

California Child and Family Services Review

Annual SIP Progress Report 2014



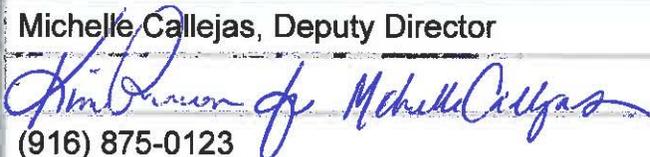
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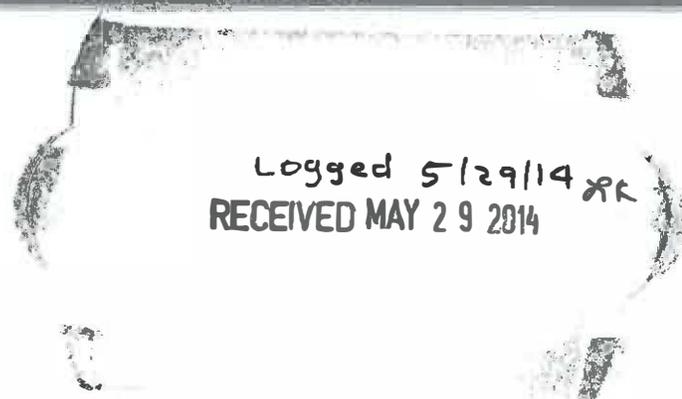
CALIFORNIA
DEPARTMENT OF
SOCIAL SERVICES

California – Child and Family Services Review Signature Sheet

County	Sacramento
CSA Period Dates	2008 - 2011
SIP Period Plan Dates	June 2012 to May 2017
Outcome Data Period	University of California at Berkeley (UCB) California Child Welfare Indicators Project, Q3 2013
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**SIP Progress Report
Sacramento County 2012-2017
Year Two Update**

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Introduction

In 2001, the California State Legislature passed Assembly Bill (AB) 636, the Child Welfare System Improvement and Accountability Act, which established the California Outcomes and Accountability Systems (COAS). In an effort to improve child welfare outcomes for children and families, COAS provides a means to objectively measure county performance in administering child welfare services, a protocol for assessing needs and strengths to improve that performance, and a mandate to plan for continuous improvement. COAS required all 58 counties to develop a System Improvement Plan (SIP), as dictated by the California Child and Family Services Review (C-CFSR). The SIP involves three collaborative planning stages: the Peer Quality Case Review (PQCR), the County Self-Assessment (CSA), and System Improvement Plan (SIP). Sacramento County submitted the SIP for the time period of June 2012 to May 2017 in 2012. The first SIP Progress Report was completed in 2013.

The purpose of the SIP Progress Report is to review and evaluate the county's services to ensure that the SIP addresses the needs of the child welfare population on an ongoing basis. It also provides an avenue for the county to engage in a meaningful discussion with its stakeholders, staff, and other child welfare advocates about the functioning of the child welfare system.

Since the inception of the 2012 SIP, the county has made progress in the following areas:

- The Signs Of Safety model has been rolled out to all regions, and staff receive on-going training and coaching;
- Quality assurance reviews through the use of the Elements of Dependency are routinely conducted to determine compliance with the practice of engaging the parents/ family with 15 days of the Detention Hearing;
- The county has recently revised the permanency staffing model and a Delayed Permanency workgroup was recently formed to develop approaches to address the issue of delayed permanency for children.

In other areas, through data analysis, the county is engaged in ongoing revisions and modifications to the SIP, specifically Strategy 5 "Hold a Reunification/ Exit TDM prior to reunification occurring," to ensure the strategies and its action steps lead to desired results. Changes and revisions to the strategies are detailed in the body of this report.

Overall, the 2014 Annual SIP Progress Report will provide a written analysis of the performance toward the SIP improvement goals as measured by the UCB California Child Welfare Indicators Project, Q3 2013. The report will also provide an analysis of the status and progress of strategies and action steps, including any revisions. In addition, it will include an analysis of obstacles, systemic issues, and environmental conditions that may be contributing to outcome improvement or decline; and will describe any other successes and promising practices that have led to consistent positive performance within specific Outcome Data Measures. Lastly, it will contain a SIP chart with necessary updates to reflect the county's performance, current status of implementation strategies, and any revision to the time frames.

Stakeholders Participation

Sacramento County continues to team with community partners, county agencies and other essential stakeholders to provide services to the children and families in our community.

There has been intense participation in the planning efforts by stakeholder partners regarding the permanency staffings that occur every six months on cases. A workgroup was developed out of Sacramento County Partners for Permanency. This group is made up of service providers (i.e. Foster Family Agencies and Group Home Placement Agencies) and community members (i.e. former foster youth, parent advocates, and retired long term placement social workers) who are committed to the safety, permanency and well being of children and families in Sacramento County. The workgroup was formed in June 2013 and began by looking at data related to existing delayed permanency youth. Based on that data, they have spent the intervening months developing both prevention and intervention strategies to address the issue of delayed permanency. They have not completed the planning process yet; however, the group is targeting June 2014 to make their recommendations to the full Partners for Permanency group and CPS management.

Sacramento County Office of Education (SCOE) has partnered with the Centralized Placement Support Unit (CPSU) to train staff on the utilization of the new SCOE data base. This program enhances the county's ability to search for appropriate foster care homes in which to place children when they enter the child welfare system. The CPSU staff has worked with the program planner at SCOE to provide input on the upgrades needed for the new system.

Finally, staff from the CPSU continues to participate in monthly meetings with various community partners (i.e. the Foster Family Agency Committee, the Shared Leadership Foster Parent Association, and the Sacramento Native American Round Table). These efforts have allowed our agency to build and establish networks, discuss and expand our recruitment efforts for types of homes as well as homes in certain zip code areas to ensure compliance with laws, regulations and policy.

Current Performance Toward SIP Improvement Goals:

C1.1 Timely Reunification

Sacramento County's timely reunification rate, defined as reunification within 12 months of removal, was 63.5% as reported in the County Self Assessment (CSA) dated May 2012. This data was extracted from the University of California at Berkeley (UCB) California Child Welfare Indicators Project and covered the time period 10/01/10 to 9/30/11. The most recent data available from the time period 10/01/12 to 9/30/13 from the UCB California Child Welfare Indicators Project reveals Sacramento County's timely reunification rate is 77.2%. This reflects an improvement of 13.7%.

C1.4 Reentry

The 2012 CSA reported Sacramento County's reentry into foster care rate, which is defined as reentry into foster care in less than 12 months from prior reunification, was 13.7% as reported by UCB California Child Welfare Indicators Project for the time period 10/01/09 to 9/30/10. Currently, UCB California Child Welfare Indicators Project reports Sacramento County's reentry rate has increased to 16.7% for the time period 10/01/11 to 9/30/12. This represents a decline in performance of 3%.

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

Sacramento County's rate of children in care 3 years or longer at the time of emancipation or at age 18 was 64.7% at the time of the CSA. This data was extracted from the University of California at Berkeley (UCB) California Child Welfare Indicators Project and covered the time period 10/01/10 to 9/30/11. UCB California Child Welfare Indicators Project reports Sacramento County's rate of children in care 3 years or longer dropped to 64.2% for the time period 10/01/12 to 09/30/13. This reflects a slight improvement of 0.5%.

C4 Placement Stability

The Placement Stability composite looks at how many children in foster care in the year had two or fewer placements in the following three measures: 8 days to 12 months in care (C4.1); 12 to 24 months in care (C4.2), and at least 24 months in care (C4.3).

As to outcome measure C4.1, the CSA reported Sacramento County's performance was 80.7% for the time period 10/01/10 to 9/30/11. The current UCB California Child Welfare Indicators Project for the time period 10/01/12 to 9/30/13 reports the County's performance is 84.0% in this area, which is an improvement of 3.3%.

Sacramento County's performance regarding outcome measure C4.2 was 59.8% for the time period 10/01/10 to 9/30/11 as reported in the CSA. UCB California Child Welfare Indicators Project reports the performance for Sacramento County in this area is 63.5% for the time period 10/01/12 to 9/30/13. This represents an improvement of 3.7%.

Regarding outcome measure C4.3, the CSA reported Sacramento County's performance was 27.8% for the time period 10/01/10 to 9/30/11. UCB California Child Welfare Indicators Project reports the County's performance for 10/01/12 to 9/30/13 is 22.9%. This represents a decline of 4.9%.

C4 Placement Stability (Probation)

Probation has seen an improvement in Outcome Measure C4.3, Placement Stability (At Least 24 Months In Care). UCB data from the original SIP reflected performance at 13% in this measure. Current UCB data shows Probation's Placement Stability rate for children in care at least 24 months increased to 13.4%. Probation had a slight increase in this measure but will still need to place more effort in this area to meet the goal established in the SIP of 23%.

4B Least Restrictive Placement

UCB data from the original SIP reported Probation had 66% of youth in the most restrictive placement. Current data (point in time date 10/01/13) from the UCB Q3 2013 data reflects 58.9% of Probation youth are placed in the most restrictive placement.

8A ILP Well Being

Regarding Probation's Outcome Measure 8A ILP Well Being, a National Standard and county performance were not reported at the time of the original SIP. Subsequently, Probation's initial performance was determined to be 87.5%, which was added to the SIP. Current data reflects 100% of Probation youth received ILP services during the period 10/01/12 to 12/31/12. A National Standard is not noted in the current UCB data.

Analysis of Outcome Improvement or Decline:

Outcome measure C1.1 may have been positively impacted by Sacramento County's practice of early family engagement. Dependency social workers work with families toward their reunification goal and link families to services and visitation. The Dependency social workers are critical for connecting with families and guiding them through the reunification process. By applying the practice of early engagement, whereby Dependency social workers engage with the families within 15 days of the Detention hearing, Sacramento County hopes to increase the chances of families fully participating in their reunification case plan and feeling empowered to successfully reunify with their children.

Sacramento County's slight performance decline in outcome measure C1.4 may be linked to the way voluntary placements are tracked in our data system. Sacramento County frequently uses Protective Emergency Placement Services (PEPS) placements, which are voluntary placements primarily utilized in the Emergency Response and Informal Supervision programs. These placements are counted as an entry into placement; therefore, when they end they are also counted as a reunification. Sacramento County continues to explore this issue.

Outcome measure C3.3 may have seen slight improvement in this reporting period in relation to outcome measure C1.1. As timely reunification rates rise, the number of youth in care 36 months or longer should decrease. With the continued focus on effective preventative work, including early engagement with families, Sacramento County hopes to see continued improvement in this area.

Outcome measures C4.1 and C4.2 saw improvement in this reporting period. Children in care 8 days to 12 months with two or fewer placements may have improved due to early family engagement. Children in care 12-24 months with two or fewer placements may have improved due to better efforts to engage relatives, better placement matching from the CPSU, and use of TDMS. In addition, the approach of using the first placement as an emergency placement allows for better assessment of relatives and other caregivers who can provide more stable care on the second placement. Sacramento County is still exploring why we experienced a performance decline in outcome measure C4.3, children in care at least 24 months with two or fewer placements, during this reporting period.

Strategies Status

Strategies containing action steps scheduled to start and/or be completed during this reporting period are discussed below.

Child Welfare Services Strategies

Strategy 1: "Improve to 85% of FR program cases that have timely SDM Risk Reassessments and Family Strengths and Needs Reassessments." The May 2012 baseline is 13.4% for FSNA and 18.7% for Risk Reassessment."

Outcome Measure C1.1 Timely Reunification, C1.4 Reentry

Strategy 1 is primarily focused on using the Structured Decision Making (SDM) assessment tool to determine reunification readiness. In analyzing the effectiveness of the strategy, it was discovered that the practice of completing the SDM Risk Reassessments and Family Strengths and Needs Assessments (FSNA) were court based and not case (child /family) based. Strategy 1 has been changed to reflect proper SDM terminology from Family Strengths and Needs Reassessments to Family Strengths and Needs Assessments (FSNA).

Therefore, Sacramento County is shifting this practice from court centered to case centered, wherein timely SDM Risk Reassessments and FSNA's will be required every 6 months from the Detention hearing and when a significant event occurs in the case. This change in practice necessitated that both supervisors and social workers be re-trained on the updated SDM procedures. The training sessions began in November 2013 in the South/Central Region. Roll out to the East and North Regions is scheduled through October 2014.

According to the most recent SafeMeasures Risk Reassessment Timeliness data (March 1 – 31, 2014) for Reunification only in a non-voluntary status, 30.31% (331/1092) completed Risk Re-Assessments.

The current SafeMeasures FSNA Timeliness data (March 1 – 31, 2014) for Reunification only in a non-voluntary status reflects that 26.18% (281/1073) completed FSNA (updated case plans).

The data presented is very revealing in the need to enhance our performance through accountability practices. As a result, the corresponding Action Step A does not appropriately speak to this strategy. Therefore, Sacramento County is modifying and adding the more appropriate Action Steps.

Action Step A has been modified to train Dependency social workers to ensure timely completion of SDM Risk Re-assessments and FSNA's, given the new practice change as measured by monthly Safe Measures data reports.

Action Step B has been added to conduct SDM case reviews in the Dependency programs to ensure accountability and determine if there are contributing factors that can be ameliorated through practice or service improvements.

Strategy 2: “Fully Implement Signs of Safety and Engagement Practices”;

Outcome Measure C1.1 Timely Reunification, ~~C1.4 Reentry~~

Sacramento County has made progress toward Strategy 2, “Fully Implement Signs of Safety (SOS) and engagement practices.” The Annual SIP Progress Report, 2013 noted implementation of the training for the SOS model had been rolled out to two of the four regions. Since the last report the training has now been implemented in all regions, including South/Central for Emergency Response/Informal Supervision and Dependency Programs.

Regarding the identified measures related to the implementation of the SOS model in our County; C1.1 Timely Reunification, currently Sacramento is slightly above national standard (75.2% at 12 months) coming in at 77.2%.

The SOS Model supports timely reunification through effective family engagement and involvement. As it spreads through the regions, we would expect to see timely reunification rates remain above the national standards. We have removed the review of Re-entry rates as a measure of this Strategy. The implementation of SOS was never designed to impact Re-entry. The impact on re-entry rates is more complicated and may be an anomaly affected by the way we handle voluntary cases in our data system. We are currently exploring that issue.

Sacramento County has implemented Action Step A according to the timeframes outlined in the SIP Improvement Plan Chart. Sacramento County continues to provide ongoing training of SOS. We continue to work collaboratively with the developer of SOS, Mr. Andrew Tumell, as well as national and local experts to ensure that staff training and SOS implementation has fidelity.

Training implementation includes the following:

- The SOS Implementation Team - comprised of regional managers, specialists, and University of California at Davis (UCD) SOS coaches. The team is responsible for the training schedules, identifying focus areas, and all logistics related to training including evaluations;
- SOS Coaching – a coach attends unit meetings and works in the field with staff to model the interventions and transfer learning;
- Monthly video consultations with training experts- specific work done with all of the supervisors in the new regions on using the SOS tools and techniques in working with their social workers;
- Intensive Institute for first and second phase (North/East);
- Training introduced for all regions - supervisors and managers were brought together to share strategies for implementation, learning, and to discuss ways to ensure all regions were implementing SOS in the same way;
- SOS Coaching Institute for Managers and Supervisors- first and second phase (North/East) completed. Planning is now underway to implement the same institute in the other regions (South/Central);
- Safety Organized Practice series through UCD- continuously offered to staff;
- Model Fidelity Workgroup - in development.

Training for all staff, as indicated in Action Step B, has not reached completion. While there is no doubt that SOS can support the engagement process, which would contribute to the development of effective Safety and Aftercare Plans the Practice Element Tools (ER and Dependency (in development)) aren't designed to identify

the SOS impact on those issues – Safety and Aftercare Plans and individual roles. It will capture whether or not the agency meets the expectations spelled out in the Family Safety Plan Policy, Procedure and Protocol. Implementation of the Safety Plan PPP includes a redesigned Safety Plan, which engages the family and safety network in the development of the plan and their acknowledgement of their participation and roles is part of its documentation.

As training of all staff has not been completed, both workers and supervisors are still at various levels of implementation for Action Step E. South and Central Region workers are still at the very beginning of testing the model in practice. We have not surveyed to establish a baseline, although we believe that all workers should have a substantial base of knowledge by the end of 2014. A survey of the workforce would be more appropriate for establishing a baseline in 2015. We did, however, participate in a survey from Andrew Turnell trying to ascertain the level of fidelity in SOS implementation. We have not received the results of that survey from Dr. Turnell's organization.

With the full implementation of SOS, the importance of the Supervisor's role in consistently championing the practice model and conducting case staffings became evident. It has also become apparent that training to bring together all of ER or all of Dependency to share learning and promote clarity of practice is necessary. Sacramento County continues to examine how to best address these areas.

As we noted in the last report, implementing SOS is an "organizational culture shift." The founder of SOS and national experts say agencies may expect positive outcomes along the way, but it could take five years of exposure to infuse the model into CPS. Program Managers still report that social workers are utilizing the principles and tools of SOS. Supervisors and Program Managers are utilizing SOS in their review of cases and casework. These efforts are making a difference in the interactions with parents and children, where the focus is on family engagement, as well as child safety. This is resulting in better informed assessments, stronger case plans, improved child safety and safety planning, and ensures the voice of the child and parent is included in the stages of investigation and case management.

Obstacles and Barriers

Implementation of SOS must be a measured process. It cannot be rushed or it will increase staff resistance as just another thing they are forced to do. In nurturing the effort, we have already seen the light bulb go on as staff and supervisors are beginning to realize, as one staff stated at the last training; "SOS isn't something in addition to what we do, it is what we do every day." We need to encourage the process of infusion while managers and supervisors make it part of everyday practice through modeling, questioning and coaching.

Consultation, training and coaching arrangements with outside experts are winding down and so planning needs to begin to ensure Sacramento County is prepared to provide training and coaching on our own. The SOS Coaching Institute should help with some of it, but planning needs to move forward in this next fiscal year.

Other Successes/Promising Practices

A noted earlier, we enhanced the training efforts with supervisors as it moved into the South/Central region and we took some innovative approaches to encouraging their involvement. These efforts included a new training on 20 minute supervisory mapping and conducting those mappings with the supervisor leading the effort with their own staff. The training was conducted in their own office, with consultants (trainers) providing expertise and feedback. This evolved into using the SOS coach to continue supporting such efforts. It has promoted more engagement for supervisors and workers. Social workers are ensuring the voice of the child and parent are present in their investigations, safety plans are stronger as there is accountability from the safety network for the family, and social workers are becoming more inclusive and transparent in their interactions with families.

In addition, we have now held trainings which brought together leadership from all the regions (i.e., all Dependency or all ER supervisors and managers) to share learning and strategize ways to ensure fidelity.

Strategy 4: "Engage the parents/family within 15 days of the Detention hearing";

Outcome Measure C1.1 Timely Reunification, C1.4 Reentry

Sacramento County has made progress toward Strategy 4, "Engage the parents/family within 15 days of the Detention hearing". The Annual SIP Progress Report Update for 2013 noted Strategy 4 was developed to ensure that Dependency social workers engage the family early-on, knowing that this will improve timely reunification for the children and families we serve.

According to data available from the University of California at Berkeley (UCB) California Child Welfare Indicators Project, between October 1, 2011 and September 30, 2012, the state average percentage of children who reunified within 12 months was 63.9% while Sacramento's average was 77.2%. This is up from the last reporting period (76.3%). While there may be additional strategies that have assisted Sacramento in improving outcome measure C1.1 (timely reunification), family engagement early in the Court process has certainly assisted in improving reunification for children and their families.

As for data regarding reentry, also available from UCB, for the time period of January 1, 2012 to December 31, 2012, the state percentage of children who reentered less than 12 months following reunification was 12.4%. Sacramento County's percentage of children who reentered less than 12 months following reunification was 16.7%. This is higher than the state average. While it is suspected that the higher rate may be due to the county's use of PEP placements (temporary placements) while the family is being served by Emergency Response, more investigation is required regarding the true number of reentries following reunification.

Sacramento County has implemented Action Steps A and B, by setting a baseline and standard. The current baseline of 20% compliance was determined through a review in October 2012. In May 2013, the 10-day time period of family engagement was changed so that social workers had 15 days from the Detention hearing to meet with parents in their homes to engage them and build rapport. Also in May 2013, a standard of 90% compliance by December 2014 was set.

Regarding Action Step C, quality assurance reviews are routinely conducted through the use of the Elements of Dependency. One item on the tool audits the 15-day compliance. An audit conducted in January 2014

showed 18% compliance with parents being seen in their home within 15 days of the Detention hearing. While we suspect the number to be higher, a limitation of the January 2014 audit was the small number of cases reviewed.

Supervisors are tracking the 15-day compliance as well on a monthly basis and submitting the tracking logs to the program managers for review and action as needed. A review of the supervisor tracking logs revealed approximately 38% compliance with visits with parents occurring in the parents' home within 15 days of the Detention hearing.

It appears as though the strategy of meeting with parents in their home within 15 days of the Detention hearing has improved family engagement.

A lesson learned regarding the use of the quality assurance review (Elements of Dependency) was that a larger number of cases need to be audited to get a more accurate picture of compliance with social workers engaging parents within 15 days of Detention Hearing. While supervisors are keeping logs of face-to-face contact with parents within the 15 day time frame, calculations from the logs are by a hand count and while helpful, can be labor intensive.

A success encountered during implementation includes the percentage of parents who were engaged by the social worker within 15 days of the Detention hearing has increased from the baseline of 20% to 38%. We will continue to utilize the Elements of Dependency, likely quarterly, to evaluate and monitor compliance with the standard set and improve the outcome measure.

An additional Action Step that will be considered and that may be helpful is regular reminders to social workers regarding the expectation to see both mothers and fathers within 15 days of the Detention hearing in the preferred location to build rapport and provide access to services. This "reminder" may come from managers, supervisors, or through training if needed to reach a goal of compliance of 60% by December 2014

Sacramento County is proposing the following revision to Strategy 4: "60% of the parents who have a Detention Hearing held regarding their children will have a social worker engage the parent/family within 15 days of the Detention Hearing in the preferred location. Baseline data derived from the Elements of Dependency showed 20% compliance, while a hand count of logs showed 38% compliance."

Although Strategy 4 indicates "Engage the parents/family within 15 days of the Detention Hearing", staff were instructed to conduct the contact within the family home. Some of the limitations of family engagement in the family home are the parent may be homeless or prefer contact in another location. Therefore, staff is now instructed to conduct the initial engagement in the preferred location.

As such, the Elements of Dependency was modified to reflect this requirement. This will allow for a more accurate audit of whether the parents were engaged within 15 days of the Detention hearing and whether those face-to-face contacts occurred in the preferred location or elsewhere.

The quality assurance review conducted utilizing the Elements of Dependency was not conducted until January 2014 due to the need to create, revise and test the tool. Now that the tool is functional, Action Step C seems to be an ongoing Action Step with routine quality assurance reviews occurring at least quarterly.

Strategy 5: "Hold a Reunification/Exit TDM prior to reunification occurring";

Outcome Measure C1.4 Reentry

Strategy 5 was developed with the understanding that Team Decision Making (TDM) meetings should be held at key decision points in a case when any type of placement is made, including reunification. To improve the reentry rate, Sacramento County has adopted the use of TDM meetings as a means to develop a solid plan, including a network of support for the youth and family, prior to reunification occurring, with the goal to prevent future removal of the children.

Action Step A was "Create a monitoring mechanism and set a baseline," with a timeframe for completion in the original SIP of January 2013. In the 2013 SIP Progress Report the timeframe for completion of Action Step A changed to January 2014. Currently, Sacramento County has altered Action Step A to "Set a baseline" and changed Action Step B to "Create a monitoring mechanism and improvement standards." It is more feasible to first set a baseline and subsequently create a monitoring mechanism and improvement standards.

To address Action Step A, in February 2014 Sacramento County completed an internal study to set a baseline regarding the use of Exit TDM meetings in the Dependency program. Two results were established. The baseline was determined to be 19.7% for meetings that occurred 0- 60 days prior to reunification. For meetings that occurred 0-60 days prior to and 1-30 days after reunification, the baseline was 24.24%.

As a result of the study, Sacramento County learned we needed to define what is considered an Exit TDM. We clarified an Exit TDM is one that is held prior to or shortly after reunification and is also relevant to the reunification event, rather than a TDM that occurs prior to reunification but is for another purpose (for instance, placement stabilization). As a result, Sacramento County has clearly distinguished what constitutes an Exit TDM. Sacramento County has clarified the following parameters for an Exit TDM in the Dependency program:

- The TDM should occur within 45 days prior to the court hearing.
- If a situation arises in which the court orders reunification unexpectedly, an Exit TDM should be held within 15 days of reunification.

Therefore, while it was initially thought a baseline was established in February 2014 for the use of Exit TDM meetings, because the parameters of what constitutes an Exit TDM have been defined differently than the parameters used in the study, another baseline determination is still needed.

In addition, the study, which focused on children who re-entered into a placement in the calendar year 2013, within 12 months of reunification, was completed to identify which programs were assigned to the children at the time of reunification. The Emergency Response (ER) and Informal Supervision (IS) programs were assigned to approximately 57% of the children in the study at the time of reunification. Due to the findings of the study, Sacramento County is now also specifically including the Emergency Response and Informal Supervision programs in Strategy 5. The Emergency Response and Informal Supervision programs will also hold Exit TDM meetings, as children being served by these programs are sometimes reunified after being in Protective Emergency Placement Services (PEPS) placements. More work is being done around the specific timelines in which an Exit TDM should occur in these programs.

The effectiveness of the use of Exit TDM meetings at improving the reentry rate requires further analysis. Now that the ER and IS programs are included in Strategy 5, Sacramento County will need to establish a baseline

for their use of Exit TDMs. Another baseline will also need to be determined for the Dependency program, given the recently established parameters for when to conduct an Exit TDM in that program. Once this baseline is solidified, monitoring mechanisms and improvement standards as described in Action Step B can be established. Consequently, all of the timelines for Action Steps A-D in Strategy 5 are changed accordingly. These Action Steps are currently in development and will be updated during the next SIP reporting period.

Strategy 6: "Require social workers to develop an aftercare plan for each family who has successfully reunified and is exiting the system";

Outcome Measure C1.4 Reentry.

To date, an official policy/process/procedure regarding the development of aftercare plans for families who have successfully reunified through Dependency court or placements prior to court intervention is not completed. However, on cases where placements occur prior to court intervention and children are sent home from a PEPS placement, a safety plan is developed with the family in order to keep the children home safely.

In addition, in the Dependency program there have been steps executed to ensure that an aftercare plan is created prior to the close of the case. Once determined that overnight visitations should move forward with a family, the case carrying social worker schedules an Exit TDM to address placement stability and a support network for the family. After reunification occurs and the case is recommended for dependency termination, the case carrying social worker outlines in the final court report the services and safety nets which can be accessed by the family in order to keep the children safely at home.

Sacramento County is committed to the use of aftercare plans for families who have successfully reunified. The original plan for Action Step A was to work with the Program Improvement Group (PIG) to address safety plans and aftercare plans, with the identified completion date of October 2013. However, the County has learned a more focused direction for developing a policy/process/procedure is to work independently with a group specifically identified to address aftercare plans. Policies and Procedures from other counties will be sought out to glean from approaches currently employed by those jurisdictions. The proposed completion date for this Policy and Procedure development is July 2014.

Regarding Action Step B, the completion date to establish baseline data for reentries was March 2014. Baseline data has not yet been established because the policy/process/procedure is still in development. Therefore, the completion date for Action Step B is now July 2014.

Strategy 7: "Modify the reoccurring six month permanency staffing to include reunification as an option for long staying children."

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

This is the first time reporting on Strategy 7, "Modify the reoccurring six month permanency staffing to include reunification as an option for long staying children." It is unknown at this time the impact of Strategy 7 on permanency for children in care 3 years or longer because Sacramento County has only recently (February 2014) implemented the revised permanency staffing model. More importantly, Sacramento County realized that the problem of delayed permanency goes beyond the issue of modifying the reoccurring six month

permanency staffing. We believe the strategy should be in accord with our Strategic Advance goal; to reduce the number of youth adversely impacted by delayed permanency

As of this reporting period, Sacramento County has implemented Action Step A. Although this Action Step was originally scheduled for completion in June 2013, during the course of implementation it was discovered that an intensive effort was needed to re-vamp the entire issue of delayed permanency, which is only slightly affected by the concurrent planning process.

We believe that the SIP outcome and measures should be altered slightly to include both C1.3 Reunification of Entry Cohort and C3.3 Youth still in Care at 36 Months to monitor more effectively changes in the delayed permanency population over time. It should be noted that these two measures are also the measures being utilized for our Strategic Advance. The measures look at two component parts of the puzzle that make up Delayed Permanency. If we are doing effective preventive work, more youth will exit to permanency within the first 12 months of entry into the program. That would keep youth from being affected by delayed permanency. Tracking youth in care for 36 months or longer should provide a running measure of improvements as efforts to address long-term-stayers are implemented and affect those youth in care 36 month or longer.

A Delayed Permanency workgroup in conjunction with community partners was formed and is in the process of developing approaches to address the issue of children in care 3 years or longer from both a prevention and intervention perspective.

To date, some of the proposed prevention strategies could include:

- Extended family finding efforts to enable more first entry children to be placed with family, which tend to be more stable and better conduits to permanency
- Expansion of county efforts to develop resource families, who are better prepared to work with bio families to support reunification and are concurrently ready to take permanency should reunification fail; and to do so expediently.
- Establishing parent partners at the Court to engage bio families early in the process and help address oppositional barriers among the agency, service providers, foster families and bio families.
- Implement a regular and effective concurrent planning process to better monitor youth in care during the early and critical phase of the case.

To date, some of the potential intervention strategies could include:

- A re-look at the bio family that has been out of the system for youth in care more than 36 months to see if second chance reunification or permanency is possible.
- Conducting delayed permanency case reviews to see if there might be new or missed permanency possibilities in the youth's current network.
- A working effort with group home providers to improve their partnership in moving youth directly from group home to permanent home more effectively or to provide better supports for youth as they transition in and out of group home placement.

While these are only some of the strategies under development, progress is being made through this partnership and the data will help track success as implementation begins. As noted above, this expands this element beyond the original SIP so it more accurately reflects the work being done to address the adverse impacts of delayed permanency. The new concurrent planning process, which was just implemented, should

help track children through the early stages of CPS involvement. This will help ensure we are on track moving children on to permanency earlier in their lives. It is a support to the larger plan.

Regarding Action Step B, we will monitor the effectiveness of this new concurrent planning process over the next year, make modifications as necessary, and report on its progress in the next SIP Progress Report. This new process, just implemented in February 2014, includes a regular evaluation of reunification potential for all clients in Sacramento's care, new and long-term. Therefore, the completion of the testing phase for Action Step B is changed to February 2015.

Obstacles and Barriers

There is no question that some of the strategies under consideration are impacted by existing funding constraints (we pay for an occupied bed not a transitional process). Some strategies require the development of effective partnerships with providers and the Court. Some efforts are challenged by issues of manpower or skill sets (early, constant and renewed family finding and engagement efforts require unique skills and can take significant time). However, there is marked enthusiasm from the stakeholders, which can help support the effort. There is also a clearly expressed desire for the County to more actively define expectations and roles for providers around these issues.

Other Successes/Promising Practices

We are working with the Casey Family Foundation to look for other outside best practice examples of successful interventions to improve delayed permanency. They are also supporting our look at real data around delayed permanency youth as a mechanism to better define the problems that need to be addressed.

Strategy 8: "90% of the cases will reflect that relatives are documented in CWS/CMS. Baseline data derived from the Elements of Investigation review showed 54% for Emergency Response. Baseline data derived from the Elements of Dependency showed 64% for Dependency cases."

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

Sacramento County has made progress toward Strategy 8, "90% of the cases will reflect that relatives are documented in CWS/CMS. Baseline data derived from the Elements of Investigation review showed 54% compliance for Emergency Response referrals. **Baseline data derived from the Elements of Dependency showed 64% for Dependency cases.**"

According to the CWS/CMS 2013 Quarter 4 Extract from the University of Berkeley California (UCB) Indicators Project showed that the percentage of youth in kinship placement has decreased 16% since the previous year. For the same time period there was a 45% increase in the number of first entries into relative placements (also according to UCB data) and an increase to a 54% compliance rate in the number of relatives identified and documented from the Emergency Response program. This data would suggest that identifying relatives early for first placements contributed to greater permanency and children remaining in care for a shorter period of time.

Action Step B has been completed. The Elements of Investigation QA Review was updated in July 2013 to reflect that documentation of relatives should be entered into the collateral section of CWS/CMS. This update was completed in the timeframe identified in the 2013 Annual SIP Progress Report. In addition, the Elements

of Dependency has been developed and includes an audit of whether relatives are documented in CWS/CMS as collaterals.

Action Step C has been implemented. An initial audit in January 2014 of Dependency cases via the Elements of Dependency indicated 64% of the cases had relatives documented in CWS/CMS. Staff will continue to be reminded to include/add relatives as collaterals in CWS/CMS and it will continue to be monitored through the use of the Elements of Dependency.

Action Step C indicates monitor staff performance and support staff improvement when needed as reflected by outcome data from reviews. This will be ongoing if needed to assist in reaching the goal of 90%.

In doing the audit in January 2014, it appeared that relatives who were interested in providing placement through Kinship had been entered into CWS/CMS as collaterals, which is a success. In addition a lesson learned is there may be other relatives or non-related extended family members (NREFMS) who are not interested in placement, but could be a permanent connection for the child, who have not been entered into CWS/CMS.

Strategy 10: "December 2015, 60% of non-relative placements will be made by the CPSU."

Outcome Measure C4 Placement Stability

Regarding Action Step A, CPSU has an Excel spreadsheet to log the referrals and placements made by CPSU. This Excel spreadsheet does not interface with the CWS/CMS system. The CPSU supervisor has had to compare the CPSU log to the CWS/CMS report of all placement changes made during a given time period. This is very time consuming and tedious. A monitoring system is still being assessed to enhance our ability to run monthly computerized reports.

Although Action Step B, "Increase CPSU staffing to meet demand" is not due for completion until June 2015, progress has been made in this area. CPSU has increased by two positions over the last year, through the assignment of Recruitment Allotment (RA) positions to assist with the increased need for finding placements for the entire Division. However, because RA positions are not permanent positions, Sacramento County will continue to examine the need to increase CPSU staffing to meet placement demand.

While working to increase the number of non-relative placements made by the CPSU, Sacramento County has encountered successes. The CPSU staff were recently trained on the new Sacramento County Office of Education (SCOE) database. This is the second version of the system and will enhance the ability of staff to find appropriate placements for children while in foster care. The staff worked with the program planner at SCOE to provide input on the upgrades needed for the new system.

Child Welfare Initiatives

Sacramento County has been involved in the following initiatives:

Residentially Based Services (RBS)

Sacramento County RBS implementation began on September 16, 2010 and continues in full operation with three providers working in partnership with DHHS/Child Protective Services & Behavioral Health Services and Sacramento County Probation to offer Residential and Community-Based Services to youth ages 12-16. As of December 31, 2013, 76 youth and their families have received RBS services and there are currently 17 youth enrolled in the RBS Program. Of the 17 youth currently enrolled, 4 of those youth completed the residential component of RBS Program and transitioned to the community where they now reside with family or extended family and are continuing to receive Community-Based Services. Of the 59 youth who have been discharged from the program, 26 (44%) of those youth successfully completed the program with 24 at home with a parent or family member and 2 in a permanent foster care placement.

The RBS census continues to be lower than initially projected in spite of the fact that a number of efforts have been put in place to ensure that youth who could benefit from services are referred and enrolled. In an effort to generate more referrals, the RBS referral criteria has been "relaxed" and youth who do not have a permanent connection to a family member are being considered for enrollment. As a result, the RBS providers are now offering Family Finding Services.

In addition to Family Finding Services, the following array of services continues to be provided to youth enrolled in RBS and their families:

- Family Engagement
- Permanency Services
- Intensive Environmental Services
- Therapeutic Services
- Parallel Community-Based Services
- After Care and Support

Extended Foster Care (AB12)

The goal of Extended Foster Care (AB12) is to assist foster youth in maintaining a safety net of support while experiencing independence in a secure and supervised living environment. The extended time as a non-minor dependent can assist the youth in becoming better prepared for successful transition into adulthood and self-sufficiency through education and employment training.

As of January 24, 2014, there were 469 Extended Foster Care youth being served by Sacramento County Child Protective Services. There are two units of social workers who are specifically assigned to this population although because of various reasons, there are 33 youth with social workers serving the general foster care population and 102 youth served by Ongoing Guardianship social workers. The Extended Foster Care Unit social workers have an average caseload of 32 and this number continues to increase.

Katie A. Settlement Implementation

Sacramento County CPS is working collaboratively with the Sacramento County Division of Behavioral Health Services (DBHS) to implement the Katie A. Core Practice Model (CPM). We have included youth and parent advocates as well as provider stakeholders in our planning processes and have held meetings with providers and other stakeholders to clarify information-sharing protocols and review regulatory requirements. In collaboration with the UC Davis Regional Training Academy, we have provided training to staff on how trauma impacts children in the child welfare system. We have also developed a screening tool which is currently being tested throughout CPS. In addition, providers serving subclass members are currently piloting the ICC-CFT

Manual and IHBS billing protocols in accordance with CPM guidelines. The DBHS billing system (AVATAR) has been updated so that ICC CFT and IHBS can be claimed to the State and services to subclass may be tracked through the DPI indicator. In the upcoming weeks, CPS and DBHS will be focusing on the following:

- Concluding the screening tool test and reviewing feedback from test participants
- Evaluating social worker participation in ICC-CFTs
- Updating Avatar system so that Access can reflect Katie A status and status changes.
- Identifying each class and subclass member currently receiving mental health services through the MHP in the Avatar system.
- Training all outpatient mental health providers in the class/subclass identification protocols and CFT coordination expectations.
- Formalizing guidelines for Child and Family Teams
- Concluding a pilot for providers serving the subclass

Continuous Quality Improvement/Quality Assurance (CQI/QA) Framework

CPS has developed a Continuous Quality Improvement/Quality Assurance (CQI/QA) Framework designed to measure the quality of services provided to children and families and the effectiveness of the processes and systems utilized to deliver those services. The framework is based on the Plan, Do, Study, Act model and will allow CPS to identify, quantify and analyze strengths and gaps and to test, implement, learn from and revise solutions. It represents a key strategy for creating a learning culture, strengthening critical thinking and improving identified outcomes. It is also a vehicle for increasing accountability at all levels of the organization. The ultimate goal of the proposed CQI/QA framework is to achieve the best possible outcomes for children and families by continually examining and refining practices and protocols, when appropriate, and spreading effective practices when identified.

The framework is anchored at the line level by Practice Improvement Groups and Project-Specific Workgroups that will harness the input and experience of line staff in order to improve practice and policy. In addition, CPS has enhanced the critical incident review process by: (1) expanding the review criteria to better understand a broader spectrum of child welfare cases and to identify opportunities for improving practices; (2) convening a Quality Improvement Committee to review critical incident reports, analyze related learning opportunities and issue system-wide as well practice, policy and staff development recommendations. CPS is in the process of hiring staff to implement this framework.

Monitoring Foster Family Agencies (FFAs)

Sacramento County currently has Memoranda of Understanding (MOU) with 39 Foster Family Agencies. The MOU outline performance goals for FFAs in the areas of safety, permanency and well-being. FFAs are required to submit an outcomes report twice each year detailing their performance on those areas. FFAs with low performance levels are required to report quarterly until performance improves. The monitoring process includes site visits and corrective action plans as needed. When necessary, Sacramento County utilizes placement holds for FFAs with poor performance levels and/or unresolved safety issues. Sacramento County works closely with Community Care Licensing, sharing information and conducting joint site visits and home inspections.

Probation Strategies

Strategy 13: "Accurately enter placement information into CWS/CMS"; Outcome Measure 4B Least Restrictive Placement

To support least restrictive placements Probation has conducted data entry trainings for probation and clerical staff as required by Action Step B. These trainings took place for clerical staff on April 9 and 10, 2013 and for most placement staff (all except two) on June 17 and 18, 2013. Follow up training is scheduled for the officers and new supervisor on March 21 and 22, 2014. Accurate information is needed to support least restrictive placements, and the goal of the training was to increase the accuracy of the data that is being input into the CWS/CMS system. Staff found this update training very helpful and felt it increased their efficiency in the use of the CWS/CMS system. Therefore, Action Step B was completed. The Placement Supervisors will audit the CWS/CMS system data through Safe Measures and have been directed to do so no less than quarterly.

Strategy 14: "Utilize Family Finding techniques to locate family and placement resources for youth"; Outcome Measure 4B Least Restrictive Placement

Under Strategy 14, Action Step A is to develop a Family Finding protocol for Probation staff to follow. Family Finding protocols were in place when the PCQR came out in October 2012. Probation Officers in the Juvenile Court and Placement Divisions both do family finding in an attempt to place children with parents or relatives. The search is completed to the fifth degree of relation to comply with current law.

Action Step B is to train all staff in Family Finding techniques. This was initiated in November/December 2012 and will continue on an as needed basis through 2017. Placement staff had an updated Family Finding training at Probation's November 2012 Division Meeting.

Action Step C is to utilize technology, such as internet search engines and software tracking tools, for Family Finding. The Probation Department has purchased the Lexis Nexus program which provides the officer to search for family members. Training on how to use this search ability will be conducted in house in April 2014.

Strategy 15: "Continue to be an active participant in the AB 12/212 planning committee"; Outcome Measure 8A ILP Well Being

Action Step A, outstation a Probation Officer in a joint unit with CPS, was completed April 2012. This allows for the free exchange of information between staff who are conducting the same business. The Probation Officer attends Assembly Bill 12 and Assembly Bill 212 training and is accessible for questions and feedback to the CPS staff. This will be an ongoing assignment and the Probation Officer will continue to work directly with AB 12 clients to provide services.

The Supervisor position has been filled and the AB 12 meeting was attended on Feb. 21, 2014. The Policy development can now be initiated.

Barriers to Implementation

Child Welfare Services

Preparation for the implementation of Action Step B of Strategy 2 is underway through the work of a Practice Improvement Group (PIG). The PIG process utilizes staff at various levels from across the department to inform current practice and policy. A PIG has been formed to address improved safety and aftercare planning. Planning for the PIG began in fall of 2012 in collaboration with the Northern California Training Academy, and the first meeting was held in April 2013. The PIG will perform a comprehensive review of our current practice, related data, available resources, and promising practices from other counties. This will culminate in a proposed policy that would move forth for Deputy Director and Division Manager approval. Action Step B will then be implemented when social worker staff receives training on the new policy and at that time QA/CQI measures will be developed to ensure that practice is aligned with policy.

Probation

Regarding Strategy 12, Action Step B, Probation approached Child Protective Services about having the agency do the relative and non-related extended family member home approvals, but Child Protective Services does not have the capacity to take on that workload at this time. As noted, home approvals for children on Probation are done by two trained officers.

Strategy 15, Action Steps B, C, and D are for Probation to develop a memorandum of understanding (MOU) that outlines how the relationship with Child Protective Services and service provision will proceed, train staff on this, and implement a related policy and procedure. An MOU has not been developed as coordinating this function has not become a priority. The current verbal agreement is working well. In addition, initiated June 2013, the out-stationed Probation Officer attends AB 12 trainings and updates and briefs the unit, Senior Probation Officers, and Placement Manager in the monthly Division Meeting. Further, the implementation of Policy and Procedure has not taken place due to staffing limitations. Currently, Probation has a vacant Supervisor position, so even if an MOU existed and policy and procedure were developed around this, there is no staff to implement the policy and procedure. The County will allow the Supervising Probation Officer vacancy to be filled in September 2013, then the scheduled meetings can take place to monitor progress and problem solve. The Supervisor position has been filled and meeting attendance will commence February 21, 2014. Policy development will commence after this meeting.

Other Successes/Promising Practices

One promising practice referenced earlier is the use of Signs of Safety by Child Protective Services. Signs of Safety includes the utilization of significant family engagement techniques, which ensure the family's involvement in case planning and improves the likelihood that aftercare resources are individualized and more effectively utilized. We believe these efforts will have a long-term positive impact on reentry.

We also expect to see improvement outcomes for youth in care for longer periods since we have expanded the work of the Child Placement Support Unit to serve those youth.

Probation has seen success in the Outcome Measure 8A ILP Well Being, with a performance rate of 100% in this area.

Other Outcome Measures Not Meeting State/National Standards

Child Welfare Services

The UCB Q3, 2013 data shows Sacramento County CWS is not meeting the National Standards in Outcome Measures C2.3 Adoption within 12 months (17 months in care), C2.4 Legally Free within 6 months (17 months in care), and C3.1 Exits to Permanency (24 months in care).

C2.3 Adoption within 12 months (17 months in care)

Outcome Measure C2.3 examines how many children at the beginning of the year, after being in care 17 continuous months or longer, exited to a finalized adoption by the end of the year. In this area, Sacramento County declined for the reporting period 10/01/2012 to 09/30/2013 as indicated by the (UCB) California Child Welfare Indicators Project. Reasons that may have attributed to the decline of this measure include the following:

- Over the last few years the division has reorganized and regionalized the dependency programs. This reorganization impacted the efforts around concurrent planning.
- Social workers were focused on vertical case management of their reunification and long term placement cases. Additional time, past the eighteen months, may have been recommended for families making some progress towards reunification.

The following efforts have been put into place to re-establish the consistent practice of concurrent planning for each case:

- The Centralized Placement Support Unit will place children in concurrent planning homes when possible.
- The social worker will review with the supervisor the progress the parents are making towards reunification at least 60 days prior to the upcoming hearing. If it is determined the parents are not following the case plan, an enhanced concurrent planning staffing will occur with the Adoptions program.
- If the child is not in a concurrent planning home, or the home is unable to commit to permanency, a referral to the Adoptions program will be made for adoptive homefinding. Once a permanent home is located, the transition to the home will occur.
- If the current caregivers are committed to providing permanency for the child but are not adoption homestudy approved, the family will be referred to Adoptions to complete a homestudy.
- Once the Welfare and Institutions Code §366.26 hearing is set, the child will be in the home that can provide permanency and the finalization will occur sooner because the family is already approved to adopt.

It should be noted the number of children in placement for 17 months or longer as considered by the (UCB) California Child Welfare Indicators Project includes all children open to Sacramento County, regardless of program assignment. Sacramento County conducted a review of children in care for 17 continuous months or longer as of 10/01/2012, and examined how many of those children were assigned to the Adoptions program

on 10/01/2012. Sacramento County then determined how many of those children exited to a finalized adoption by 09/30/2013. This data was pulled from CWS/CMS via a Business Objects report. The review concluded:

- 246 children who had been in care for 17 continuous months or longer had an open case on 10/01/2012 assigned to an Adoptions staff person.
- Of those 246 children, 168 had an adoption finalization between the dates 10/01/2012 and 09/30/2013.
- Of the children open to an Adoptions staff person on 10/01/2012, who had been in care for 17 continuous months or longer as of 10/01/2012, 68% had a finalized adoption by 09/30/2013.

The results of this review indicate Sacramento County had a high rate of adoption finalizations within one year for children who began the year in care for 17 months or longer and were assigned to an Adoptions staff person.

C2.4 Legally Free within 6 months (17 months in care)

In this Outcome Measure, Sacramento County improved for the reporting period 10/01/2012 to 03/31/2013, as reported by the (UCB) California Child Welfare Indicators Project. However, Sacramento County remains below the national standard. This measure will also be affected by the actions that are in place, as noted in C2.3, to ensure concurrent planning is occurring. By practice Sacramento County does not free children when the child is not in his/her permanent family with the intention to adopt.

C3.1 Exits to Permanency (24 months In care)

The most recent data from the UC Berkeley Data base indicates that Sacramento County's performance on this Outcome Measure is below National Standard and that there is a percentage decrease of 25.3%. It is important to note that the five year change was a decrease of just over 1%. The most important programmatic change affecting these numbers is the implementation of AB12 and its countervailing impacts on older youth moving to permanency. Many older youth, in consultation with their attorney have opted not to move on to permanency, but to remain in care so they can have full advantage of AB12 supports. In fact, for the period from July 2004 through July 2010 the average percent of youth 14-17 in care beyond 24 months was 71.9%. Since the implementation of AB12, that percent has averaged 80% and been as high as 85%. It appears that the percent is moving down, which may result from efforts addressing older youth's concern about being ineligible for AB12 if they move to permanency. More training on permanence issues, specifically for staff dealing with older youth, on the benefits of permanence will be developed and implemented by July 1, 2014. Additionally, we are implementing an enhanced permanency staffing early on in Reunification cases as a means of youth not ever reaching the 24 month mark without achieving permanence.

Probation

The strategy to improve Placement Stability, measure C4.3, will be two fold. First, Probation will continue to use Family Finding measures to locate appropriate family members to place children with. If the Family Finding software is ultimately purchased, Probation believes, this tool will enhance the officer's ability to locate appropriate family members. Locating these family members is just the first step in the process. The second step, will be evaluating those family members who are willing and appropriate to have a child placed with

them. The third piece of this process is actually making the placement and providing support to the family member who accepts the placement.

To accomplish the family support Probation will continue to use the Community Resource referral list and then evaluate the level of support through the survey that currently being developed to send to parents and family members. The results of the survey will be analyzed and where needs are demonstrated from the survey results appropriate changes will be made to our practices to better serve the parents and family members. With this improvement strategy, our goal will be to improve our results by 20% during the next year.

SYSTEM IMPROVEMENT PLAN CHART

Priority Outcome Measure or Systemic Factor: C1.1 Timely Reunification – Child Welfare

National Standard: 75.2%

Initial Performance: 63.5% (10/1/10-9/30/11 UCB)

Current Performance: From 10/01/12 to 09/30/13, of those children who did reunify, Sacramento reunified 77.2% within 12 months. (Q3, 2013 UCB)

Target Improvement Goal: The county plans to maintain the 75.2% timely reunification as measured by C1.1 now that the goal has been met. ~~Improve timely reunification as measured by C1.1 to 75.2% by June 2017.~~

Priority Outcome Measure or Systemic Factor: C1.4 Reentry – Child Welfare

National Standard: 9.9%

Initial Performance: 13.7% (from 01/01/11-12/31/11 UCB).

Current Performance: 16.7% of Sacramento children who reunify reenter placement within 12 months (from 10/01/11 to 9/30/12 – Q3, 2013 UCB).

Target Improvement Goal: Decrease reentry rates by another 1-2% in the next reporting period as an effort to reach the National Standard and beyond.

Priority Outcome Measure or Systemic Factor: C3.3 In Care 3 Years or Longer (Emancipated/Age 18)– Child Welfare

National Standard: 37.5%.

Initial Performance: 64.7% (10/1/10-9/30/11 UCB)

Current Performance: In Sacramento County 64.2% (from 10/01/11 to 09/30/13 – Q3, 2013 UCB) of those who emancipated or turned 18 had been in care 3 or more years.

Target Improvement Goal: The county plans to decrease by 5% of those youth who have been in care 3 or more years, and emancipate or turn 18 over the next year. However, AB12's confounding effects are not considered in the overall projections. ~~As measured by C3.3 of those who emancipated or turn 18, 48.5% or less will have been in care 3 or more years.~~

Priority Outcome Measure or Systemic Factor: C4 Placement Stability – Child Welfare

Initial Performance:

01/01/12-12/31/12	National Standard:	Current Performance:
< 12 mo	86%	80.7%
12-24 Mo	65.4%	59.8%
24 mo +	41.8%	27.8%

Current Performance: (Q3, 2013 UCB)

10/01/12-09/30/12	National Standard:	Current Performance:
< 12 mo	86%	84.0%
12-24 Mo	65.4%	63.5%
24 mo +	41.8%	22.9%

Target improvement Goal: By the next reporting period, the county plans to increase Placement Stability in Child Welfare Services for children in care 12-24 months by 5%. For children less than 12 months and 24 months or longer, the goal is to maintain at or above the national standard as indicated by the current performance.

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

National Standard: 41.8%

Initial Performance: 13.0% of youth placed in foster care for at least 24 months had less than 2 placements.

Current Performance: 13.4% of youth placed in foster care for at least 24 months, had less than two placements.

Target Improvement Goal: The goal is to increase this measurement by 10 to 23% by 2017.

Priority Outcome Measure or Systemic Factor: 4B Least Restrictive Placement--Probation

National Standard: N/A

Initial Performance: 66% of youth are placed in the most restrictive placement of Group Homes. (FFA 2.5%, REL 3.4%, FH.0%, for a total of 5.9% based on 2011 Q1 data.

Current Performance: FFA 1.3%, Relatives 0.4%, Foster Homes 0.0%

Target Improvement Goal: ~~Increase the number of youth placed in relatives and foster homes by 10% by 2017.~~ Use the above Initial Performance as a baseline and increase the number of children placed in these three programs by 2% annually.

Priority Outcome Measure or Systemic Factor: 8A ILP Well Being--Probation

National Standard: N/A

Initial Performance: 87.5%

Current Performance: 100%

Target Improvement Goal: Continue to maintain a 100% status.

<p>Strategy 1: Improve to 85% of FR program cases that have timely SDM Risk Reassessments and Family Strengths and Needs Reassessments Assessments.</p> <p>The May 2012 baseline is 13.4% or FSNA and 18.7% for Risk Reassessment.</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>C1.1 Timely Reunification C1.4 Reentry</p>
<p>Action Steps:</p>	<p>Timeframe:</p>	<p>Person Responsible:</p>
<p>A. Include this standard in the Data Integrity and Accountability Plan. Data Integrity and Accountability Plan is in development. (May require meet and confer with labor.) Train ER and Dependency social workers to ensure that staff across the division is aware of their role in completing timely SDM given the new change as measured by monthly Safe Measures data reports.</p>	<p>June 2013– May 2017 and on-going</p> <p>October 2014 and ongoing</p>	<p>Division Managers</p>
<p>B. Conduct SDM case reviews in the Dependency program to ensure accountability and determine if there are contributing factors that can be ameliorated through practice or service improvement.</p>	<p>On-going</p>	<p>Division Managers and QA Manager</p>

Strategy 2: Fully implement Signs of Safety and engagement practices	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.1 Timely Reunification C1.4 Reentry
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Provide ongoing training for direct service, supervisory, and management staff on Signs of Safety.	December 2013 June 2013 Update: On-target and ongoing.	Division Managers
B. Train ER investigators and Dependency social workers to ensure that parties in a safety network or aftercare plan know their role as measured by the ER Elements of Investigation Review or Dependency SDM review the in-development Dependency Practice Elements Review tool. Audit Tool. Elements of Dependency.	January 2013 – June 2013 Update: Completed and ongoing	ER-Division Managers
C. Analyze reentry cases to determine if there are contributing factors that can be ameliorated through practice or service improvements.	January 2015	QA Program Manager
D. Implement service or programs enhancements subsequent to analysis of reentry cases.	May 2016	Deputy Director
E. Survey direct service staff Supervisors to determine how many of their staff routinely use Signs of Safety tools. Use the results as a baseline for improvement.	June 2013 June 2013 Update: Preliminary survey completed. Ongoing work is occurring with SOS Model Fidelity Workgroup.	ER Division Manager QA Program Manager

Strategy 3: Increase the percentage of case plan objectives that are behaviorally based by 20 percentage points over the baseline.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.1 Timely Reunification C1.4 Reentry
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Train dependency and IS staff on case plan policy/process/procedure and creation of behavioral objectives.	September 2014	Program Specialists
B. Conduct a Case Plan quality assurance review to establish a baseline.	June 2016 [resource dependent]	QA Unit Program Manager
C. Conduct a Case Plan quality assurance review monthly.	July 2016 [resource dependent]	QA Unit Program Manager
D. Monitor staff performance and support staff improvement when needed, using the approaches in the Data Integrity and Accountability Plan .	September 2016	Supervisors

<p>Strategy 4: Engage the parents/family in reunification services more often within 10-15 days of the dependency worker's assignment to the case. Detention Hearing.</p> <p>60% of the parents who have a Detention Hearing held regarding their children will have a social worker engage the parent/family within 15 days of the Detention Hearing in the preferred location.</p> <p>Baseline data derived from the Elements of Dependency showed 20% compliance, while a hand count of logs showed 38% compliance</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>C1.1 Timely Reunification</p> <p>C1.4 Reentry</p>
<p>Action Steps:</p>	<p>Timeframe:</p>	<p>Person Responsible:</p>
<p>A. Determine the current baseline.</p>	<p>June 2012 June 2013 Update: Completed</p>	<p>QA Unit Program Manager-Dependency Division Managers</p>
<p>B. Set a standard.</p>	<p>August 2012 June 2013 Update: Completed</p>	<p>Division Managers</p>
<p>C. Conduct a routine quality assurance review.</p>	<p>August 2012 June 2013 Update: Change to August 2013 June 2014 Update: Completed and on-going.</p>	<p>QA Unit Program Manager</p>

Strategy 5: Hold a reunification/exit TDM within 14 calendar days of SDM reassessment when the reassessment shows that prior to reunification occurring, is indicated.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.4 Reenty
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A Create a monitoring mechanism and set a baseline	January 2013 June 2013 Update: Change to January 2014 July 2014	Quality Assurance Program Manager
B Create a monitoring mechanism and improvement standards.	March 2013 June 2013 Update: Change to March 2014 August 2014	Quality Assurance Program Manager and Deputy Director and Division Managers
C Review the effect and practice of exits TDMs. Make modifications as needed.	September 2013 September 2014	Deputy Director and Division Managers
D Monitor staff performance and support improvement if needed	September 2013 September 2014	Supervisors

Strategy 6: Require social workers to develop an aftercare plan for each family reunifying who has successfully reunified and is exiting the system.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.4 Reentry
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A Develop policy/process/procedure requiring an aftercare plan.	June 2013 June 2013 Update: Change to September 2013 July 2014	QA Program Manager
B Set improvement targets for B above. Establish a baseline.	July 2016 June 2013 Update: Change to March 2014 July 2014	Deputy Director and Division Managers
C Review the effect and practice of family meetings and make modifications, if necessary.	December 2016 June 2013 Update: omit	Deputy Director and Division Managers
D Create improvement standards (Monitor staff performance and support staff improvement when needed)	October 2016 June 2013 Update: Change to July 2014 Ongoing	Supervisors

Strategy 7: Modify the reoccurring six month permanency staffing to include reunification as an option for long staying children.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C3.3 Permanency for Long Stayers
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A Implement the revised staffing model.	June 2013	Adoption and Dependency Program Managers
B Review the effects and practice of the revised staffing model. Make modifications if necessary.	January 2014 February 2015	Adoption and Dependency Program Managers

<p>Strategy 8: January 2015, in 90% of the cases, will reflect that relatives are documented in CWS/CMS. as reported in the emergency response quality assurance review. The review of December 2011 cases showed the baseline to be 54%.</p> <p>Baseline data derived from the Elements of Investigation review showed 54% for Emergency Response. Baseline data for Dependency will be identified via the in-development Dependency Practice Review tool. Baseline data derived from the Elements of Dependency showed 64% for Dependency cases.</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>C3.3 Permanency for Long Stayers</p>
<p>Action Steps:</p>	<p>Timeframe:</p>	<p>Person Responsible:</p>
<p>A Train staff when to list relatives as collaterals vs. clients in CWS/CMS</p>	<p>October 2012 June 2013 Update: Completed</p>	<p>ER and Dependency Division Managers</p>
<p>B Add documentation of relatives as collaterals to the Elements of Investigation QA monthly review and to the Dependency Case Review, which is in development.</p>	<p>January 2013</p> <p>June 2013 Update: Change to July 2013 for Elements of Investigation review Change to September 2013 for Dependency Case Review Audit Tool</p> <p>April 2014 Update: Completed</p>	<p>ER and Dependency Division Managers</p>
<p>C Monitor staff performance and support staff improvement when needed as reflected by outcome data from reviews.</p>	<p>March 2013</p> <p>June 2013 Update: Additional strategies will may be planned</p>	<p>ER and Dependency Division Managers</p>

	April 2014 Update: Completed and on-going	
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Strategy 9: June 2015, 60% of children experiencing a possible placement change will have a TDM within a specified timeframe, or an approved waiver on file. The baseline as reported on page 11 is 17%. June 2013 Update: Omit Strategy 9	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4 Placement Stability
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A Specify timeframe for TDM	December 2012 June 2013 Update: Omit	Executive Management Team
B Develop a pilot program training at least 3 dependency unit supervisors to create data reports to monitor TDM use.	August 2012 June 2013 Update: Omit	Dependency Program Managers and QA Program Manager
C Review the effect and process of the monitoring report on increasing TDM compliance. Make modification if necessary.	December 2012 June 2013 Update: Omit	Dependency Program Managers and QA Program Manager
D Train all dependency unit supervisors to create the TDM monitoring report.	January 2013 June 2013 Update: Omit	QA Program Manager
E Monitor supervisor performance and support improvement when needed.	February 2013 June 2013 Update: Omit	Dependency Program Managers

Strategy 10: December 2015, 60% of non-relative placements will be made by the CPSU.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4 Placement Stability
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A Create a monitoring system.	December 2012 June 2013 Update: On target April 2014 Update: On target	QA Program Manager
B Increase CPSU staffing to meet demand.	June 2015	All Program Managers

Strategy 11: (Probation) Improve support provided to relative and NREFM.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.3: Placement Stability Outcome: Placement Stability (At Least 24 Months In Care)
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Identify community resources available for relatives like Family Resource Centers, etc.	Initially by October 2012 and ongoing thereafter. June 2013 Update: Completed on target and ongoing	Placement Supervisor
B. Train PO staff to the availability of resources.	November 2012 In unit meetings on a monthly basis June 2013 Update: Completed on-target and ongoing.	Placement Supervisor
C. Develop resource list for relatives and distribute to all relatives via the probation officer monthly contact.	January 2013 June 2013 Update: Completed on-target and ongoing	Placement Supervisor
D. Link all relative placements with SB163 wraparound program.	January 2013 June 2013 update: Completed on-target and ongoing.	Placement Supervisor
E. Develop an evaluation process to measure if relatives feel supported, and implement this on a yearly basis.	July 2013 and yearly	Placement Supervisor-Division Chief
F. Update policies and procedures based on the evaluation information	August 2013 and ongoing	Placement Supervisor

Strategy 12: (Probation) Increase number of youth placed in relative or non-related extended family member (NREFM) homes.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 4B Least Restrictive Placement
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Develop a written Relative Approval policy and procedure.	By September 2012 June 2013 Update: Relatives are routinely evaluated based upon their criminal history, CPS referral history, current functioning and willingness to participate.	Placement Supervisor
B. Develop an MOU with DHHS regarding the Relative Approval policy and the roles of the two agencies.	By November 2012 June 2013 Update: Omit.	Chief Deputy Placement Supervisor Contracts Officer
C. Train staff on the policy and procedures regarding the relative approval process.	By January 2013 June 2013 Update: Completed on-target	Placement Supervisor
D. Develop an audit process to ensure that the policy is being followed and conduct the audit on a quarterly basis.	Quarterly commencing in July 2013-2017	Chief Deputy
E. Track youth placed in relative/NREFM homes via Safe Measures Report.	February 2013 on a monthly basis through 2017. June 2013 Update: Completed on-target and ongoing	Chief Deputy
F. Continue to communicate or meet as needed to track progress and problem solve issues.	Ongoing through 2017 June 2013 Update: On-target and ongoing.	Chief Deputy

Strategy 13: (Probation) Accurately enter placement information into CWS/CMS.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 4B Least Restrictive Placement
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Identify CWS/CMS training.	March/April 2012 – 2017 June 2013 update: Completed on-target and ongoing.	Placement Supervisor
B. Train identified Clerical staff to enter data into CWS/CMS.	March/April 2012 – 2017 June 2013 update: Completed on target	Chief Deputy Placement Supervisor
C. Develop audit process utilizing Safe Measures to ensure that the protocol is being followed.	April 2012 – On-2017 June 2013 update: Ongoing	Placement Supervisor

Strategy 14: (Probation) Utilize Family Finding techniques to locate family and placement resources for youth.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 4B Least Restrictive Placement
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Develop Family Finding Protocols for probation placement staff including search and tracking procedures.	October 2012 June 2013 update: Completed on-target	Placement Supervisor
B. Train all placement staff in Family Finding techniques.	Initially by November – December 2012 and then on an as needed basis thereafter, through 2017. June 2013 update: Completed on-target and ongoing.	Placement Supervisor
C. Utilize technology for Family Finding such as internet search engines and software tracking tools.	January/February 2013 – 2017 June 2013 update: September 2013	Placement Supervisor
D. Develop a quarterly audit process to ensure that the protocol is being followed on a quarterly basis.	July 2013 - Ongoing quarterly through 2017	Placement Supervisor

Strategy 15: (Probation) Continue to be an active participant in the AB 12/212 planning committee.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 8A ILP Well Being
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Outstation Probation officer in a joint unit with CPS to partner with AB12/212 youth.	April 2012 June 2013 update: Completed on-target	Placement Supervisor
B. Develop a Plan of Action (MOU) that outlines how relationship and service provision will proceed.	April 2013 June 2013 update: A Plan or Action will be developed when the vacant SPO position is filled in mid September 2013.	Placement Supervisor
C. Train staff on the plan of action and policies and procedures	June 2013	Placement Supervisor
D. Implement policies and procedures	July 2013	Placement Supervisor
E. Meet quarterly to monitor progress and problem solve issues.	September 2013 and quarterly ongoing through 2017	Placement Supervisor
F. Participate in cross regional groups to participate in practice sharing	September 2013 and quarterly ongoing through 2017	Placement Supervisor
G. Update policies and procedures on a yearly basis to provide the best support for youth.	July 2014 and yearly ongoing through 2017	Placement Supervisor
H. Provide yearly training and technical assistance to staff regarding new information obtained	August 2014 and ongoing through 2017	Placement Supervisor

Strategy 16: (Probation) Utilize wraparound meetings to provide ILP services that are identified in the "Youth-Team" meeting, 90 day Transition Plan and/or by ILS Provider.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 8A ILP Well Being
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Meet with Wraparound Provider and discuss priority of providing ILP services within the wrap context.	April 2012-November 2013	Placement Supervisor AB 12 Officer
B. Develop a Plan of Action and outline how the services will be discussed and handled within the wrap meeting.	June 2012 June 2013 update: Completed on target. November 2013 November 2013- On-going	Placement Supervisor AB 12 Officer
C. Continue to meet on a quarterly basis to track progress and problem solve issues.	October 2012- 2017 June 2013 update: Completed on target and ongoing. November 2013 November 2013- On-going	Placement Supervisor AB 12 Officer
D. Continuously update policies and procedures to provide the best support for youth	January 2013- 2017 June 2013 update: Completed on target and ongoing. November 2013 November 2013-On-going	Placement Supervisor
E. Collect and review Wrap Plans to ensure ILP is being discussed and provided.	January 2013- 2017 June 2013 update: Completed on target and ongoing. November 2013 November 2013-On-going	AB12 Officer

<p>F. Provide ongoing training and technical assistance to staff regarding information obtained in the monitoring of the Wrap program.</p>	<p>January 2013 – 2017 June 2013 update: Completed on target and ongoing. November 2013 November 2013- On-going</p>	<p>AB 12 Officer</p>
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