<p>Program Manager Team Supervisors Teams Licensing and Liaison Program Manager Facilitator Liaison</p>
<p>C. Develop and implement a protocol that Concurrent families are being required to provide Respite or temporary foster care while home study is being written, to ensure that their children and lifestyle can accommodate the restrictions of a foster child in the home a policy to require families considered for Relative/NREFM homes to offer respite services to determine how additional children will impact the family.</p> <ol style="list-style-type: none"> 1. Develop protocol, gain approval and insert into Placer Kids Manual Develop new policy, gain approval 2. Train staff on new requirements Designate staff to coordinate project 3. Implement protocol Train staff on new policy, orientation 4. Link relative/NREFM families to respite opportunities 5. Review results of respite activities on engagement in foster parenting 	<p>10/1/15 12/15/15 2/15/16 3/31/16 Ongoing 6/30/16 Ongoing</p>	<p>Program Manager Liaison</p>
<p>D. Formalize Foster Grandparent Program.</p>	<p>3/31/16</p>	<p>Program Liaison</p>

Strategy 6: Develop and Implement a Policy to Close Cases in a Timely Manner when Dependencies are Terminated.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 2C:Timely Social Worker Visits
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe: (Completion Date)	Person Responsible:
A. Develop policy, procedures, and timeline for closing dependency cases within two weeks of termination of dependency or adoption.	9/30/13 3/14/14 2/25/14 Completed	Program Manager
B. Managers approve policy and timeline	10/31/13 3/28/14 Completed	Managers and Supervisors
C. Develop tracking and reporting process re case closures <i>and implement an evaluation, tracking, and reporting process (re: case closures) that creates routine data reports</i> ; monitor on a monthly basis.	11/30/13 03/31/14 Completed <i>Ongoing</i>	Program Manager and IT Team
D. Train social workers on the new policy and procedures for tracking case closures.	12/13/13 3/25/14 Completed Ongoing	Supervisors and social workers
E. Monitor case closures on a monthly basis; report to program manager and Quality Improvement team quarterly	1/31/14 4/14/14 Completed and Ongoing	Supervisors and Program Manager

Strategy 7: Establish and implement a policy on “protected time” for ongoing social workers to facilitate completion of paperwork and court reports in a timely manner	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 2C: Timely Social Worker Visits
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe: (Completion Date)	Person Responsible:
A. Develop policy and procedures for “protected time” for ongoing social workers.	7/31/13	Program Manager
B. Managers approve policy and procedures.	8/31/13	Managers and Supervisors
C. Develop system to track use of protected time and timely completion of paperwork and court reports.	9/30/13	Program Manager and IT Team
D. Train social workers on the new policy and procedures.	10/31/13	Supervisors
E. Monitor use of protected time on monthly basis; report to program manager and Quality Improvement team quarterly	11/30/13 Ongoing	Supervisors

Strategy 8: Develop and Implement an Accountability Tracking and Reporting System for the Native Services Policy	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 4E: Placement of Native American Children
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe: (Completion Date)	Person Responsible:
A. Develop an accountability and tracking system to ensure compliance with the Native Services Policy, including: <ul style="list-style-type: none"> • <i>Develop a process to ensure appropriate referral to SNA for services</i> • Identification of Native children in CWS/CMS • <i>Identification of culturally sensitive foster families</i> • Referral of Native children to the Native Services Team • Development of culturally relevant service plans for Native children • Provision of culturally relevant services to Native children in the CWS and their families 	12/31/13 12/31/14, Completed <i>Ongoing</i>	<i>Sierra Native Alliance/ Native Services Liaison/Manager</i> Ongoing Services Manager
B. Train CSOC service teams on the new accountability structure and requirements	3/31/14 Completed <i>Ongoing</i>	Native Services Liaison Manager Ongoing Services Manager Sierra Native Alliance Program Director <i>Latino Leadership Council Program Director</i>
C. Monitor compliance to Native Services Policy; report to program manager and Quality Improvement Team monthly	3/15/14 Completed <i>Ongoing</i>	Native Services Liaison Manager Ongoing Services Manager

Strategy 9: Increase Staff and Provider Capacity to Serve the Native and Latino Populations. Build Stronger Relationships with Non-Profits and Tribes and Serving Native and Latino Children and Families	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 4E: Placement of Native American Children Service Array
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe: (Completion Date)	Person Responsible:
A. Conduct targeted recruitment from the Native and Latino communities to identify applicants to fill positions for ongoing social workers and court investigators	7/31/13 1/31/14 Completed Ongoing	Assistant CSOC Director Program Manager Native Services Liaison
B. Increase cultural broker/cultural liaison position to: <ul style="list-style-type: none"> Recruit Native and Latino relative/NREFM and foster homes, collaborate on family-finding Identify mentors to enhance caregivers' ability to serve Latino and Native children in a culturally responsive manner Continue to develop the array of culturally relevant services for Native and Latino families Coordinate training activities with Cultural Competency Committee to create a more culturally aware and sensitive environment at Placer Children's System of Care 	7/01/16 Ongoing	Ongoing Services Manager Native Services Liaison Manager <i>Sierra Native Alliance</i> Program Director Latino Leadership Council Executive Director Cultural Competency Manager and Cultural Linguistic Competency Committee

Strategy 10: Expand Use of Juvenile Assessment Intervention System (JAIS)	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 4E: Least Restrictive Placement (Probation)
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe: (Completion Date)	Person Responsible:
A. Develop policy and procedures requiring Juvenile DPO's to use the JAIS to assess the needs and service requirements of all youth on Formal Probation after disposition post plea and every six months thereafter.	4/30/13 Completed	DPO JAIS Team (4 staff)
B. Develop system to track use of JAIS.	12/31/13 Completed	DPO JAIS Team (4 staff)
C. Train Deputy Probation Officers and Juvenile Detention Facility staff on the new policy and procedures.	1/31/14 Phase 1 <i>Completed</i> Phase 2 1/31/15 <i>Completed</i> Ongoing as New Staff are Hired	All Juvenile DPO
D. Monitor use of JAIS on monthly basis; report to managing DPO and Quality Improvement team quarterly	1/31/14 Completed Ongoing	DPO JAIS Team (4 staff)

Strategy 11: Review Probation Placements Regularly to Determine if Youth are or Continue to be Placed in the Least Restrictive Appropriate Placement.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 4E: Least Restrictive Placement (Probation)
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe: (Completion Date)	Person Responsible:
A. Develop an accountability system/matrix to review and track the level of care for all probation youth, using FRCC data as well as information from Informal probation, the Crisis Resolution Center, and all Title IVE and other probation placement.	6/30/13 2/28/14 Completed	CSOC DPO
B. Implement review and tracking system	7/31/13 3/31/14 Completed	CSOC DPO
C. Monitor levels of care	9/30/13 Completed Ongoing	CSOC DPO

Strategy 12: Re-Entry following Reunification.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.4 Reentry Following Reunification
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe: (Completion Date)	Person Responsible:
A. Review data on re-entries to identify common patterns: length of time in placement; parental substance use; length of time and discharge status from Substance Use Treatment; domestic violence. Review case plans to determine what supports were in place, level of follow through by parents, etc. Assess data for any cultural issues, including child's race/ethnicity, language, and placement "match." Review CWS Team assignment and determine if there is any trend in re-entry data.	10/1/15	CWS Manager; FACS Supervisor and identified social worker, SNA; LLC; Evaluator
B. Implement Safety Organized Practices (SOP) and assess impact on reunification and re-entry. Provide additional training on Differential Response and activities to promote the Katie A values of parent-led services, voice, and choice.	12/31/15 Ongoing	CWS Manager