California – Child and Family Services Review Signature Sheet

For submittal of: CSA SIP [x] Progress Report [ ] [ ]

County	San Benito County
SIP Period Dates	August 14, 2014 – August 14, 2019
Outcome Data Period	October 1, 2012-September 30,2013
County Child Welfare Agency Director	
	James A. Rydingsword, Director Health and Human Services Agency
Signature*	
Phone Number	(831) 636-4180
Mailing Address	1111 San Felipe Rd, # 206, Hollister CA 95023
County Chief Probation Officer	
Name	R. Ted Baraan, Chief Probation Officer
Signature*	
Public Agency Designated to Administer CAPIT and CBCAP	
Name	**Andi Anderson**
Signature*	
Board of Supervisors (BOS) Signature	
BOS Approval Date	8/19/14
Name	Jerry Muenzer, Chair
Signature*	

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Mail the original Signature Sheet to:
*Signatures must be in blue ink

Children's Services Outcomes and Accountability Bureau
Attention: Bureau Chief
Children and Family Services Division
California Department of Social Services
744 P Street, MS 8-12-91
Sacramento, CA 95814

California - Child and Family Services Review

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San Benito County
Health & Human Services Agency

California Child and Family Services Review
County System Improvement Plan
For Period August 14, 2014- August 14, 2019

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California - Child and Family Services Review

System Improvement Plan

MAY 2014 – MAY 2019

San Benito County

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Introduction

Background – Child and Family Services Review

In 1994, amendments to the Social Security Act (SSA) authorized the U.S. Department of Health and Human Services (HHS) to review state child and family service programs' conformity with the requirements in Titles IV-B and IV-E of the SSA. In response, the Federal Children's Bureau initiated the Child and Family Services Reviews (CFSR) nationwide in 2000. It marked the first time the federal government evaluated state child welfare service programs using performance-based outcome measures in contrast to solely assessing indicators of processes associated with the provision of child welfare services. California was first reviewed by the Federal Health and Human Services Agency in 2002 and began its first round of the CFSRs in the same year. Ultimately, the goal of these reviews is to help states achieve consistent improvement in child welfare service delivery and outcomes essential to the safety, permanency, and well-being of children and their families.

California Child and Family Services Review (C-CFSR)

The California Child and Family Services Review (C-CFSR), an outcomes-based review mandated by the Child Welfare System Improvement and Accountability Act (Assembly Bill 636), was passed by the state legislature in 2001. The goal of the C-CFSR is to establish and subsequently strengthen a system of accountability for child and family outcomes resulting from the array of services offered by California's Child Welfare Services (CWS). As a state-county partnership, this accountability system is an enhanced version of the federal oversight system mandated by Congress to monitor states' performance, and is comprised of multiple elements.

Quarterly Outcome and Accountability Data Reports

The California Department of Social Services (CDSS) issues quarterly data reports which include key safety, permanency, and well-being outcomes for each county. These quarterly reports provide summary-level federal and state program measures that serve as the basis for the C-CFSR and are used to track performance over time. Data are used to inform and guide both the assessment and planning processes, and are used to analyze policies and procedures. This level of evaluation allows for a systematic assessment of program strengths and limitations in order to improve service delivery. Linking program processes or performance with federal and state outcomes helps staff to evaluate their progress and modify the program or practice as appropriate. Information obtained can be used by program managers to make decisions about future program goals, strategies, and options. In addition, this reporting cycle is consistent with the notion that data analysis of this type is best viewed as a continuous process, as opposed to a one-time activity for the purpose of quality improvement.

County Self-Assessment and Peer Review

The County Self-Assessment (CSA) is a comprehensive review of each county's Child Welfare Services (CWS) and the Probation Department youth in care and affords an opportunity for the quantitative analysis of child welfare data. The purpose of the CSA is to comprehensively assess the full array of child welfare and probation program, from prevention and protection through permanency and aftercare. The CSA is the analytic vehicle by which counties determine effectiveness of current practice, programs, and resources across the continuum of child welfare and probation placement services and identifies areas for target system improvement. The California Department of Social Services Office Of Child Abuse Prevention is now integrated into the C-CFSR and information is given regarding the use of CAPIT/CBCAP and/or PSSF funds to divert children and families from entering the child welfare system. These funds support the County providing a continuum of services for children and families with an emphasis on prevention and early intervention. Embedded in this process is the Peer Review (PR). The peer review is designed to provide counties with issue-specific, qualitative information gathered by outside peer experts about the county's practice in child welfare and probation. Information garnered through intensive case worker interviews and focus groups helps to illuminate areas of program strength, as well as those areas in which improvement is needed.

On September 7 and 8, 2013, San Benito County completed its Peer Review. The Peer review focused on reunification in 12 months for both child welfare and probation. Focus groups of stakeholders including youth, caregivers, agency personnel, and court personnel were conducted on December 12 and 13, 2013. Though San Benito County Child Welfare Services retains overall accountability for conducting and completing this assessment, the process also incorporates input from various child welfare constituents and reviews the full scope of child welfare and juvenile probation services provided within the county. The CSA is developed every five years by the lead agencies in coordination with their local community and prevention partners, whose fundamental responsibilities align with CWS' view of a continual system of improvement and accountability. The CSA includes a multidisciplinary needs assessment to be conducted once every five years. Information gathered from the CSA and the PR serves as the foundation for the County System Improvement Plan.

System Improvement Plan

Incorporating data collected through the PR and the CSA, the final component of the C-CSFR is the System Improvement Plan (SIP). The SIP serves as the operational agreement between the county and state outlining how the county will improve its system to provide better outcomes for children, youth, and families. The SIP includes a coordinated service provision plan illustrating how the county will utilize prevention, early intervention, and treatment funds (CAPIT/CBCAP/PSSF) to strengthen and preserve families, and to help children find permanent families when they are unable to return to their families of origin. Quarterly county data reports, quarterly monitoring by CDSS, and annual SIP progress reports are the mechanisms for tracking a county's progress. The SIP is developed every five years by the lead agencies in collaboration with their local community and prevention partners. The SIP includes specific

action steps, timeframes, and improvement targets and is approved by the County Board of Supervisors and CDSS. The plan is a commitment to specific measurable improvements in performance outcomes that the county will achieve within a defined timeframe including prevention strategies. Counties, in partnership with the state, utilize quarterly data reports to track progress. The process is a continuous cycle and the county systematically attempts to improve outcomes. The SIP is updated yearly and thus, becomes one mechanism through which counties report on progress toward meeting agreed upon improvement goals. San Benito County had extensive stakeholder input on the development of the SIP throughout the CSA and PR process. There continues to be ongoing data review and program assessment.

SIP Narrative

C-CFSR Team and Core Representatives

C-CFSR Planning Team

The San Benito County 2013/2014 Child and Family Services Review team included the following individuals:

- Maria Corona, Deputy Director, Social Services, Health and Human Services Agency
- Yolanda Leon, Juvenile Placement Supervisor, Probation
- Irma Munoz, CDSS Office of Child Abuse Prevention
- Anthony Bennett, CDSS Office of Child Abuse Prevention
- Joti Bolina, CDSS, Outcomes and Accountability Bureau
- Adreanna Riley, Bay Area Academy
- Lisa Molinar, Shared Vision Consultants

This team met quarterly throughout the year and more frequently during the preparation for the Peer Review, CSA and SIP. Supervisory staff from Health and Human Services and Probation also participated in several of these meetings.

Core Representatives

In addition to the representatives listed above, the CSA and SIP process sought to involve a wide variety of service providers and other community stakeholders in the events leading up to the CSA and SIP completion. The names and organizations of those stakeholders invited to participate in this process are listed in the following section. There is no federally recognized Native American tribe in San Benito County. According to the Bureau of Indian Affairs the Coastoan – Ohlone Tribe applied in 1989 to be federally recognized and then rescinded their request. They submitted an application for recognition in 2013 and it is currently pending.

PARTICIPATION OF CORE REPRESENTATIVES

In addition to the C-CFSR team above and the staff and management of the County Office of Education and the CASA program with whom CWS supervisors and the agency Deputy Director meet with monthly and join in multidisciplinary training, the following stakeholders were invited to participate in the CSA/SIP process in response to recommendations from the Children's Services Outcomes and Accountability Bureau and the Office of Child Abuse Prevention Bureau C-CFSR Instruction Manual.

REQUIRED STAKEHOLDERS

- Child Abuse Prevention Council Representative and Children's Trust Representative (Andi Anderson)
- County Alcohol and Drug Department [Renee Hankla-San Benito County Behavioral Health]
- County Board of Supervisors designated agency to administer CAPIT/CBCAP/PSSF Programs [Andi Anderson-CAPC]
- County Health Department [Robert England, PHN-San Benito County Public Health]
- County Mental Health Department [Lynda Yoshikawa-San Benito County Behavioral Health]
- Juvenile Court Representative [Candice Hooper – Office of the District Attorney]
- Youth representative [Angie Partida-Former Foster Youth]
- Parents/consumers [Anonymous- Parents who attended focus group]
- Resource families and other caregivers

Prioritization of Outcome Data Measures/Systemic Factors and Strategy Rationale

San Benito County has conducted a comprehensive County Self-Assessment, including Peer Review, focus groups, data analysis and a stakeholder survey. Over the last three years, the County has made many improvements to how it serves children at risk and strengthens families which were recognized by stakeholders during the CSA and visible in the data analysis.

The strategies which have been selected for this SIP are based on the CSA, continuing our progress on the most recent SIP, and the unique demographics, socio-economic conditions and resources representative of San Benito County. The demographics of the County shape how services are provided across the continuum of care from prevention and protection through permanency and aftercare. Over the past decade, San Benito County has seen a 2.9% population increase; more than two thirds (69%) of the child population are Hispanic/Latino and 39% of the population over the age three (3) speak a language other than English. Stakeholders agreed that the greatest need in the County is for services that are bi-lingual and bi-cultural, funded by the Office of Child Abuse and Prevention through the Family Resource Center (FRC). The Family Resource Center provides home visiting programs that work with families who are self-referred or referred by other community agencies e.g., Cal-Works, Child Protective Services, Schools, Clinics, Behavioral Health and Public Health. The program is

designed to improve family functioning by providing parents direct services and resources to support optimal child development and healthy parenting. Parents are given information and instruction on child development, health, child safety, age appropriate expectations, and are linked to community resources. The program combines case management through home visits and *NuParent* classes which promote safe, healthy and stable home environments that protect children from abuse while meeting their needs. Court ordered parenting classes (in Spanish and English) are also offered through the Family Resource Center during the year on alternate months. The FRC has bi-lingual/bi-cultural supervisor and a bicultural staff person which partially addresses a need identified by the stakeholders in San Benito County during the CSA. Prevention services have had a significant impact on the community and stakeholders felt specifically that the 21.7% reduction since 2010 in the percentage of babies born to adolescent mothers (15-19) is encouraging and continues to be a need in the community that is an important part of the ongoing CAPC initiative.

Although San Benito County has always had a significant Spanish speaking population, in recent years, the County has experienced higher migration of families and individuals from Oaxaca, Mexico. San Benito County has a significant (8%) Oaxacan population. Unless this population speaks Spanish as well, there are no services available to these families. Social workers attempt to engage these families but language, being mistaken for "Mexican", and the absence of training about this culture are significant impediments. This community is consistently identified as needing services, but often not accessing services due to fear of contacting governmental agencies and language barriers. The Family Resource Center and other community providers continue to strive to ensure that their services reach underserved communities such as the Oaxacan population. Special interpretation services are utilized to help address communication gaps and outreach is ongoing to ensure that this population is aware of the availability of services through the Family Resource Center. The Family Resource Center provides an array of information and resources through brochures, booklets, videos and face to face contacts that promote child abuse prevention, family health and well-being. The impact of County demographics specifically related to this distinct immigrant community, demonstrate the significant need for bi-lingual/bi-cultural services across the continuum to ensure the needs of the Oaxacan population are being met.

The challenges to fully utilizing the resources that might be available for children and families are the small size of our staff, transportation deficits, and logistics. The Agency and Juvenile Probation has prioritized a minimum of monthly visits to every child, dependent or ward, inside or outside the county with no exceptions. This mandate applies to our social workers and probation officers. Visits are also conducted in person at least once a month with the care provider and parents.

Like many other counties, referrals to the child welfare system in San Benito County have trended downward since 2010. In 2013, physical abuse comprised the greatest majority of referrals (71.7%), for children in the age range of 6-15. Latino children continue to have the largest number of referrals, comprising 72.1% of all referrals. Of the 610 referrals for child abuse or neglect which were received by the Department in 2013, 71 referrals were

substantiated. The number of substantiations has significantly decreased since a high of 228 in 2008. Focus groups identify the shift of Department focus towards prevention and practices such as "Safety Organized Practice", systematic implementation of "Structure Decision Making", Team Meetings to discuss home removal prevention, placement changes, and returning children home as major contributors to this trend. However, a similar number of children are entering the foster care system in 2013 (48) yearly as during the previous CSA period (54) and these children continue to be primarily Latino (67.7%).

Regarding our process towards meeting national standards, it is important to note that when dealing with such small numbers as we have in San Benito County, dramatic percentage changes can occur. In addition, there are no national standards for some outcomes (e.g. timely health and dental examinations) and for some outcomes, Probation is not included.

San Benito County worked hard to reach the national standard for all outcomes and over the past period was able to do so with the exception of six national outcomes:

C1.1: Reunification within 12 months - Child Welfare (exit cohort); C1.2: Median Time to Reunification - Child Welfare and Probation; C1.4: Re-Entry Following Reunification-Child Welfare; C2.1, C2.2 Time to Adoption- Child Welfare; and C4.1- Placement Stability - Child Welfare. The wellbeing outcome 5B (timely medical and dental examinations) was also not met due to problems with data input which we have subsequently remedied, not with the timeliness or rate of the examinations.

Regarding the reunification and reentry outcomes, it should be noted that research and practice has established that both are directly linked to the dynamics of the families being served and the resources available to the local child welfare agency and probation to match services and professional practice with their needs and strengths. The economics of our county limits the breadth of resources available to families and the high percentage of families who are Spanish Speaking requires programs and services which are not only based on best practices but have bilingual and bicultural staff. Access to services is limited by the scattered location of our families and the lack of adequate public transportation. Placement stability is directly impacted by the continuing lack of foster care resources within our County. For two quarters in 2012, placement resources were unexpectedly stressed due an increase in the number of families in crisis from a wider variety of socio-economic backgrounds and special cases involving large sibling groups and allegations of sex abuse. Stakeholders stressed the impact on foster parents of placement resulting from emergency situations rather than assessment. In those circumstances, communication and sharing information with foster parents can result in foster parents not having sufficient information to respond to the needs of the child or youth placed in their care which results in placement disruption and reluctance among foster parents or potential foster parents to work with our agency. Support for foster parents in working with more challenging children and youth varies and is resource dependent. Due to the very high percentage of Hispanic children requiring placement, recruiting families which are bilingual and bicultural is very important and has been very challenging for a largely agricultural community where families may not meet state licensing qualifications.

While not identified as a specific initiative during our most recent CSA, in 2012, San Benito County began implementation of Safety Organized Practice (SOP) to improve practice and performance on the reunification and reentry outcomes specifically. Implementation began by enrolling a large portion of our staff in the foundational SOP Institute facilitated by the Bay Area Training Academy. In April of 2013, San Benito County facilitated another SOP Institute that was held locally and offered to all local service providers and key stakeholders. At the conclusion of this training, all CWS staff had participated in the foundational Institute and were then able to attend a variety of other SOP workshops, e.g. Trauma Informed Practice, Family Meeting Facilitation, Group Supervision, Safety Networks, Motivational Interviewing and Solution Focused Practice.

In addition to the classroom teachings, San Benito County coordinated with the Bay Area Training Academy to arrange SOP coaching. Twice monthly, a SOP trained coach travels to San Benito County to provide direct staff and supervisor mentoring. The facilitator, in tandem with the Social Worker, conducts home visits, participates in client interviews, family meetings and case staffings. The coach also meets with management staff to discuss overall SOP implementation.

In an effort to continue expanding SOP practice in San Benito County, the department has recently convened an Implementation Team to provide program oversight and ensure successful implementation department wide. Social Workers have been invited to participate in this workgroup and the committee is in the process of identifying key stakeholders to invite to participate. The committee is also working on developing a community awareness campaign to identify methods of informing the community of this new approach to child welfare. San Benito County is proud of its community partners who have embraced SOP in their service delivery model and in their work with families.

The following outcomes were selected as the foundation for our strategy to improve County performance in areas identified during our most recent County Self-Assessment. Stakeholders were in agreement that having limited resources in the County for families and especially, culturally competent and linguistically appropriate resources, and supports for visitation negatively impacts parents capacity to complete case plans and reunify timely. Children with special needs and parents with special needs have few resources available to them within the County including too few FFA homes. Drug use continues to be heavy with limited recovery options and no residential treatment. Services are spread out around the County and hard to access especially for the many families who reside in more rural areas. Services for Spanish speaking children, youth and families continue to be patched together and in some areas, unavailable in San Benito County, e.g., there is no domestic violence counseling for Spanish speakers. Until recently, the Mental Health agency did not have any Spanish speaking therapists.

The SIP Stakeholder Team formulated concise goals, strategies, milestones, and timeframes for incremental improvement in the next five years. Specific strategies for improvement were

developed from the data analysis and themes identified through peer review, focus groups, and surveys during the CSA.

All other outcomes not listed in this plan will continue to be monitored by both our agency and the CDSS. The SIP will identify those outcomes that are indirectly impacted by our progress toward targeted outcomes. In addition, a plan will be put in place quickly to address any outcomes where performance is inconsistent with established timelines or measurable objectives.

Outcomes selected for improvement during the 2014-2019 cycle which are currently below the national standard are:

(1) Median time to reunification (C1.2) - Child Welfare Services
The national standard for this outcome is 5.4 months; San Benito County's baseline performance for Q3 (January 2012-January 2013) was 11.9 months.

(2) Reentry following reunification (C1.4) - Child Welfare Services
The national standard for this outcome is 9.9% of children reentered foster care out of those discharged to reunification within the specified 12 month period (January 2012-January 2013); San Benito County's baseline performance was 12.5%

(3) Reunification within 12 months (entry cohort) (C1.3) - Probation
The number of youth under probation supervision are very small in this County and during the reporting period, no youth under probation supervision met the data criteria. The national standard for this outcome is slightly under one half of all children/youth (48.4%) reunified within 12 months.

STRATEGIES

The capacity of child welfare to protect children from abuse and neglect requires not only timely response but providing services and strengthening families over the longer term. This capacity is dependent upon adequate staffing, professional training, supervision, and public funding of an infrastructure of services and resources that supports child welfare. The organizing principle for all these activities is that an assessment will be generated which can be relied upon to determine whether a child can be safely returned to a family without being the victim of abuse or neglect. Casework using a strength based approach integrates the delivery of services and active involvement of the family. The professional assumption is that the necessary interventions were properly identified, crafted and delivered in such a way as to strengthen the family for not just a few months but permanently. The research based outcomes (C-CFSR) that directly relate to this goal are the reunification and reentry outcomes. (C 1.1, C1.2, C1.4).

The reunification/reentry outcomes which San Benito County selected to target during 2014-2019 are integrally connected with our goal of working more closely and effectively with families. The specific strategies and rationales which support San Benito County's plan for improving outcomes for children and families are described below:

Strategy 1: Expand use of Safety Organized Practice (SOP) and improve fidelity to the model, by better supervision, more team case review, and related best practices.

The introduction of SOP to our social work practice has had a significant impact to improving our capacity to screen referrals, assess risk and need and provide targeted services to families early in the process. Research consistently tells us that doing so can be a very effective intervention and puts the social worker and parent working together as a team to create a safe home environment for the child and strengthen the family. Early engagement with the goal of providing in home services opens the door to extended family engagement and the identification of informal resources. Engaging fathers both as a parent and resource is increasingly identified as a critical linkage. With the overwhelming percentage of referrals caused by neglect, such early and individualized interventions often lead to solving long term problems in the family, e.g., stable housing, access to medical services, meeting basic household needs, access to public services.

JUSTIFICATION RATIONALE

This strategy is based on analysis of County needs from analysis of stakeholder input (See above), patterns in our outcome data over the prior SIP period, and takes components from a literature review published by the UC Davis Extension: Center for Human Services. The literature review titled, "Factors, Characteristics, and Promising Practices Related to Reunification and Re- Entry" was prepared by Ryan Honomichi, PH.D and Holly Hatton, M.S. and can be read in its entirety by viewing the following link:
http://www.childsworld.ca.gov/res/pdf/FactorsCharacteristics.pdf

ACTION STEPS:

Supervisors will take the lead on the strategy with the guidance of the Deputy Director beginning developing a plan for assessing current use of SOP by workers and supervisors, meeting with social workers on their use of SOP. Training will be provided to both supervisors and social workers. Case review with supervisors will be used to monitor the consistent use of SOP and to evaluate the impact of the expanded use of SOP. Information will be translated into policy and procedure revisions and additional training as necessary.

SYSTEMIC CHANGES IDENTIFIED:

An emphasis on CQI on use of SOP tools to assess progress and readiness to reunify may require different staff assignment and possible internal restructuring around relationships between units and unit mission definitions.

TRAINING IDENTIFIED:

SOP training for all new social workers, specialized training for supervisors, using coaching resources of the Bay Area Academy and integrated training with probation offices.

TECHNICAL ASSISTANCE NEEDED:

None noted at this time.

Strategy 2: Improve transition planning for families about to reunify and collaboration with community services to provide specific support for reunifying families

Stakeholders stressed the importance of the accuracy of determining readiness for reunification, proper use of assessments, and developing networks with parents. Although SOP continues to improve our practice, the limited resources in the community reinforce the necessity for transition planning with and for parents and their extended families. Research on this outcome (C1.4) consistently identifies weak substance abuse treatment and the lack of supportive transitional services and a fragmented social support network as key causes of reabuse.

JUSTIFICATION RATIONALE

The peer review participants stressed the importance of community linkages and continuity of service to families as they reunify and during the first few months after their case is dismissed by the court. During the CSA, stakeholders were in agreement that resources for families in the County were limited and that families faced many obstacles in attempting to access resources including language, limited family income, and inadequate public transportation. Stakeholders stressed that parents need more help with obtaining affordable housing, accessing public benefits, and finding emergency resources.

ACTION STEPS

A working group appointed by the Deputy Director and including supervisors will develop a plan for strengthening the successful reunification of families and reducing the rate of reentry into foster care by improving relationships with community providers, including developing a consolidated individualized case plan for each parent in preparation for reunification and for ensure continuity of services after reunification. The working group will also develop a protocol for reviewing each case upon reentry; supervisors will review and forward findings to the working group. In addition, cases which have reentered the system in the past three years, with the goal of identifying causation, including weakness in transition planning. CWS supervisors will closely monitor Family Maintenance and use of SOP prior to case closure and incorporate the feedback into transition plans. Public benefit programs, e.g., the Linkages Program (www.cfpic.org/toolkit) will be explored by the working group to determine if CWS clients can utilize such programs during reunification. The working group will collaborate with juvenile probation which has created a dedicated caseload of parents on probation who have children on probation or under child welfare supervision.

SYSTEMIC CHANGES IDENTIFIED:

Staff and community partners will need to emphasize building protective capacity and encouraging the parent (s) to construct a network around the family after reunification. Contracts with providers will be revised to reflect this priority.

TRAINING IDENTIFIED:

Stakeholders stressed the value of joint training, sharing assessments, using a single, simplified plan to make it easier for parents to understand and implement in preparing for reunification and after reunification.

TECHNICAL ASSISTANCE NEEDED:

None noted at this time.

STRATEGY 3: CONTINUE AND EXPAND EFFORTS TO ENGAGE FATHERS AND THE PATERNAL FAMILY

Fathers are critical to the wellbeing of children. Child welfare practice has historically not focused as much on fathers as mothers and the maternal side of the family. We have made efforts in San Benito County to locate and engage fathers and we are committed to improve our capacity and practice in this area. Over the next few years, we want to develop a comprehensive protocol that will include providers in casework strategies for engaging fathers and ongoing professional development for all our social workers in working with fathers and the paternal family. We are currently looking at *Toolkits* which have been developed for engaging fathers and the curriculum and programs compiled by the Fatherhood Quality Improvement Center on Non-Residential Fathers (www.Americanhumane.org) and the fathering and fatherhood resources available through the Cal SWEC.

JUSTIFICATION RATIONALE

Engaging fathers through a tailored strategy that recognizes that emphasis has been placed on mothers and the maternal side of families historically in child welfare and that modifications are required has been a national priority in child welfare in recent years for a number of reasons. The primary reason is developmentally for the wellbeing of the child but also because of the direct impact that father participation has on placement stability, relative outreach, concurrent planning and timely reunification.

ACTION STEPS

A working group including fathers and staff from community provider groups and related agencies will be convened to explore ways to engage fathers and relatives on the father's side of the family and NREFM. The group will examine best practices and the experience of other counties as well as agency policy and procedures. Social workers and community provider staff will be trained in how to better engage fathers. In addition to using case reviews, progress in engaging fathers will be assessed within the working group and by inviting families and individual fathers to meet regularly with the working group.

SYSTEMIC CHANGES IDENTIFIED:

At this stage it is not known what systemic changes will be needed; revision to policy and procedure may be required.

TRAINING IDENTIFIED:

Training in accord with the TOOLKIT for Engaging Fathers through the Bay Area Academy and QIC for Fatherhood

TECHNICAL ASSISTANCE NEEDED:

Possibly trainers and some coaching to help tailor classes, casework collaboration and mentoring.

Strategy 4: Improve family engagement, with specific focus on outreach to extended family members for placement, to strengthen stability in relative homes, and permanency.

Research on reducing the impact of children being removed from their home and neighborhood consistently recognizes the primary role of identifying connections important to the child and

familiar persons and environments, such as school. The emphasis in law and best practices on immediate outreach to relatives upon removal and the formal notice requirements reinforce the primacy of relatives in case planning in the best interests of the child.

JUSTIFICATION RATIONALE:

Both peer review and focus groups stressed the importance of maintaining family and extended family connections through robust outreach, information sharing and support for relatives and NREFM placements. It was recognized that relative placements do not always receive as much attention and support as foster home placements and that relatives and extended family members would benefit from training and support in specific areas, e.g., advocating for the educational rights of the children in their care.

ACTION STEPS:

Under the supervision of the Deputy Director, a broad working group including social workers, relative caregivers, and provider staff will be organized to review agency and provider policy and procedure regarding family engagement and NREFMs. The agency will conduct a case review of relative placements, including cases of multiple placements over a three year period to identify patterns and critical issues. Relatives will be surveyed regarding their experience as a relative caregiver and their recommendations solicited. Both the findings of the case review and the relative survey will be provided to the working group. Agency staff will be updated on a regular basis on information developed by the working group and policy changes.

SYSTEMIC CHANGES IDENTIFIED:

At this stage none have been identified; however, there may be policy changes.

TRAINING IDENTIFIED:

Possible use of 1:1 coaching services from Academy.

TECHNICAL ASSISTANCE NEEDED:

None at this time.

STRATEGY 5: IMPROVE CASE WORK WITH FAMILIES AS A MEANS OF STRENGTHENING REUNIFICATION (PROBATION):

Research and probation theory recognize the role of the family in working with youth who have become involved with the juvenile justice system regardless of the circumstances leading to their involvement. Research also recognizes the high percentage of youth under probation supervision who were or are dependents of the Juvenile Court. A major strength identified in the stakeholder survey and during the peer review was the strong collaboration between child welfare, probation and providers. Currently upon release from placement, the youth is placed on intensive supervision whereby the minor, the parents, probation and local service agencies continually address the goals stated on the minor's home transition plan.

The Probation Department wants to strengthen our public safety function by expanding probation officers' skills in working with the whole family. Increased skills will come from (1) participating in SOP training to help them better assess risks as well as strengths in families; and (2) training with social workers as they work with families including using family visits more

effectively to gather information and establish relationships and (3) better case planning during intensive supervision. This training will improve how team meetings can be used as a problem solving tool and will complement the certification of the probation officers to teach parenting classes which has been institutionalized over the past three years and is well received.

The Probation Department also recognizes the importance in terms of prevention of working with the family of any youth who is beginning to come into contact with the juvenile justice system. To support prevention, probation has recently created an early intervention caseload with a specially assigned Probation Officer and will utilize that caseload as a means of establishing relationships with extended families. Stakeholders applauded probation officers who made establishing a respectful relationship with parents and other family members, a priority.

JUSTIFICATION RATIONALE

The linkage between improved intra-family dynamics, better communication, and reduced anti-social behavior has long been recognized by national research on delinquent behavior and family relationships and reducing recidivism. The critical commonalities between families whose children have been dependent of the court and families whose children have had contact with the juvenile justice system are well documented in social science research studies as well. By combining training and sharing case work strategies, the Probation Department seeks to take advantage of research findings and best practices.

See, "Factors, Characteristics, and Promising Practices Related to Reunification and Re-entry" Northern California UC Davis Training Academy, prepared by Dr. Ryan Honomichl, Holly Hatton, M.S., and Susan Brooks, M.S.W. See also, Henggeler, S.W. & Bordiun, C.M. (1990). *Family therapy and beyond: A multisystemic approach to treating the behavior problems of children and adolescents.* Pacific Grove, CA; Brooks/Cole. MacKenzie, D.L. (1999); *Commentary: The effectiveness of aftercare programs-examining the evidence.* Washington, D.C: US Department of Justice, Office of Justice Programs, OJJDP.

ACTION STEPS

The implementation, monitoring and assessment of this strategy will be under the supervision of the Probation Chief or his designee. Implementation of SOP including training, policy and procedure review and revision, training on using team meetings with family members will be guided by a working group appointed by the Chief or his designee. Case reviews by supervisors will be used for ongoing monitoring; overall progress will be assessed at management meetings. Improving casework with families will also be stressed in Probation contracts with providers. Recommendations for modifications to Probation policy, procedure or for additional or specialized training will also be made through the working group to the Probation Chief.

SYSTEMIC CHANGES IDENTIFIED:

Although collaboration between child welfare and probation was identified as a significant strength during the peer review including the shared perspective that "these are our children", this culture requires regular reinforcement. Although no systemic change is contemplated at

this time, attention to opportunities to strengthen this culture and promptly eliminate any obstacles is a management priority.

TRAINING IDENTIFIED:
Training for Probation Officers on SOP and shadowing social workers on family visits and case planning.

TECHNICAL ASSISTANCE NEEDED:
SOP training and possibly coaching for Probation Officers

Prioritization of Direct Service Needs

Based on analysis and discussion, community input and data review during the CSA process, the County considered what direct services should be funded through CAPIT/CBCAP/PSSF. Based on our CSA and consideration of evidence based practices and programs, we are satisfied that each of the programs funded corresponds to best practices and represents the best resources available to our County to provide strong prevention services to children and families and to meet the needs of populations within San Benito County with the greatest risk of maltreatment as established in the CSA.

Child Welfare/Probation Placement Initiatives

The County has participated in and implemented current federal or state initiatives. Current examples include, but are not limited to:

- Core Practice Model for the State 4/17/13: State-wide initiative to develop Core Model to streamline Child Welfare practice language and function throughout the state.
- Fostering Connections to Success Act (AB 12): Agency collaborating with partners to implement AB 12 and improve outcomes for transitional age youth. Educating youth, families, and providers about resources and access for NMDs. In May, 2011, a FYS AB 12 Subcommittee was appointed to supervise the implementation of AB 12 on 05/11 with SW Supervisor as chair. Committee met monthly until Q2 2012/2013, when meetings were scheduled less frequently. Mission statement: The San Benito County AB12 Subcommittee's mission is to streamline communication among providers to identify and serve all eligible youth and ensure they have access to post-secondary education and independent living services to foster their success as independent adults. Policy and procedure were developed and continue to be reviewed and revised as AB 12 evolves.
- Katie A.: Department leaders met and conferred regularly about implementation. Workers Participated in *Katie A. Parent Engagement Series Training* 8/2/13, Targeted Case Management and services for at-risk children with open CPS cases, multiple placements or high mental health needs. Department representatives meets biweekly with Behavioral Health for identification and implementation. Currently five youth have been identified. We are exploring other rural county approaches. Lake County provided a presentation on creative service delivery by in-house staff, including early engagement groups and parent partner positions. Staff involved stakeholders' including parents interested in becoming parent partners and foster youth. Eligibility Forms to help identify eligible children were drafted.
- Safety Organized Practice (SOP) has been integrated into our child welfare system through close collaboration with the Bay Area Academy and coaching during 2013. Through this practice model, social workers have been able to apply a structured decision making strategy designed to help all the key stakeholders involved with a

child .e.g., the parents, the extended family, the child welfare worker, supervisor, managers, lawyers, judges, and other individuals to keep focused on assessing and enhancing child safety **at all points** in the case process. This practice model integrates the best *signs of safety* methodology, i.e., a strengths and solution focused child welfare approach that is family-informed and includes Structured Decision Making.

Five Year SIP Chart

During the period 2014-2019, we will work on each of the following three outcomes using the strategies and related efforts according to the action steps below for each outcome. The reunification goals are shared by child welfare and probation and probation will focus on C1.3.

Based on review of internal data, including CSAs and annual SIP reports, we have set the following improvement benchmarks or goals for each outcome:

Outcome C 1.2: Median time to reunification
Our CSA baseline is 11.9 months.
In the comparison period, we were not able to maintain compliance with the federal standard. Our analysis of the data illustrates the impact that a small number of total cases (47) can have on data outcomes. Our median time to reunification increased from 7.3 months to 7.6 months over this period. With the strategies and action steps detailed below, we believe that we can identify those factors which we can influence and with expanded use of SOP should be able to return the data on this outcome to better reflect our improved practice and decrease median time to reunification by 30 days each year.

Outcome C 1.3: Reunification within 12 months (entry cohort)
Our CSA baseline is 0 %
This outcome was also chosen by the **Probation Department** as a measure for their progress in refocusing probation to emphasizing working with youth in the context of his/her family. The national standard for this outcome is slightly under one half of all children/youth (48.4%) reunified within 12 months. The number of youth under probation supervision are very small in this County and during the reporting period, no youth under probation supervision met the data criteria. Probation expects to reach and maintain the national standard for each youth who meets the data requirements for each year beginning in 2015.

Outcome C 1.4: Reentry following reunification (exit cohort)
Our CSA baseline is 12.5%
San Benito County's performance on this outcome has fluctuated (4.5% to 12.5%) due to the small size of our caseload and limited substance abuse resources in the community. By identifying transition services and structured collaborative casework with providers, we expect to again operate within the national standard through reducing our rate of reentry by a minimum of one percent/year, or one fewer child re-entering child protection after reunification each year, beginning in 2015.

Strategy 1: Expand use of Safety Organized Practice (SOP) and improve fidelity to the model	☒ CAPIT ☒ CBCAP ☐ PSSF ☐ N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): Median time to Reunification 5.4 months (7.6 months CSA) Re-entry following reunification 9.9% (12.5% CSA)	
Action Steps:	**Implementation Date:**	**Completion Date:**	**Person Responsible:**
A. Supervisors start meeting to plan an assessment of current use of SOP, including uniform training, ongoing training, supervisors training and use of coaching	September 2014	January 2015	Deputy Director and Supervisors
B. Supervisors meet with social workers to discuss how they use SOP and their recommendations for improvements in practice that would make SOP more effective	October 2014	January 2015	Deputy Director and Supervisors
C. Train social workers and supervisors as needed to ensure that expanded use follows SOP protocols	March 2015	March 2016	Deputy Director and Supervisors
D. Engage social workers in program evaluation through case review with supervisors	October 2015	August 2019-ongoing	Deputy Director and Supervisors
E. Supervisors monitor expanded use of SOP and identify necessary supports, including procedure change and training needed	October 2015	August 2019-ongoing	Deputy Director and Supervisors

Strategy 2: Improve transition planning for families about to reunify and collaboration with community services to provide specific support for reunifying families	☒ CAPIT ☒ CBCAP ☐ PSSF ☐ N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): Re-entry after reunification 9.9% (12.5 % CSA)	
Action Steps	**Implementation Date**	**Completion Date**	**Person Responsible**
A. Convene working group to develop a protocol for assessing reasons for reentry and transition planning	October 2014	February 2016	Deputy Director and Supervisors
B. Conduct quarterly MDT meetings to improve communication between supervisors and service providers regarding preparation for reunification and support after reunification for families	January 2015	June 2015	Deputy Director and Supervisors
C. Convene working group to design a consolidated individualized case plan with providers	September 2015	February 2016	Deputy Director and Supervisors
D. Closely monitor Family Maintenance prior to case closure, incorporate feedback into transition planning	February 2016	August 2019	Deputy Director and Supervisors
E. Apply the protocol to review each case upon reentry	November 2014	August 2019	Deputy Director and Supervisors
F. Continue implementation of SOP at reunification through individualized case planning	October 2014	August 2019	Deputy Director and Supervisors
G. Evaluate reentry data and revise case plan, training, policy/procedure, internal operations as necessary	October 2016	August 2019	Deputy Director and Supervisors

Strategy 3: Continue and expand efforts to engage fathers and the paternal family	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): Median Time to Reunification 5.4 months (11.9 months CSA) ☐ Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Major Steps	**Implementation Date**	**Completion Date**	**Person Responsible**
A. Create a working group including fathers and providers to explore ways to improve engagement of parents and extended families, with an emphasis on fathers who have traditionally been underserved	August 2015	September 2015	Deputy Director and Supervisors
B. Explore best practices and other counties' experience with engaging parents and extended family members, specifically fathers	January 2016	June 2016	Deputy Director and Supervisors
C. The working group develops policies and procedures to expand engagement of fathers, including contracting with community providers to offer programs specifically for fathers	June 2016	August 2016	Deputy Director and Supervisors
D. Provide specific training for social workers and providers on engaging fathers	September 2016	Ongoing through August 2019	Deputy Director and Supervisors
D. Regularly review progress on engagement by meeting with fathers and social workers	August 2017	October 2017	Deputy Director and Supervisors
E. Make necessary modifications and revisions to policy, procedure, and practice/training as necessary	December 2017	February 2018	Deputy Director and Supervisors

Strategy 4: Improve family engagement, with specific focus on outreach to extended family members for placement, to strengthen stability in relative homes, and permanency.	☒ CAPIT ☒ CBCAP ☒ PSSF ☐ N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): Median Time to Reunification 5.4 months (11.9 months CSA) Reentry Following Reunification 9.9 % (12.5% CSA)

Action Steps	Implementation Date	Target Date	Person Responsible
A. Convene a work group including relative caregivers, providers, and social workers on reaching out to and engaging relatives and ideas for strengthening relative and NREFM placements	January 2015	June 2015	Deputy Director
B. Review family engagement and NREFM policy and make necessary modifications to support best practices and family find efforts	July 2015	December 2015	Deputy Director (and/or designees)
C. Conduct case review of failed relative placements, including cases of multiple placements (3 years)	September 2015	April 2016	Deputy Director
D. Survey relatives/NREFMs who have or had provided placement for related youth regarding their needs and recommendations.	January 2016	April 2016	Deputy Director
E. Update staff on a regular basis regarding policy changes and progress on family engagement by including SIP updates on staff meeting agenda and agency email	June 2015	Ongoing through 2019	Deputy Director
F. Review impact of policy, procedure and practice changes, including training, and make further revisions as necessary	June 2015	Ongoing through 2019	Deputy Director

Strategy 5: Improve casework with families as a means of strengthening reunification (Probation)	CAPIT CBCAP	Applicable Outcome Measure(s) and/or Systemic Factor(s): Reunification within 12 Months 48.4% (Probation had no cases meeting data requirements during the reporting period)
	☐ PSSF ☒ N/A	

Milestones	Implementation Date	Completion Date	Person Responsible
A. Convene working group to review current casework with families, including training, policy, procedures, and best practices	June 2014	December 2014	Probation Department Chief and/or designee
B. Schedule and Implement SOP training for all Probation Officers	January 2015	December 2015	Probation Department Chief and/or designee
C. Design a cooperative real time training protocol with Social Services Agency to begin training with social workers on working with families including home visits and family engagement	June 2015	December 2015	Probation Department Chief and/or designee
D. Train Probation Officers in using team meetings with family members, youth, and providers as a means of relationship building and case planning	January 2016	July 2016	Probation Department Chief and/or designee
E. Monitor implementation of training, use of team meetings, and case planning through case reviews by supervisors and reporting at monthly management meeting	January 2016	Ongoing through 2019	Probation Department Chief and/or designee
F. Make modifications to training, team meetings, case planning as necessary	December 2016	Ongoing through 2019	Probation Department Chief and/or designee

5 – YEAR SIP CHART

Priority Outcome Measure or Systemic Factor: Median Time to reunification (C1.2)

National Standard: 5.4 months

CSA Baseline Performance: 11.9 months January 2013 (Q3 2012)

Target Improvement Goal: 6.9 months

Priority Outcome Measure or Systemic Factor: Re-entry following reunification (C1.4)

National Standard: 9.9%

CSA Baseline Performance: 12.5% January 2013 (Q3 2012)

Target Improvement Goal: 9.9%

Priority Outcome Measure or Systemic Factor: Reunification within 12 months (C1.3) Probation

National Standard: 48.4%

CSA Baseline Performance: January 2013 (Q3 2012) Probation had no cases that fit data qualifications for this period

Target Improvement Goal: 48.4%

CAPIT/CBCAP/PSSF Program and Evaluation Description

County: San Benito

Date Approved by OCAP:

PROGRAM DESCRIPTION

Program Name: Court ordered Parent education

SERVICE PROVIDER: SAN BENITO COUNTY HEALTH & HUMAN SERVICES AGENCY

PROGRAM DESCRIPTION

San Benito County's Court Ordered Parenting Classes are once a week for 3 hours, for 8 weeks. Participants learn how to identify a healthy person and relationship and how it impacts the children, what is positive discipline, how parents can guide their children, parents as models and leaders, coaching for behavioral changes, theoretical base of survival skills, goal setting, the core of listening, speaking and negotiation, how parents lead and encourage, family rules, positive eating habits, how to communicate, how to coach, the importance of family patterns, how families change, solving family problems, how to deal with handling difficult audiences and how to prepare the child for the world involving sex and drugs and most critical, maintaining the family unit safe and healthy free from child abuse occurrences and family violence. These classes are offered in both English and Spanish, we alternate one 8 week course in one language and then the following 8 week course is in the other language and child care is provided free of cost to the clients through our First 5 San Benito County Collaboration. Survival Skills for Healthy Families is the name of the model and it is an evidence based program.

FUNDING SOURCES

General funds under San Benito County Health & Human Services Agency

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	Parenting Classes
CBCAP	
PSSF Family Preservation	
PSSF Family Support	
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s): (Specify)	First Five (child care)

IDENTIFY PRIORITY NEED OUTLINED IN CSA

There is a high level of recidivism of among families who use physical punishment in child rearing practices who are provided with alternative discipline methods.

Many of the parents struggle to comprehend healthy non-abusive child rearing practices, evidenced by poor use of disciplinary mechanisms such as reverting to physical punishment as the only parenting style to correct behavior. Parents need to receive information on positive ways to redirect their child's behavior and to discipline their children in a positive loving manner. The vast majority of clients attending the court ordered parenting classes are reunifying with their children and this course assists them to learn positive discipline methods which helps them during and after reunification.

CSA findings were that in this community we are in great need of parents learning parenting skills in order to discipline and redirect their children's behavior and our county been small not very many parenting classes are offered in our community.

TARGET POPULATION

High risk families that have open child welfare cases.

TARGET GEOGRAPHIC AREA

County wide

TIMELINE

SIP Cycle: 8/14/2014-8/14/2019; subject to change with notice and approval from CDSS/OCAP.

EVALUATION

PROGRAM OUTCOME(S) AND MEASUREMENT & QUALITY ASSURANCE (QA) MONITORING (EXAMPLE* PROVIDED BELOW)

Desired Outcome	Indicator	Source of Measure	Frequency
Parents increase knowledge of stability and nurturing environments and positive discipline.	75% of parents will use positive disciplinary skills.	Paper-based Pre & Post Parent Survey developed by model.	Completed by participants at program entry & exit.
County staff will track participation rates by hand count and reviewed and reported at every session.			

CLIENT SATISFACTION (EXAMPLE* PROVIDED BELOW)

Method or Tool	Frequency	Utilization	Action
Survival Skills Healthy Families Client Satisfaction Questionnaires.	Completed by participants at the 4th session and at the end of the parenting class.	Surveys reviewed once received.	Problem areas addressed by staff, as appropriate to resolve issues and ensure continuous quality improvement.

CAPIT/CBCAP/PSSF Program and Evaluation Description

County: San Benito

Date Approved by OCAP:

PROGRAM DESCRIPTION

Program Name: The Great Beginnings Program.

SERVICE PROVIDER: SAN BENITO COUNTY HEALTH & HUMAN SERVICES AGENCY

PROGRAM DESCRIPTION:

The Great Beginnings Program provides comprehensive child abuse prevention services. Families are case managed and taught positive parenting skills, how to recognize and attain child development milestones; partner conflict resolution and the program activities stress child abuse prevention and anti-violence services.

One component to the Great Beginnings Program is the Nu Parent classes that are taught to parents that have infant's ages 0-12 months. Parents bring their infant and they learn how to understand an infant's physical, cognitive, emotional and social development. In addition, parents learn what is "baby talk" and its importance. Parents are informed what is Shaken Baby Syndrome, handling frustration, communication with the baby, when to call the doctor, disease prevention, what is SIDS, home safety, importance of routines, sleep difficulties, problems with yelling and spanking, how to deal with challenging behaviors and seeing their baby in the future.

The Great Beginnings Program offers comprehensive child abuse prevention services and it works towards the goal of providing families a safe, healthy and nurturing learning environment and improving child parent relations, reducing stress and encouraging the development of coping skills. Program offers Case management and parent education to promote the safety and well-being of children and families. Families stability is increased and their confidence in parental parenting is assisted which leads to children having a stable home life.

Great Beginnings is a home visitation program serving families that have children 0-18 years with emphasis on children ages 0 to 5 years. The Home Visitors of the program do case management and program participants complete a series of assessments upon intake and then every 3 months thereafter that measure parenting beliefs, attitudes, social support, depression, domestic violence, alcohol as well as substance abuse. The Home Visitors complete health assessments and utilize the Ages and Stages Assessment Tool that measure the child's

communication, gross and fine motor, problem solving and personal social skills. Families are assessed and referred to community services based on their identified needs. Further, referrals to other community resources are provided as needs are identified.

FUNDING SOURCES

General funds under San Benito County Health & Human Services Agency

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	Case management, home visiting
CBCAP	Non CWS Case management, home visiting, Nu Parent Classes
PSSF Family Preservation	Non CWS Case management, home visiting, Nu Parent Classes
PSSF Family Support	Case management, home visiting, Nu-Parent Classes
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s): (Specify)	**N/A**

IDENTIFY PRIORITY NEED OUTLINED IN CSA:

There is a high level of new parents who lack parenting skills and these parents are taught appropriate parent-child interactions. There were 184 referrals for children under the age of 5. Parents need to receive information on positive ways to redirect their child's behavior and to discipline their children in a positive loving manner. The vast majority of clients in the Great Beginnings Program are reunifying with their children and this program assists them to learn positive discipline methods which help them during and after reunification. Parents are in need of home visiting case management services to link them to services and teach them skills necessary for them to better parent their children.

Latino children comprise the largest group of referrals. The majority of children with substantiated allegations are between 6 and 15 years old. Children younger than age 4 have a high risk for victimization and make up 1/3 of the entire child population.

TARGET POPULATION

High risk families and/or families with open CPS cases. Targeting families with children 0-18 with emphasis of ages 0-5.

TARGET GEOGRAPHIC AREA

County wide.

TIMELINE

SIP Cycle: 8/14/2014-8/14/2019; subject to change with notice and approval from CDSS/OCAP.

PROGRAM OUTCOME(S) AND MEASUREMENT & QUALITY ASSURANCE (QA) MONITORING (EXAMPLE* PROVIDED BELOW)

Desired Outcome	Indicator	Source of Measure	Frequency
Parents increase knowledge of stability and nurturing	75% will demonstrate progress by minimum of 1 point improvement on the tool using assessment family matrix tool: 1: Social, emotional, health and competence.	Family Development Matrix Tool	Completed every 3 months while in the program and every 3 months they will be reviewed by county.
We will track the participation rates by client data base and hand count every 3 months they will be reviewed by county.			

CLIENT SATISFACTION (EXAMPLE* PROVIDED BELOW)

Method or Tool	Frequency	Utilization	Action
Client Satisfaction Survey	After client has been case managed for 3 months and every 4 months afterwards.	Surveys reviewed once received.	Problem areas addressed by staff, as appropriate to resolve issues and ensure continuous quality improvement.
Program completion rates Reunification rates	Monthly	CSW will provide feedback to program regarding any concerns that arise.	Problem areas addressed by staff, as appropriate to resolve issues and ensure continuous quality improvement.

CAPIT/CBCAP/PSSF Program and Evaluation Description

County: San Benito

Date Approved by OCAP: Approved thru June 30, 2015

PROGRAM DESCRIPTION

Program Name: Child Care Temporary (Receiving Home)

SERVICE PROVIDER: CHERISH CENTER

Program Name: San Benito County health & Human Services Agency

PROGRAM DESCRIPTION

San Benito County Health & Human Services Agency has a contract with Cherish Center out of Monterey County. Cherish provides respite care for up to 23 hours when a child is removed from a home for a variety of reasons including respite if needed while determining services for the family.

FUNDING SOURCES

General funds under San Benito County Health & Human Services Agency

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	Child Care Temporary
CBCAP	
PSSF Family Preservation	
PSSF Family Support	
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s): (Specify)	**N/A**

IDENTIFY PRIORITY NEED OUTLINED IN CSA

The respite site provides children with a safe and nurturing environment while an appropriate foster care placement is located. The County does not operate a children's shelter. The County has a high rate of children removed from their homes. Children need a safe and nurturing environment while workers locate stable placement homes. Challenging teenagers are difficult to place, and the additional time allows workers time to locate a stable home to limit placement changes.

TARGET POPULATION

Children involved in the child welfare system

TARGET GEOGRAPHIC AREA

County wide for and possibly out of county.

TIMELINE

SIP Cycle: 8/14/2014-8/14/2019; subject to change with notice and approval from CDSS/OCAP.

EVALUATION

PROGRAM OUTCOME(S) AND MEASUREMENT & QUALITY ASSURANCE (QA) MONITORING (EXAMPLE* PROVIDED BELOW)

Desired Outcome	Indicator	Source of Measure	Frequency
Children are placed in stable and nurturing environments	70% of children remain in one foster care placement for one year	By number of placement changes	Quarterly
Client data base is what we will use to track participation rates and the data will be reviewed monthly.			

Method or Tool	Frequency	Utilization	Action
Child Welfare Staff talking to the foster youth, having informal conversations	As needed, minimally monthly	County Social Worker will notify manager if an issue or concern is notified by Foster Youth.	Problem areas addressed by staff, as appropriate to resolve issues and ensure continuous quality improvement CSW will provide feedback to program regarding any concerns that arise

CAPIT/CBCAP/PSSF Program and Evaluation Description

COUNTY: SAN BENITO

OCAP APPROVED: JULY 25TH, 2014

PROGRAM DESCRIPTION

Program Name: Family Resource Center

SERVICE PROVIDER: SAN BENITO COUNTY HEALTH & HUMAN SERVICES AGENCY

PROGRAM DESCRIPTION

PSSF Time-Limited Family Reunification, San Benito County Health & Human Services Agency, Child Welfare Division offers referrals to individuals either for family counseling, group counseling or individually. Families are also linked to domestic violence services and clients are offered transportation to behavioral health sessions. In addition, clients are linked to inpatient, residential or outpatient substance abuse treatment services and families are also linked to our local child care resource and referral office for those who are in need of child care while attending required services on their case plans.

The Family Resource Center (FRC) is separate division within San Benito County Health & Human Services Agency. At the FRC we have numerous educational materials for families who have children from ages 0-18 years old. We offer material dealing with exercise, nutrition, healthy eating, importance of child socialization, positive parenting tips, infant/child milestones, infant and child development, infant care, immunizations, family planning, pregnancy, STD's, abstinence, domestic violence, teen specific topics, how parents and teens can deal with stress, crime prevention and car safety. We also have videos, books, brochures, flyers on numerous educational subjects. All these material are free to clientele which the material is purchased by general agency funds.

FUNDING SOURCES

General funds under San Benito County Health & Human Services Agency

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	Promote development of parenting skills and increase family stability.
PSSF Family Preservation	
PSSF Family Support	

PSSF Time-Limited Family Reunification	Individual, group and family counseling, linkages to domestic violence services, transportation, linkage to treatment services and to child care resource and referral.
PSSF Adoption Promotion and Support	
OTHER Source(s): (Specify)	**N/A**

IDENTIFY PRIORITY NEED OUTLINED IN CSA

San Benito County has a great need for families to receive counseling, substance abuse treatment and domestic violence services because the vast majority of the parents who we receive referrals on have these issues that trigger them to cause abuse.

San Benito has seen a 2.9% population increase, more than two thirds (69%) of the child population are Hispanic/Latino, 39% of the population over the age 3 of five speak a language other than English.

In San Benito County, the rate of calls for assistance relating to domestic violence per 1000 adults remained fairly stable 1998 and 2012, ranging between 6.0 to 8.8 calls per 1000 population. (This is calculated based on the adult population.)

Allegations are related to poor coping strategies related to discord in relationships and problem solving abilities. The program provides parents with positive strategies.

TARGET POPULATION

Families who have open child welfare cases in Family Reunification and High risk families that do not have open child welfare cases.

TARGET GEOGRAPHIC AREA

County wide

TIMELINE

SIP Cycle: 8/14/2014-8/14/2019; subject to change with notice and approval from CDSS.

EVALUATION

Desired Outcome	Indicator	Source of Measure	Frequency
Parents increase knowledge of stability and nurturing environments free from violence and drug exposure to their children.	75% of parents will reduce the risk to their children by decreasing or eliminating their substance use.	CWS/CMS and/or Safe Measures is how we will track the participation rates.	Monthly it will be reviewed by county.

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Client Satisfaction Questionnaires	Quarterly.	Surveys reviewed once received.	CSW will provide feedback to program regarding any concerns that arise.

CAPIT/CBCAP/PSSF Program and Evaluation Description

County: San Benito

Date Approved by OCAP: July 25th, 2014

PROGRAM DESCRIPTION

Program Name: Family Resource Center/Information & Referral

SERVICE PROVIDER: SAN BENITO COUNTY HEALTH & HUMAN SERVICES AGENCY

PROGRAM DESCRIPTION

The Family Resource Center (FRC) is separate division within San Benito County Health & Human Services Agency. At the FRC we have numerous educational materials for families who have children from ages 0-18 years old. We offer material dealing with exercise, nutrition, healthy eating, importance of child socialization, positive parenting tips, infant/child milestones, infant and child development, infant care, immunizations, family planning, pregnancy, STD's, abstinence, domestic violence, teen specific topics, how parents and teens can deal with stress, crime prevention and car safety. We also have videos, books, brochures, flyers on numerous educational subjects. All these material are free to clientele which the material is purchased by general agency funds. The Home Visitor at the Great Beginnings Program is the employee that provides linkages to services in the county. Referrals to the community will be provided to English and Spanish speaking clients.

FUNDING SOURCES

General funds under San Benito County Health & Human Services Agency

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	Information and Referrals
PSSF Family Preservation	
PSSF Family Support	
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s): (Specify)	N/A

Desired Outcome	Indicator	Source of Measure	Frequency
Increased access to services	90% of participants are linked to resources	# of referrals # of linkages	Quarterly
We will use hand counts to track the participation rates and they will be reviewed quarterly.			

IDENTIFY PRIORITY NEED OUTLINED IN CSA

Families are not familiar with the available local resources and services. Non-CWS clients need assistance to locate appropriate services. Stakeholders agreed that the largest need of the community is the provision of services that are bi-lingual and bi-cultural. The FRC has bi-lingual/bi-cultural staff, which addresses a need identified by the stakeholders in San Benito County.

TARGET POPULATION

Non-CWS Families

TARGET GEOGRAPHIC AREA

County wide

TIMELINE

SIP Cycle: 8/14/2014-8/14/2019; subject to change with notice and approval from CDSS/OCAP.

EVALUATION

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Verbal feedback from clients who receive information and referrals from FRC.	As needed, minimum/monthly.	Verbal feedback will be reviewed by staff and questionnaires will be reviewed by staff once received.	Staff will provide feedback to FRC and address issue with client if an issue or concern arises. This also applies to the feedback from the questionnaires.

CAPIT/CBCAP/PSSF Program and Evaluation Description

County: San Benito

Date Approved by OCAP: July 25th, 2014

PROGRAM DESCRIPTION

Program Name: Transportation, Substance Abuse Services, Child Care

SERVICE PROVIDER:

Program Name: San Benito County health & Human Services Agency

PROGRAM DESCRIPTION

San Benito County Health & Human Services Agency, Child Welfare Division offers referrals to individuals either for family counseling, group counseling or individually. Families are also linked to domestic violence services and clients are offered transportation to behavioral health sessions. In addition, clients are linked to inpatient, residential or outpatient treatment services and families are also linked to our local child care resource and referral office for those who are in need of child care while attending required services on their case plans. Clients will be referred to both English and Spanish speaking providers.

FUNDING SOURCES

General funds under San Benito County Health & Human Services Agency

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	
PSSF Family Preservation	
PSSF Family Support	
PSSF Time-Limited Family Reunification	Linkage to Individual, group and family counseling, domestic violence services, transportation, treatment services and to child care resource and referral.
PSSF Adoption Promotion and Support	
OTHER Source(s): (Specify)	N/A

IDENTIFY PRIORITY NEED OUTLINED IN CSA

San Benito has seen a 2.9% population increase, more than two thirds (69%) of the child population are Hispanic/Latino, 39% of the population over the age 3 of five speak a language other than English.

In San Benito County, the rate of calls for assistance relating to domestic violence per 1000 adults remained fairly stable 1998 and 2012, ranging between 6.0 to 8.8 calls per 1000 population. (This is calculated based on the adult population.)

Allegations are related to poor coping strategies related to discord in relationships and problem solving abilities. The program provides parents with positive coping strategies.

The most recent data (child care eligibility list) from the California Department of Education illustrates that the centralized waiting list increased remained at about 890 and then decreased in 2011 to 783. (CSA page 11)

The rate of hospitalizations among youth in San Benito County for mental health issues has been slightly higher than the statewide rate. (CSA Page 20)

TARGET POPULATION

Families who have open child welfare cases in Family Reunification.

TARGET GEOGRAPHIC AREA

County wide for and possibly out of county.

TIMELINE

SIP Cycle: 8/14/2014-8/14/2019; subject to change with notice and approval from CDSS/OCAP.

EVALUATION

Desired Outcome	Indicator	Source of Measure	Frequency
Parents increase knowledge of stability and nurturing environments free from violence to their children	75% of families are reunified	CWS/CMS will provide reunification data	Quarterly
Client data base is what we will use to track participation rates and it will be reviewed quarterly.			

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Services Retention Rate is the tool we will use	Monthly	CWS will provide feedback to supervisor	CSW and or supervisor will provide feedback to provider and address

			issue with client if an issue or concern arises

CAPIT/CBCAP/PSSF Program and Evaluation Description

County: San Benito

Date Approved by OCAP: July 25th, 2014

PROGRAM DESCRIPTION

Program Name: Adoptions (activities to expedite adoption process)

SERVICE PROVIDER: SAN BENITO COUNTY HEALTH & HUMAN SERVICES AGENCY FOR ALL PROGRAMS

Program Name: San Benito County health & Human Services Agency

PROGRAM DESCRIPTION

San Benito County Health & Human Services Agency, Child Welfare Division Adoption Social Workers provide intensive case management to our prospective adoptive parents to expedite the adoption process. In addition, MDT and group decision meetings are held and families and children receive assessments and screenings. Our social workers consult and review children in out of home care who need concurrent planning services. They assess and provide a written analysis of the adoptability of a child. They inform caregivers and birth families of provisions and availability of kinship adoptions, post-adoption contact agreements and related services. They provide feedback and coaching about the potential special needs of the child in placement and provide linkage to services for the children to include but not be limited to mental health, school based and in home parent assistance.

Additionally, the social workers provide relinquishment services for birth/legal parents who are considering the option of adoption. They recruit prospective and complete homes studies of prospective adoptive families.

FUNDING SOURCES

General funds under San Benito County Health & Human Services Agency

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	
PSSF Family Preservation	
PSSF Family Support	
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	Pre adoption services Examples include but not limited to:

	Intensive case management, children receive assessments and screenings, multi-disciplinary and group decision meetings, transportation
OTHER Source(s): (Specify)	**N/A**

IDENTIFY PRIORITY NEED OUTLINED IN CSA

Our agency contracts with state adoptions located in Fresno. 44.4% of children in foster care who become legally free for adoption during the year to discharge to a finalized adoption in less than 12 months is below the Federal Standard of 53.7%. Together we have identified the following barriers: Most placements resources are out of county, FFA placements resource homes often agree to commit to adoption and are designated as concurrent homes but they have not been fully home studied or approved for adoption. The FFA's may conduct their own home studies; a process that is lengthy and can delay finalization, lack of mental health resources for out of county placement, families unprepared for the symptomatic behaviors of children, placement resources for children freed for adoption are committing but then disrupting, adoptive parents not completing paperwork, backlog of closing cases after finalization skews numbers. **The strategies to address the barriers are the following:** Efforts to improve out of county service delivery (partner with Behavioral Health), continue to improve/address concurrent planning as an ongoing, primary conversation with all family members, identify more relative family placement resources for children, earlier referrals to state adoptions for low risk to reunify families, family meetings at onset of case, utilizing safety-organized practice strategies to have family-informed decisions pertaining to alternate permanency planning and case workers assist adoption workers with reminders to resource families to complete/follow up on Home Study information needed.

TARGET POPULATION

Prospective adoptive families/concurrent families who have Child Welfare Cases going through Adoption services.

TARGET GEOGRAPHIC AREA

County wide for all funding sources and outside of our county as well for PSSF Adoption Promotion and Support

TIMELINE

SIP Cycle: 8/14/2014-8/14/2019; subject to change with notice and approval from CDSS.

EVALUATION

Desired Outcome	Indicator	Source of Measure	Frequency
Increase timeliness for adoptions in our county	75% of our adoptions will be completed timely within twelve months.	CWS/CMS	monthly
Client data base is what we will use to track participation rates and the data will be reviewed monthly.			

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Child welfare adoption staff communicating with prospective adoptive families limit barriers	As needed, minimally monthly	Data reviewed monthly and staff will assess client satisfaction	If problem is identified, Supervisor will address it to staff to resolve issue and ensure continuous Quality improvement

Attachments

Notice of Intent

CAPIT/CBCAP/PSSF PROGRAM FUNDING ASSURANCES

FOR SAN BENITO COUNTY

PERIOD OF PLAN 8/14/2014 THROUGH 8/14/2019

DESIGNATION OF ADMINISTRATION OF FUNDS

The County Board of Supervisors designates San Benito County Health and Human Services Agency as the public agency to administer CAPIT and CBCAP.

W&I Code Section 16602 (b) requires that the local Welfare Department administer the PSSF funds. The County Board of Supervisors designates San Benito County Health and Human Services as the local welfare department to administer PSSF.

FUNDING ASSURANCES

The undersigned assures that the Child Abuse Prevention, Intervention and Treatment (CAPIT), Community Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) funds will be used as outlined in state and federal statute[1]:

- Funding will be used to supplement, but not supplant, existing child welfare services;
- Funds will be expended by the county in a manner that will maximize eligibility for federal financial participation;
- The designated public agency to administer the CAPIT/CBCAP/PSSF funds will provide to the OCAP all information necessary to meet federal reporting mandates;
- Approval will be obtained from the California Department of Social Services (CDSS), Office of Child Abuse Prevention (OCAP) prior to modifying the service provision plan for CAPIT, CBCAP and/or PSSF funds to avoid any potential disallowances;
- Compliance with federal requirements to ensure that anyone who has or will be awarded funds has not been excluded from receiving Federal contracts, certain subcontracts, certain Federal financial and nonfinancial assistance or benefits as specified at http://www.epls.gov/.

[1] Fact Sheets for the CAPIT, CBCAP and PSSF Programs outlining state and federal requirements can be found at: http://www.cdsscounties.ca.gov/OCAP/

In order to continue to receive funding, please sign and return the Notice of Intent with the County's System Improvement Plan to:

California Department of Social Services
Office of Child Abuse Prevention
744 P Street, MS 8-11-82
Sacramento, California 95814

County Board of Supervisors Authorized Signature	Date 9/23/14
Print Name Jerry Muenzer	Title Chairman

CAPIT/CBCAP/PSSF Expenditure Workbook
Proposed Expenditures
Worksheet 1

Appendix X

(1) DATE SUBMITTED: 5/20/14 (2) DATES FOR THIS WORKBOOK 8/1/14 thru 8/31/19 (3) DATE APPROVED BY OCAP Internal Use Only

(4) COUNTY: SAN BENITO (5) PERIOD OF SIP: 8/1/14 thru 8/31/19 (6) YEARS 5

(7) ALLOCATION (Use the latest Fiscal or ACL County Information Notice for Allocation): CAPIT: $ 75,833 CBCAP: $24,016 PSSF: $42,277

No.	Program Name	Applies to CBCAP Programs Only	Name of Service Provider	Service Provider is Unknown. Date Revised Workbook is to be Submitted to OCAP	CAPIT: Dollar amount to be spent on CAPIT Programs	CAPIT is used for Administration	CBCAP: Dollar amount to be spent on CBCAP Programs	CBCAP is used for Administration	PSSF: Dollar amount to be spent on Family Preservation	PSSF: Dollar amount to be spent on Family Support	PSSF: Dollar amount to be spent on Time-Limited Reunification	PSSF: Dollar amount to be spent on Adoption Promotion & Support	PSSF: Dollar amount of PSSF allocation to be spent on PSSF activities (Sum of columns G1-G4)	PSSF is used for Administration	OTHER SOURCES: Dollar amount from other sources	NAME OF OTHER: List the name(s) of the other funding source(s)	TOTAL: Total dollar amount to be spent on this Program (Sum of Columns E, F, G5)
A	B	C	D1	D2	E1	E2	F1	F2	G1	G2	G3	G4	G5	G6	H1	H2	I
1	Court Ordered Parent Education		San Benito County HHSA		$24,500		$0		$0	$0	$0	$0	$0		$0	First Five	$24,500
2	The Great Beginnings Program	Direct Service	San Benito County HHSA		$30,333		$21,500		$8,400	$8,400	$0	$0	$16,800		$0		$68,633
3	Respite Care (Receiving Home)		San Benito County HHSA		$21,000		$0		$0	$0	$0	$0	$0		$0		$21,000
4	FRC	Information & Referral	San Benito County HHSA		$0		$2,516		$0	$0	$0	$0	$0				$2,516
5	Transportation, Substance Abuse, Child Care		San Benito County HHSA		$0		$0		$0	$0	$8,400	$0	$8,400		$0		$8,400
6	Activities To Expedite Adoption Process		San Benito County HHSA		$0		$0		$0	$0	$0	$8,400	$8,400		$0		$8,400
7					$0		$0		$0	$0	$0	$0	$0		$0		$0
8					$0		$0		$0	$0	$0	$0	$0		$0		$0
9					$0		$0		$0	$0	$0	$0	$0		$0		$0
10					$0		$0		$0	$0	$0	$0	$0		$0		$0
11					$0		$0		$0	$0	$0	$0	$0		$0		$0
12					$0		$0		$0	$0	$0	$0	$0		$0		$0
13					$0		$0		$0	$0	$0	$0	$0		$0		$0
14					$0		$0		$0	$0	$0	$0	$0		$0		$0
15					$0		$0		$0	$0	$0	$0	$0		$0		$0
	Totals				$75,833		$24,016		$8,400	$8,400	$8,400	$8,400	$33,600		$0		$133,449
									25%	25%	25%	25%	100%				

CAPIT/CBCAP/PSSF Expenditure Workbook
CBCAP Programs
Worksheet 2

Appendix X

(1) COUNTY: SAN BENITO (2) YEARS: 2014 thru 2019

No.	Program Name	Logic Model			EBP/EIP ONLY						Parent Involvement Activities		
					EBP/EIP Level As determined by the EBP/EIP Checklist								
		Logic Model Not Applicable	Logic Model Exists	Logic Model Will be Developed	Program Lacking support (Level 0)	Emerging & Evidence Informed Programs & Practices (Level 1)	Promising Programs & Practices (Level 2)	Supported (Level 3)	Well Supported (Level 4)	EBP/EIP Checklist is on file or N/A	Planning	Implementation	Evaluation
A	B	C1	C2	C3	D1	D2	D3	D4	D5	D6	E1	E2	E3
2	The Great Beginnings Program			X		X						X	
4	Family Resource Center	X			X						X		