

# California – Child and Family Services Review Signature Sheet

For submittal of: CSA  SIP  Progress Report

County	San Joaquin County
SIP Period Dates	2011 - 2014
Outcome Data Period	Quarter 1 2013

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### Board of Supervisors (BOS) Signature

BOS Approval Date	
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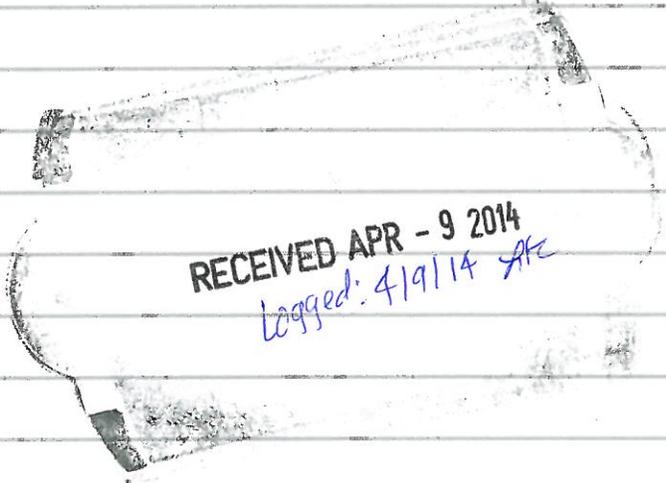
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# California Child and Family Services Review

## Annual SIP Progress Report

2011-2014



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# Table of Contents

PURPOSE OF THE SIP PROGRESS REPORT..... PAGE 2

SIP PROGRESS NARRATIVE..... PAGE 3

STATE AND FEDERALLY MANDATED CHILD WELFARE/PROBATION INITIATIVES ..... PAGE 13

FIVE-YEAR SIP CHART ..... PAGE 15

# Purpose of the SIP Progress Report

## INTRODUCTION

The San Joaquin County System-Improvement Plan (SIP) outlines strategies that the San Joaquin County Human Service Agency's - Child Welfare Services (CWS) and San Joaquin County Probation Department (PD) have implemented over the three year cycle to improve outcomes for children and families. The SIP is one of three components of an evaluation and planning process mandated by AB 636, the Child Welfare System Improvement and Accountability Act of 2001.

AB 636 mandates that every county undergo a self-assessment, qualitative case review process, and system-improvement plan every three years. It shifts child welfare services to an outcomes-based system and promotes key reforms, such as partnering more actively with the community, sharing responsibility for child safety, strengthening families, and assuring the fairness and equity of service delivery and outcomes. Child Welfare Services and the Juvenile Probation Division (JPD) must analyze, in collaboration with key partners, performance on critical child welfare outcomes and develop plans to build on systemic strengths and overcome weaknesses.

The 2011 SIP marked the beginning of a third triennial cycle for Child Welfare Services and the Juvenile Probation Division, and incorporates the findings of the 2010 County Self-Assessment (CSA) and the 2010 Peer Quality Case Review (PQCR), as mandated by AB 636. The PQCR was completed in March 2010 by both CWS and JPD. In interviews with peers from selected counties, child welfare staff identified strategies to address reentry following reunification and juvenile probation staff identified strategies related to supporting youth in their transition to adulthood. The County Self-Assessment, which outlines system strengths and areas for improvement, was also completed in 2010 through a community planning process.

This progress report will provide a written analysis of current outcome data performance, status of San Joaquin County's strategies and action steps, including any updates. Additionally, it will provide an analysis of strengths and barriers encountered during implementation, outcome measures not meeting national standards, and state and federally mandated initiatives.

## STAKEHOLDERS PARTICIPATION

The community, public and private agency partners have constituted the Child Welfare and Juvenile Probation Core Team for San Joaquin County. This has been accomplished primarily through the work done by the San Joaquin County Office of Education, the Children's Services Coordinating Commission (CSCC), the Differential Response Collaborative, the FOCUS Program, the Disproportionality Project, and multiple representations by CWS and JP personnel on Community-Based Organizations (CBO's), and public agencies. Many of the same members have participated in development of previous CAPIT, CBCAP, and PSSF plans, allowing for smooth integration of the Three-Year Plan and County Self-Assessment in 2010-2011. Members of the entire team were first convened in August 2010 and various smaller group and individual meetings have been a continual process through the

development of the CSA and SIP. A community survey was used to reach as many members of the community-at-large as possible; with a resounding 1,745 surveys returned to provide insight into the community's needs.

## SIP Progress Narrative

### CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS

San Joaquin County Child Welfare Services identified two outcomes to focus on for the 2011 – 2014 System Improvement Plan. The outcome data and progress towards improvement in this area is as follows:

#### C 1.4 Re-entry Following Reunification

The Re-entry Following Reunification outcome has been an area of focus for San Joaquin County. The data from January 1, 2009 – December 31, 2009 shows children within San Joaquin County re-entered foster care within 12 months of exiting at a rate of 15.2%. The rate of re-entry into foster care was 18.8% during Q1 of 2010 and 16.4% during Q2 of 2010. The national goal is 9.9% and the state average is 11.9%. San Joaquin County's target improvement goal is to reduce the percentage of children re-entering care in the year following exit to the state average of 11.9%. According to the Child Welfare Dynamic Report Q1 2013, the County rate in this measure is 17.9%, approximately an average between Quarter 1 of 2010 and Quarter 2 of 2010.

Although the current data shows there has not been a reduction in the percentage of children re-entering care in the year following exit, the changes that have been made to the Team Decision Making program and policies will inevitably impact this area in a positive way. The original SIP report speaks to Team Decision Making meetings being held at all critical decision points in a case; however, it was discovered that the County was not fully using TDM's the way they were designed to be used. Furthermore, San Joaquin County was not an "official TDM County". Once this was discovered, the direction of TDM implementation made a shift. A request was made to UC Davis to obtain a TDM Trainer/Coach and conduct a focus group to discuss thoughts about current practices, proposed changes and implementation. TDM's will now be held in connection with placement changes (prior to removing a child/youth (emergency or considered), prior to any change of placement for a child/youth already in care and prior to making a permanent plan (including reunification, termination of parental rights, guardianship, emancipation or planned permanent living arrangement). The social workers were trained by UC Davis TDM Coach Karrie Biehle July 23 – July 25, 2013. The TDM facilitators were trained by UC Davis TDM Coach Karrie Biehle July 29 – August 1, 2013. The TDM protocol was officially implemented on November 12, 2013. Additionally, the TDM unit has now expanded from 3 full-time positions to 4 full-time positions. Child Welfare is expanding with new employees being hired over the past year in varying programs. Vacant positions were back filled and new positions are being created to expand programs within the Agency. Further discussion about changes to the TDM practice will be discussed in the "Strategy Status" section of this report (Strategy 2).

## **S1.1 No Recurrence of Maltreatment**

Recurrence of abuse and neglect is a safety measure that has been a priority within San Joaquin County. During the time period of October 1, 2009 to March 31, 2010, 92.7% of children who were victims of a substantiated maltreatment did not have a subsequent substantiated referral within six months. The national goal is 94.6% and the state average is 93.2%. According to the Child Welfare Dynamic Report Q1 2013, the County rate for this measure is 92.9%. This is an improvement in the rate since the time of strategy selection, which was 92.7%.

The increase in this area can be attributed to the success of the Differential Response (DR) programs. The communication between Child Welfare and the Differential Response Community Based Organizations (CBO) has greatly improved since the beginning of the SIP. There are four CBO's who have contracts to provide Differential Response services. Previously, each agency had a liaison (a supervisor within the Intake and Assessment (I&A)/Emergency Response program) assigned to them, who was able to answer clarifying questions, connect them to the referring social worker, etc. The social workers appear to understand the value of the DR program and referral rates remain high. There is no longer an I&A supervisor attached as a liaison to each CBO because communication has improved between CBO case managers and staff. The DR agencies do an annual presentation at the Joint I&A Meetings with I&A staff to update the referring social workers on the services they offer and share family success stories.

Additionally, San Joaquin County's dedication to address Disproportionality efforts has also had a positive influence on this outcome measure. The data has improved in this area for the County. In 2005 substantiated cases of child abuse and neglect for African American children in California were 25.9 per 1,000. The rate for San Joaquin County for that same time period was 27.7. In 2012, California's rate dropped to 22.7 while San Joaquin County's rate dropped significantly to 15.7 per 1,000. Notable reductions were also seen in the number of African American children entering the foster care system for the first time. In 2005, the rate per 1,000 was 8.7 for California and 8.0 for San Joaquin County. In 2012, the rate in California dropped to 8.4 while the rate in San Joaquin County dropped to 6.7. Further discussion about these efforts will be discussed in the "Strategy Status" section of this report (Strategy 5).

## **STRATEGIES STATUS**

San Joaquin County has made significant progress in implementing the strategies identified during the development of the SIP.

**Strategy 1:** Implement a "warm hand-off" system as cases move from one social worker to another. This system will entail a face-to-face staffing between sending and receiving social workers and client introductions where possible. In tandem with this process, a new form is being devised to transmit pertinent case factors as well as a "check-off" list of CWS/CMS mandatory data entry fields to insure more complete information is contained in the CWS/CMS system.

### Strategy 1 Action Steps:

- A. Develop protocol for “warm hand-off” of all cases (completed)  
**UPDATE:** In January of 2012, the “warm hand off” protocol was finished and presented to all staff. Finding mutually available time for transferring a receiving SW to accomplish the warm hand off continues to be an issue, although the frequency has improved. The Child Welfare Division Chiefs of the case carrying units are working to develop a more systematic way to collect statistics on warm hands off. The consensus is that the social worker who receives the case is responsible for keeping track of when the warm hand off takes place. The supervisors of case carrying units collect the statistics of their individual social workers and will review the statistics for accuracy.
- B. Develop and conduct training of new protocol to 90% of all relevant social workers, supervisors, and administrative staff.  
**UPDATE:** Training for Division II was completed on October 15, 2012, Division III on February 2, 2012. New staff will be trained on the “warm hand-off” policy by their immediate supervisor.
- C. Monitor and evaluate new protocol usage to determine 90% compliance and effectiveness.  
**UPDATE:** Statistics on warm hand offs are gathered by each unit supervisor and reviewed by the CWS Division Chiefs to ensure 90%+ compliance by case carrying units.

**Strategy 2:** Redesign and implement evidence-based Team Decision-Making (TDM) into critical points in a case.

### Strategy 2 Action Steps:

- A. Develop an evidence-based method of providing TDMs with a documented plan for implementation.  
**UPDATE:** In the winter of 2012, TDM staff learned of facilitator training that was made available in the Fresno area for different counties operating TDM programs. San Joaquin County attempted to register TDM staff and learned that the training was only being offered to those counties who had been following the TDM model as prescribed by UC Davis’ Resource Center for Family-Focused Practice. A meeting with representatives from the Resource Center revealed that in order to be eligible to receive training and on-going support from the Resource Center, San Joaquin County would need to follow the TDM model in the same manner that other counties do. This would entail holding TDM meetings before any and all placement changes occur; following the same meeting format and structure for every meeting; and entering data about each meeting into a centralized database. Following discussions with management staff and focus groups comprised of supervisors and social workers, it was agreed that San Joaquin County would benefit from adopting TDM. A collective decision was made to work towards becoming an “official TDM county” to include gradually implementing the needed changes to our existing model while providing needed training to our facilitators and all child welfare staff. Additionally, a TDM workgroup was developed; comprised of both

internal child welfare staff and community members and service providers. Policies and procedures were developed and fully implemented on November 12, 2013.

- B. Provide appropriate training to facilitators, social workers, supervisors, and legal system on evidence-based methodology and the importance of TDM practices; ensuring that 100% of facilitators are properly trained and that 90% of social workers, supervisors, and members of the legal system receive some form of education and/or training

**UPDATE:** In July 2013, UC Davis provided TDM training to all staff, supervisors and managers. TDM facilitators participated in 4-day training. Training for community members, community based organizations, Judges, attorneys, foster family agencies and county licensed foster parents participated in training in September 2013.

- C. Full implementation of TDMs in 90% of critical points from pre-detention through reunification.

**UPDATE:** TDM's are held for all removals or potential removals. Effective November 12, 2013, TDMs are held in connection with placement changes (prior to removing a child/youth (emergency or considered), prior to any change of placement for a child/youth already in care and prior to making a permanent plan (including reunification, termination of parental rights, guardianship, emancipation or planned permanent living arrangement).

The official adjustment in TDM practice happened in Spring 2013 and this resulted in an increase in the number of TDM meetings held.

Statistics on TDMs held:

October 2012: 28

November 2012: 22

December 2012: 21

January 2013: 24

February 2013: 25

March 2013: 31

April 2013: 40

May 2013: 51

June 2013: 57

July 2013: 58

August 2013: 88

September 2013: 73

October 2013: 85

- D. Monitor and evaluate new protocol usage to determine 90% compliance and on-going effectiveness through self-assessment and client satisfaction surveys.

**UPDATE:** TDM policies and practices were developed and implemented on November 12, 2013 to specify when a TDM will be held. Stats collected from this point forward will accurately depict TDM usage at placement changes. Client satisfaction surveys are provided at the end of each TDM meeting. There is a "Social Worker Development Tool" that supervisors will use when observing their staff in a TDM to determine the quality of their participation in the TDM and areas of improvement. There is a "TDM Facilitator Tool" that the TDM

supervisor uses when observing a facilitator during a TDM to determine the quality of their facilitation and areas of improvement.

**Strategy 3:** Conduct a system of graduated visits between children and parents to identify concerns before reunification. Conduct a pre-reunification TDM and follow-up case management administered by a Community Based Organization (CBO) before and immediately following reunification.

**Strategy 3 Action Steps:**

A. Before full reunification occurs, families will begin a graduated method of visits, depending on family needs. At each point in reunification plan, the social worker, parents, children, and foster parents will discuss strengths and barriers and develop solution-focused responses to issues. Goal would be for this to occur in 90% of reunifications. A possible scenario would be:

- Unsupervised day visit at parents residence
- Overnight visit
- Week-end visit
- Week-long visits
- Stagger children if more than one child is reunifying

**UPDATE:** All cases are staffed with SWS's who address the transition process of returning minors home. This process includes extended visitation, TDM's, assisting parents in understanding any medical needs of the child, encouraging parental involvement with the child's school, family therapy, wrap-around services (if indicated), and other services as necessary. Graduated visitation schedules are used 90% of the time.

B. Using the information gathered through graduated reunification process, as well as other case relevant information, social worker will fill out a TDM/Case Management packet six weeks before reunification. Contracted CBO will work with assigned social worker to set-up a TDM pre-reunification. If reunification occurs with less time available, the social worker will request a "rush" TDM. Goal is for this to occur in 90% of reunification as confirmed through SafeMeasures™.

**UPDATE:** Effective November 12, 2013, a TDM will be held prior to a placement change, including children returning home. A representative from the FOCUS (Families on Course Unite Successfully) program will attend the exit TDM meetings to meet the family. A referral to the FOCUS Program will be made approximately 60 days prior to the case being dismissed from dependency. The FOCUS meeting will establish services available and case management goals for the next 3 -6 months post dismissal of the CPS case.

C. Contracted CBO will provide up to three months of extensive, in-home case management to family upon reunification. The goal is to provide case management services in 90% of open Family Maintenance cases; client satisfaction surveys will provide constructive critique of program.

**UPDATE:** CBO is providing 3 months of case management but that time frame can be and is often extended on a case-by-case basis when indicated. Completed on all cases except where child has to be re-detained or occasions when parents refuse continuing voluntary services.

D. Provide education to legal community, foster parents and social workers on how process works.

**UPDATE:** CBO and agency TDM staff have met with social workers, attorneys and judges about FOCUS meetings. TDM's are covered during foster parent orientation training. TDM training for community members, community based organizations, Judges, attorneys, foster family agencies and county licensed foster parents took place in September 2013.

**Strategy 4:** Continue to monitor individual and unit compliance for Structured Decision-Making (SDM), a standardized risk-assessment tool, throughout all aspects of the case.

**Strategy 4 Action Steps:**

- A. Continue to monitor individual and unit compliance for SDM to identify issues; including training issues. Ensure 90% or greater compliance.  
**UPDATE:** From Sept 2012 – August 2013, the SDM Safety assessment completion rate was 89.4%. The SDM Family Strength & Needs assessment was completion rate was 55.12%. The interim Child Welfare Division Chief over the Court and FSW programs has provided training to improve the completion rate for this area. The SDM Safety and Risk Assessments completed at closure was 88.34%. Monthly SDM compliance (via SafeMeasures) reviewed by Division Chief and supervisors. Progress is monitored and discussed in weekly supervision.
- B. Educate staff on the use of SafeMeasures™ to assist with identifying case specific issues and providing remedy prior to performance issues.  
**UPDATE:** Supervisors continue to raise staff awareness of the SafeMeasures tool in program and unit meetings.
- C. Review and discuss CWS overall implementation and performance at monthly Management Meetings; include impact on Disproportionality issues.  
**UPDATE:** Discussion and feedback occurs during monthly Management meetings with administrative and supervisory staff as well in Disproportionality meetings.

**Strategy 5:** Continue to expand on the Disproportionality Project.

**Strategy 5 Action Steps:**

- A. Continue to hold regularly scheduled meetings with a focus on forward motion and progress.  
**UPDATE:** Disproportionality Committee meetings are held monthly at the agency. Meetings include representatives from CPS, CBOs, parent partners and youth.
- B. Develop mechanisms for updating and keeping all relevant data/progress made by the Disproportionality Team.  
**UPDATE:** Emails are sent out to Disproportionality work group participants after every meeting. Email reminders of the meetings are also sent out prior to each meeting.

**Strategy 6:** Increase the availability of relative and Non-Related Extended Family Members (NREFM) placements and place children in approved homes as soon as possible.

**Strategy 6 Action Steps:**

- A. Enhance relative searches by the standard use of Lexis/Nexis™ to identify as wide a range of relatives as possible for placements.  
**UPDATE:** Concurrent planning staff members use Lexis/Nexis to find family members when none have been identified by the family. There has been a slight decrease in the usage due to case carrying social workers providing names to relative assessment social workers, thus there is no need to do a further Lexis/Nexis search. There have been some staffing changes in this program, which may have also contributed to the decrease; however, currently the unit is fully

staffed. Currently, there is one relative assessment social worker who has not been trained in use of the Lexis/Nexis program and does not have a user account. When she needs to perform a Lexis/Nexis search, she asks one of her unit members who have access to the account to perform the search for her. There are efforts being made to have an account transferred to this relative assessment worker. This should occur prior to Spring 2014.

- B. Incorporate TDMs at critical points in the case, including pre-detention and prior to any placement changes.

**UPDATE:** TDMs are now held in connection with all placement changes. Relative/ NREFM assessments and placements are discussed at the TDM meetings.

- C. Develop a parent advocate/mentor to participate in TDM's.

**UPDATE:** A parent partner has been identified and is working with the TDM workgroup. Her name is Roxann Miller-Woodward. She will continue to be available for consultation and review of documents that will be sent to parents.

**Strategy 7:** Increase the availability and utilization of evidence-based techniques in identifying relative, foster parent and adoptive family recruitment.

**Strategy 7 Action Steps:**

- A. Explore other county's methods for providing these services and develop programs that match with San Joaquin County's needs.

**UPDATE:** The Licensing Unit is connected to the community and has increased advertisement at local community events. The Recruitment Coordinator is involved in the Disproportionality Project, so where there are community events, the Recruiter is also present or makes recruitment literature available for those events. The licensing unit is utilizing public service announcements on TV, local multi-media advertising, billboards, local fairs and booths at local community events to raise awareness regarding the need for foster and adoptive parents. In February 2012, the Foster Care Recruiter contacted a staff member from Yolo County and was informed that they created a tri-fold brochure, advertising foster care recruitment, and provided copies to their local utility company. The utility company in Yolo County then included the brochures when they sent the monthly bill to customers. As a result of this information, our Foster Care Recruiter created a tri-fold brochure and contacted our local utility company in San Joaquin County. However, the utility company responded that they could not insert the brochures in their mailings. The Foster Care Recruiter continues to use the brochures to pass out during recruitment events. Additionally, she worked with a marketing company to put up billboards throughout the county advertising foster care recruitment. She will continue to explore other methods from other counties.

**Strategy 8:** Increase the availability and utilization of evidence-based practices; specifically through parenting curriculums and reliable research-based practices.

**Strategy 8 Action Steps:**

- A. Develop a Parenting Program Request for Proposals and provide contract for Parenting Program that best meets the needs of San Joaquin County parents and issues, as outlined in the County Self-Assessment.

**UPDATE:** New Request for Proposal initiated for a new Parenting program was awarded to Women's Center Youth and Family Services on September 20, 2013, for the contract period of December 1, 2013 through November 30, 2015.

- B. Provide Parenting Classes for all parents involved in CWS and the DR Program who would benefit from it; either as part of case plan or court ordered.

**UPDATE:** Parenting classes are made an integral part of the case plan in all instances where parenting skills have been deemed sub-standard.

- C. Develop a monitor process to ensure progress for 75% of parents in Parenting Classes; through role-plays, pre- and post-tests, and surveys.

**UPDATE:** The specifications of the RFP direct the parenting program provider to require participants to demonstrate "hands-on" skills prior to graduation. Of the parents who enroll, 51% completed the program in the grant year ending November 2013. 100% of the parents who completed the parenting program showed improvement from the pre-assessment test to the post-assessment test. The average increase percentage of change from pre-assessment test to post-assessment test was a 26% to 35% increase. 100% of the parents who completed the program expressed improvement through surveys. 100% of the parents who completed the program demonstrated through role-play the ability to utilize the skills they acquired in effective techniques.

**Strategy 9:** Continue to improve on Differential Response Program (DR) by expanding the number of referrals and encouraging contracted CBO's to increase their client engagement rates through employee training and professional development.

#### **Strategy 9 Action Steps:**

- A. Continue to partner with Community-Based Organizations (CBO's) to ensure appropriate DR referrals and supports.

**UPDATE:** DR contracts are current through February 2014 and the agency continues to generate a high level of referrals to the CBOs. Because the DR program has remained fairly consistent with their staffing the need for regularly scheduled meetings has decreased.

Additionally all DR agencies participate in the Disproportionality workgroup, thus having monthly access to CPS staff including the Division I Chief. Each CBO continues to have a CPS supervisor contact person to contact regarding any issues or problems they are encountering. The option to meet as a larger group is available and all CBO managers are aware of that. The DR case managers continue to meet as a group but CPS is not involved in their meetings.

- B. In partnership with existing CBO's offering DR services, continue to improve and expand the program.

**UPDATE:** There is continued focus on referrals along with Disproportionality Committee work on engagement strategies. The case managers do annual presentations for CPS staff and during those meetings there is open dialogue regarding what is working well and what could be improved. Most recently it was agreed that case managers would be provided with the email addresses for CPS staff that refer cases to them. Upon assignment of a family the referring social worker would receive an email. This has increased communication between the social workers and the case managers leading to better service delivery and increased referrals as the social workers hear more about the work being done with their specific families.

- C. Continue to integrate proper utilization of SDM assessment tool from the Cover Center through Intake & Assessment units to ensure appropriate DR Path 1 and Path 2 referrals.

**UPDATE:** Supervisors in the Intake and Assessment program are to review the SDM hotline tool on all referrals, including referrals evaluated out to DR. The SDM Safety and Risk Assessments are used for referrals sent to DR for case management after a CPS investigation. The supervisors are to discuss the tools with the social worker and review the definitions to be sure the correct criteria is being used. SDM hotline tool completed over 97% of all referrals as confirmed by October 1, 2013 to October 31, 2013 SafeMeasures data.

**Strategy 10:** Continue to increase awareness of and referral frequency to DR.

**Strategy 10 Action Steps:**

- A. Continue to increase staff awareness and utilization of Differential Response.  
**UPDATE:** From Q3 2012 to Q2 2013, there were 2700 referrals submitted to the 4 contracted DR agencies. There is currently a high level of awareness and usage of the DR Program. Social Workers have come to be aware that DR services are valuable and utilization rates are high.
- B. In partnership with contracted community-based organizations, continue monthly review of utilization and outcome of Differential Response referrals.  
**UPDATE:** Feedback forms are completed by CBOs at close of case management referral and sent to HSA for review. Client satisfaction surveys are left with the clients at the CBO's last contact and are mailed in.

**PROBATION**

San Joaquin County Probation Department identified one outcome to focus on for the 2011 – 2014 System Improvement Plan – Supporting Youth in Their Transition to Adulthood and Assisting in the Establishment of Meaningful Connections for Youth. The outcome data and progress towards improvement in this area is as follows:

**Strategy 1:** Develop a tracking system/method to maintain contact with emancipated foster youth and to meet federal requirements of the National Youth in Transition Database (NYTD).

**Strategy 1 Action Steps:**

- A. Implement an incentive program to engage youth in maintaining contact to ensure the collection of data through age 21.  
**UPDATE:** At this time the incentives are available as a check mailed to the address provided by the youth. There are no gift cards available due to internal County policy. Emancipating youth are given contact information for the County ILP Coordinators and encouraged to keep in contact for various forms of assistance. Youth are also encouraged to keep in contact with their former Probation Officer.
- B. Develop and implement a training program for care givers to ensure collection of data.  
**UPDATE:** At this time the Probation Officer provides caregivers with information regarding the benefits of ILP aftercare and the importance of completing the NYTD survey in a timely manner. The Probation Officer will follow up with the caregivers when youth have not responded to the survey.

**Strategy 2:** Ensure each youth emancipating from the foster care system is connected to an involved and supportive adult or lifelong connection.

### **Strategy 2 Action Steps:**

- A. Identify potential lifelong connections for youth at the 90-day transitional emancipation conference, SMART committee, parent meeting, and regular placement visits.

**UPDATE:** Deputy Probation Officer discusses possible connections with the youth during face to face contacts; furthermore connections are identified during permanency planning.

- B. Utilize the Family Finder process for parent/relative search for family and/or mentor supports. Utilize Lexus/Nexis for family finding functions. Explore ILP services to assist the youth to identify supportive adults.

**UPDATE:** Effective April 2013 family finding is conducted on all youth coming under Probation's jurisdiction. Letters are being sent to potential relatives/lifelong connections. Lexus/Nexis is utilized to identify possible lifelong connections.

**Strategy 3:** Ensure each youth emancipating from the foster care system is provided with all needed emancipation information (i.e. birth certificate, state identification cards, social security card, credit check, resource pamphlet, etc).

### **Strategy 3 Action Steps:**

- A. Develop and implement a checklist of the legal documentation to supply to all emancipating youth.

**UPDATE:** This process in place and being used.

- B. Develop and implement training for probation officers and care givers on how to obtain the needed information.

**UPDATE:** Probation Officers are continuously being trained to obtain all the necessary documents.

- C. Develop and implement training for probation officers to assist youth with obtaining legal immigration status when needed.

**UPDATE:** The Probation Department received training in this area and will use experienced internal personal if necessary.

## **BARRIERS TO IMPLEMENTATION**

San Joaquin County has a strong commitment to overcoming any barriers that become apparent during the implementation process. One of the current barriers that have been encountered has been the implementation of the "official" Team Decision Making practices and policies.

San Joaquin County has been practicing Team Decision Making (TDM) for several years now and this was a tool many social work staff appreciated and utilized to help guide their practice and decision making. Approximately 9 months ago, however, the County was informed that the current way of conducting TDM's did not adhere to the original philosophy and true intent of the TDM model – to hold a TDM meeting prior to any and all placement changes beginning with the initial removal of a child from his/her home. As a County, the decision was made to implement TDM as it was intended and undertook a formal implementation process. This would involve training of all social workers, supervisors, facilitators and the

general community. Several staff members were accustomed to the original format of a TDM meeting and have resisted the changes resulting from the formal implementation. Nonetheless, the County is committed to proceeding and helping support staff in the transition while maintaining the integrity behind the intent of the program.

Another barrier is surrounding the development of a more effective way of collecting data. Not all case carrying units collect and provide statistics on the number of cases received and transferred within one month. Therefore, it is difficult to track to true occurrence of warm hand offs and case transfers. A more systematic method for collecting data will be developed and a more accurate assessment can be conducted on the data.

For Probation involved youth, the collection of NYTD survey data continues to be problematic. Youth may either be continuing a criminally oriented lifestyle or simply want no further contact with Probation Officers as youth were difficult to contact, refusing to speak with Probation Officers or return calls. During the recent NYTD survey of 19-year-olds, one youth appeared to flee over a back fence rather than find out why Probation Officer has come to the home. At statewide meetings and conference calls, this appears to be a universal issue for Probation Departments at the NYTD survey. In an effort to increase participation in future, youth who take their first survey while in care are reminded of future surveys, the incentives offered and that Probation Officers will be contacting them in the future.

Within the Probation Department, the Placement Unit is operating with vacancies and seeing increasing numbers in placement youth, particularly due to AB12 and that most youth opt-in and continue to need a high level of care.

## **OTHER SUCCESSES/PROMISING PRACTICES**

One of the promising practices within the Agency is the redevelopment of the Team Decision Making process. The entire focus has changed to TDM's occurring at every placement change. The statistics show a significant increase in the amount of Team Decision Making meetings that are being held within the Agency. In January 2013, there were 24 TDMs held; and in just 6 months, this number doubled - in July there were 58 TDMs held. A significant increase in the number of TDM's is anticipated with the roll out of the official TDM practices and policies and it is believed that this promising practice will favorably impact the Re-entry Following Reunification outcome measure.

A success within San Joaquin County is the continued alliance with Differential Response Community Based Organizations. At the beginning of the SIP cycle, the relationship was in the development stages and the Agency met with the CBO's on a monthly basis. After approximately a year, the meetings reduced to quarterly meetings and currently the agency meets with the CBO's approximately once per year or as needed. Referrals to the CBO's continue to be high, which further suggests that social workers see the value in differential response services. This has positively impacted the increase in the No Recurrence of Maltreatment (S1.1) Outcome Measure from 92.7% (Q1 2010) to 92.9% (Q1 2013) which is closer to the state average and national goal.

Another successful practice within San Joaquin County has been the development of the “warm hand-off” process, where the receiving social worker and sending social worker have a transitional meeting about the family. To the degree that warm hand-offs are happening, receiving social workers view the meetings as positive in terms of understanding the dynamics of the family.

A promising cross-agency collaborative practice between San Joaquin County CPS and Probation departments has been the recent revision of the 241.1 protocol ensuring the best outcome for foster youth. The 241.1 MOU and Protocol are designed to state the procedures utilized in implementing Welfare and Institutions Code Section 241.1 in San Joaquin County. The San Joaquin County protocol has been redesigned to include a more complete description of the circumstances that will trigger a § 241.1 assessment, clearer procedures for the § 241.1 assessment process, procedures for creating dual status jurisdiction for dependents and wards of the court, procedures for ending dual status jurisdiction, and new procedures necessary to implement AB-12/212 for older teen minors to ensure their eligibility as Non-Minor Dependents (or Wards) in appropriate circumstances. This has been successfully utilized to ensure that youth are not kept on Probation after their rehabilitative goals are met.

## **OUTCOME MEASURES NOT MEETING STATE/NATIONAL STANDARDS**

San Joaquin’s Re-Entry Following Reunification (C1.4) continues to remain high and does not meet the state average or national standards. From January 1, 2009 – December 31, 2009, the re-entry rate was 15.2%. During the first quarter of 2010, the re-entry rate was 18.8% and during the second quarter of 2010, the re-entry rate was 16.4%. During the first quarter of 2013, the County rate in this measure was 17.9%. The national goal is 9.9% and the state average is 11.9%. San Joaquin County’s target improvement goal continues to focus on the reduction of the percentage of children re-entering care in the year following exit.

In early 2013, San Joaquin County embarked upon a project that would correlate the allegations that led to the removal of children within 12 months of reunification with the allegations that led to the original removal of the children in an attempt to discern possible reasons for the continued high rate of reentry. This project was being performed by the Child Welfare Services Staff Analyst who did not have Child Welfare background and the project stalled due to difficulties involved in analyzing removal reasons and case plan service objectives. In September of 2013 the Staff Analyst accepted another position outside of Children’s Services and a social worker has been hired into a newly created position of Child Welfare Projects Social Worker. This individual will be charged with continuing the originally-intended analysis regarding reentry.

While the Probation Department conducts face to face visits with all youth in group or foster homes, AB12 youth and run away youth present a difficulty as face to face visits are not always possible. Probation Officers attempt to visit all AB12 youth each month; however, there are times when youth fail to keep scheduled visits, fail to return calls or make any contact with their assigned officer in the scheduled month. These “missed” contacts appear as if the Probation Officer is not in compliance with the required monthly contacts; however, this is a universal problem for probation departments in particular.

Attempts to reduce this problem area include ensuring youth who are at-risk for running away are taking their prescribed medication regularly prior to placement, they are receiving regular psychiatric care, their homes are appropriate for their needs and potentially placing youth in more remote areas, including out of

state, when possible. AB12 youth are frequently reminded of the importance of keeping their monthly meetings and remaining in contact with their assigned officer.

## State and Federally Mandated Child Welfare/Probation Initiatives

San Joaquin County is working to implement State and Federally Mandated initiatives that will result in positive outcomes for children and families.

**AB 12:** In July of 2011, Child Welfare Staff met with Probation Staff to discuss the implementation of AB 12 in San Joaquin County. Probation agreed that they would provide AB 12 services to their Wards and to youth when Probation is the lead Agency under a dual status. Child Welfare would provide AB 12 services to Dependents and to their youth when they are the lead agency under a dual status. Starting in August of 2011, Child Welfare staff had monthly meetings, which included the Child Welfare Division Chief, Social Worker Supervisors, Social Workers, Eligibility Supervisor, Staff Analyst (Policies and Procedures) and County Counsel to discuss AB 12. The meetings included reviewing All County Letters as they came out and discussing other materials that were available on the topic. In November of 2011, Child Welfare and Probation staff attended a training that was held in Oakland, California to address AB 12. Two ILP Social Workers collaborated with Probation and Aspiranet to develop an AB 12 training for social workers, probation officers, service providers and foster family agencies that was offered in December of 2011 and January of 2012. In addition, the Foster Care Education Program who contracts with San Joaquin County provided an AB 12 overview training to county foster parents.

The Permanent Placement and Treatment Social Workers were identified as the staff that would provide AB 12 services, since the majority of youth reaching 18 years old was assigned to these units. A review of Safe Measures estimated that approximately 240 youth would qualify for AB 12 services by the end of 2014, although it was difficult to predict how many youth would opt in for this program. Overtime, it was noted that approximately 90% of youth were choosing to opt in to AB 12. As a result, the work and caseloads increased significantly for the Permanent Placement and Treatment staff. In addition, because the State was still in the process of developing AB 12 related policies, there was constant training that was needed. In July of 2012, San Joaquin County was able to dedicate two social workers solely to AB 12. In November of 2013, a third social worker will be added to the AB 12 staff.

The Child Welfare Division Chief continues to meet monthly with the AB 12 supervisor and staff to discuss updates. In addition, an AB 12 Workgroup meeting is held quarterly which includes the Division Chief, supervisors, social worker, the eligibility supervisor and the Staff Analyst (Policies and Procedures).

The Probation Department has observed that AB12 youth who are no longer on Probation sometimes struggle with continued drug use, criminally oriented behavior and mental health needs, but are reticent to seek appropriate treatment. Criteria for AB12 compliance is unclear and varies widely by agency and county. There are no clear

standards set by the legislature regarding AB12 participation which benefits youth by allowing flexibility; however, this is very problematic and a safety concern when youth are on Adult Probation for carrying guns, using drugs, and/or refusing mental health treatment while only minimally complying with AB12 criteria.

**Katie A:** San Joaquin County Human Service Agency (SJCHSA) and San Joaquin County Behavioral Health Services(SJCBHS) approached the planning for implementation of Katie A through weekly meetings of collaborative stakeholders including representatives from senior management, mid management of both agencies as well as key contractor providers. In addition, there was representation of parent partners and San Joaquin County (SJC) Probation Management staff during the completion of the readiness tool. The collaborative planning group will continue beyond the readiness assessment into the implementation and follow up phases. The ongoing Katie A collaborative planning group will then be expanded to include school representation, probation, transitional Age Youth drop in center and safe house contract providers, FFA, and youth. The group will meet twice monthly during the planning and implementation phase and monthly thereafter. The role of this stakeholder group will be to guide policy development, cross system development and coordination, ensure adherence to Core Practice Model (CPM), establish standards for facilitating Intensive Care Coordination implementation of IHBS and practices for teaming, identify any barriers to team success, analysis of gaps in service delivery and recommend changes in service delivery to meet the objectives of the CPM.

San Joaquin County's SIP reflects California's increasing utilization of evidence-based practices, those practices that have empirical research supporting their efficacy, to effect change in the child welfare and juvenile justice systems. At the state level, the Program Improvement Plan (PIP) identifies specific strategies prioritized for the implementation in these systems in California. These state strategies include the following and are integrated throughout the San Joaquin County SIP:

- Expand use of participatory case planning strategies
- Sustain and enhance permanency efforts across the life of the case
- Enhance and expand caregiver recruitment, training, and support
- Sustain and expand staff/supervisor training
- Expand options and create flexibility for services and supports to meet the needs of children and families
- Strengthen implementation of the statewide safety, risk, and needs assessment system

San Joaquin County has decided to embrace Safety Organized Practice (SOP) and is currently involved in the implementation and development stages. In October 2012, members of Child Welfare management and staff attended a 3-day foundational training on the principles and practices of SOP. A connection has been made with UC Davis Northern Training Academy to have a coach and trainers assist with training and implementation of SOP within the county around summer of 2014. This practice modality has satisfied the strategies prioritized in the PIP and SIP and will ultimately impact the families in a positive way.

SIP Chart

**Child Welfare:**

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

**National Standard:** 9.9%

**Current Performance:** 17.9%(Q1 2013)

**Target Improvement Goal:** Develop case-management techniques that consistently involve families, children, foster families, and other partners in case planning and service delivery while maintaining regular contact with families (Improvement Goal 1.0). Expand the use of a standardized approach to assessment, decision-making, and intervention (Improvement Goal 2.0). Systematically develop and promote concurrent planning practices and increase the capacity for best and evidence-based practices available to families (Improvement Goal 3.0)

**This continues to be the County's improvement goal.**

**Priority Outcome Measure or Systemic Factor:** No Recurrence of Maltreatment (Measure S1.1)  
(Q1 2013)

**National Standard:** 94.6 %

**Current Performance:** 92.9%(Q1 2013)

**Target Improvement Goal:** Increase the usage and quality of Differential Response programs and improve the use of a standardized approach to assessment, intervention, and placement decision-making processes (Improvement Goal 1.0).

**This continues to be the County's improvement goal.**

**Probation:**

**Priority Outcome Measure or Systemic Factor:** Supporting Youth in Their Transition To Adulthood and Assisting in the Establishment of Meaningful Connections for Youth.

**Current Performance:** Through the Peer Quality Case Review Process, the Probation Department identified several challenges affecting the service delivery to the youth in out of home placement.

**Target Improvement Goal:** To ensure that transitioning youth have the support necessary to transition to adulthood, a transition packet will be completed with all youth 17.5 or older under Probation jurisdiction who exit foster care or transition to Extended Foster Care. **This continues to be the County's improvement goal.**

Strategy 1	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): Reentry Following Reunification (C1.4)
ACTION STEPS		
TIMEFRAME	PERSON(S) RESPONSIBLE	
<p>A. Develop protocol for “warm hand-off” of all cases</p>	Completed January 2012	CWS Division II Chief
<p>B. Develop and conduct training of new protocol to 90% of all relevant social workers, supervisors, and administrative staff. <b>Update:</b> Receiving social workers will be responsible for keeping track of when warm hand offs take place. The supervisors of case carrying units will collect and review the statistics of their individual social workers. “Transfer cases” section is being updated in the Children’s Services handbook to reflect the changes. 90% of staff are trained on this protocol. The remaining 10% are newly employed social workers who will be trained on this protocol by their direct supervisor.</p>	Completed October 2012	CWS Division II Chief Supervisors
<p>C. Monitor and evaluate new protocol usage to determine 90% compliance and effectiveness. <b>Update:</b> Statistics on warm hand offs are gathered by each unit supervisor and reviewed by the CWS Division Chiefs to ensure 90%+ compliance by case carrying units.</p>	January 2012 and Ongoing.	CWS Division II Chief

<p><b>Strategy 2</b></p> <p>Redesign and implement evidence-based Team Decision-Making (TDM) into critical points in a case.</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b>          Reentry Following Reunification (C1.4)</p>
<p><b>ACTION STEPS</b></p>		
<p>A. Develop an evidence-based method of providing TDMs with a documented plan for implementation.</p> <p><b>Update:</b> Please note, TDM is not an evidence-based practice; rather it is a promising practice. San Joaquin County attempted to register TDM staff for training and learned that it was only being offered to counties who had been following the TDM model as prescribed by UC Davis' Resource Center for Family-Focused Practice. Following discussions with management staff and focus groups comprised of supervisors and social workers, it was agreed that San Joaquin County would benefit from adopting TDM. A collective decision was made to work towards becoming an "official TDM county" to include gradually implementing the needed changes to our existing model while providing needed training to our facilitators and all child welfare staff.</p>	<p><b>TIMEFRAME</b></p> <p>March 2013 made decision to become official TDM county. Full TDM roll out November 12, 2013.</p>	<p><b>PERSON(S) RESPONSIBLE</b></p> <p>CWS Division Chiefs I, II, and III          Special Projects Supervisor          TDM Supervisor</p>

<p><b>B.</b> Provide appropriate training to facilitators, social workers, supervisors, and legal system on evidence-based methodology and the importance of TDM practices; ensuring that 100% of facilitators are properly trained and that 90% of social workers, supervisors, and members of the legal system receive some form of education and/or training.</p> <p><b>Update:</b> All staff completed a full day training on TDM practices and philosophy. Policies and procedures were developed and fully implemented on November 12, 2013.</p>	<p>TDM Training held on July 23, 24 and 25 2013 and October 2, 2013.</p>	<p>CWS Division Chiefs I, II, and III Special Projects Supervisor TDM Supervisor</p>
<p><b>C.</b> Full implementation of TDMs in 90% of critical points from pre-detention through reunification.</p> <p><b>Update:</b> Please refer to Action Step A for additional information regarding Agency changes to TDM practice and policy. TDMs are now held in connection with placement changes. The official adjustment in TDM practice happened in Spring 2013 and this resulted in an increase in the number of TDM meetings held.</p> <p><u>Statistics on TDMs held:</u>  October 2012: 28  November 2012: 22  December 2012: 21  January 2013: 24  February 2013: 25  March 2013: 31  April 2013: 40  May 2013: 51  June 2013: 57  July 2013: 58  August 2013: 88  September 2013: 73  October 2013: 85</p>	<p>March 2013 and on going</p>	<p>CWS Division Chiefs I, II, and III Special Projects Supervisor TDM Supervisor</p>

<p>D. Monitor and evaluate new protocol usage to determine 90% compliance and on-going effectiveness through self-assessment and client satisfaction surveys</p>	<p>September 2013 and ongoing.</p>	<p>CWS Division Chiefs I, II, and III Special Projects Supervisor TDM Supervisor</p>								
<p><b>Strategy 3</b> Conduct a system of graduated visits between children and parents to identify concerns before reunification. Conduct a pre-reunification TDM and follow-up case management administered by a Community Based Organization (CBO) before and immediately following reunification.</p>	<table border="1"> <tr> <td data-bbox="341 934 381 1102"><input type="checkbox"/></td> <td data-bbox="341 808 381 934">CAPIT</td> <td data-bbox="341 94 714 808" rowspan="4"> <p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> Reentry Following Reunification (C1.4)</p> </td> </tr> <tr> <td data-bbox="381 934 422 1102"><input type="checkbox"/></td> <td data-bbox="381 808 422 934">CBCAP</td> </tr> <tr> <td data-bbox="422 934 462 1102"><input checked="" type="checkbox"/></td> <td data-bbox="422 808 462 934">PSSF</td> </tr> <tr> <td data-bbox="462 934 503 1102"><input type="checkbox"/></td> <td data-bbox="462 808 503 934">N/A</td> </tr> </table>	<input type="checkbox"/>	CAPIT	<p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> Reentry Following Reunification (C1.4)</p>	<input type="checkbox"/>	CBCAP	<input checked="" type="checkbox"/>	PSSF	<input type="checkbox"/>	N/A
<input type="checkbox"/>	CAPIT	<p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> Reentry Following Reunification (C1.4)</p>								
<input type="checkbox"/>	CBCAP									
<input checked="" type="checkbox"/>	PSSF									
<input type="checkbox"/>	N/A									
<p><b>ACTION STEPS</b></p>										
<p>A. Before full reunification occurs, families will begin a graduated method of visits, depending on family needs. A possible scenario would be:</p> <ul style="list-style-type: none"> <li>• Unsupervised day visit at parents residence</li> <li>• Overnight visit</li> <li>• Week-end visit</li> <li>• Week-long visits</li> <li>• Stagger children if more than one child is reunifying</li> </ul> <p>At each point in reunification plan, the social worker, parents, children, and foster parents will discuss strengths and barriers and develop solution-focused responses to issues. Goal would be for this to occur in 90% of reunifications.</p> <p><b>Update:</b> All cases are staffed with SWS's who address the transition process of returning minors home. This process includes extended visitation, TDM's, assisting parents in understanding any medical</p>	<p>October 1, 2012 and ongoing.</p>	<p><b>PERSON(S) RESPONSIBLE</b> Appropriate Division Chief Assigned Social Worker</p>								

<p>needs of the child, encouraging parental involvement with the child's school, family therapy, wrap-around services (if indicated), and other services as necessary. Graduated visitation schedules are used 90% of the time.</p>		
<p><b>B.</b> Using the information gathered through graduated reunification process, as well as other case relevant information, social worker will fill out a TDM/Case Management packet six weeks before reunification. Contracted CBO will work with assigned social worker to set-up a TDM pre-reunification. If reunification occurs with less time available, the social worker will request a "rush" TDM. Goal is for this to occur in 90% of reunification as confirmed through SafeMeasures™.</p> <p><b>Update:</b> Effective November 12, 2013, a TDM will be held prior to a placement change, including children returning home. A representative from the FOCUS (Families on Course Unite Successfully) program will attend the exit TDM meetings to meet the family. A referral to the FOCUS Program will be made approximately 60 days prior to the case being dismissed from dependency. The FOCUS meeting will establish services available and case management goals for the next 3 -6 months post dismissal of the CPS case.</p>	<p>Ongoing.</p>	<p>Section Manager, Initial Services Section Program Planning Analyst</p>
<p><b>C.</b> Contracted CBO will provide up to three months of extensive, in-home case management to family upon reunification. The goal is to provide case management services in up to 90% of open Family Maintenance cases; client satisfaction surveys will provide constructive critique of program.</p> <p><b>Update:</b> The Contracted CBO is invited to attend the exit TDM to be introduced to the family and informed about the family's needs. Case management of these families happens on up to 90% of open Family</p>	<p>Ongoing.</p>	<p>Contracted CBO Assigned social worker</p>





<p><b>Outside” to re-establish contact with incarcerated parents.</b></p> <p><b>B.</b>Develop mechanisms for updating and keeping all relevant data/progress made by the Disproportionality Team.</p> <p><b>Update:</b> Disproportionality has been discussed at quarterly Agency Bureau meeting where all staff from all programs are present. Division Chiefs discuss Disproportionality efforts and changes during their monthly division meetings that impact their programs. Additionally, a local reporter for The Stockton Record has attended monthly Disproportionality meetings and has written an article, published December 12, 2013, in the newspaper on Disproportionality efforts.</p>	<p>Quarterly and Ongoing.</p>	<p>Deputy Director Division I, II, and III Chiefs Disproportionality Workgroup members</p>								
<p><b>Strategy 6</b></p> <p>Increase the availability of relative and Non-Related Extended Family Members (NREFM) placements and place children in approved homes as soon as possible.</p>	<table border="1"> <tr> <td><input type="checkbox"/></td> <td><b>CAPIT</b></td> </tr> <tr> <td><input type="checkbox"/></td> <td><b>CBCAP</b></td> </tr> <tr> <td><input type="checkbox"/></td> <td><b>PSSF</b></td> </tr> <tr> <td><input checked="" type="checkbox"/></td> <td><b>N/A</b></td> </tr> </table>	<input type="checkbox"/>	<b>CAPIT</b>	<input type="checkbox"/>	<b>CBCAP</b>	<input type="checkbox"/>	<b>PSSF</b>	<input checked="" type="checkbox"/>	<b>N/A</b>	<p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> Reentry Following Reunification (C1.4)</p>
<input type="checkbox"/>	<b>CAPIT</b>									
<input type="checkbox"/>	<b>CBCAP</b>									
<input type="checkbox"/>	<b>PSSF</b>									
<input checked="" type="checkbox"/>	<b>N/A</b>									
<b>ACTION STEPS</b>										
<p><b>A.</b>Enhance relative searches by the standard use of Lexis/Nexis™ to identify as wide a range of relatives as possible for placements.</p>	<p>Ongoing.</p>	<p>Division III Chief Concurrent Planning Unit Supervisor</p>								
<p><b>B.</b>Incorporate TDMs at critical points in the case, including pre-detention and prior to any placement changes.</p>	<p>Ongoing.</p>	<p>Division I, II, and III Chiefs Special Projects Supervisor Division I, II and III Supervisors TDM Supervisor</p>								

		TDM Facilitators
C.Develop a parent advocate/mentor to participate in TDM's.	Completed	Deputy Director/Interim Deputy Director Special Projects Supervisor

<b>Strategy 7</b> Increase the availability and utilization of evidence-based techniques in identifying relative, foster parent and adoptive family recruitment.	<input type="checkbox"/>	<b>CAPIT</b>	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> Reentry Following Reunification (C1.4)
	<input type="checkbox"/>	<b>CBCAP</b>	
	<input type="checkbox"/>	<b>PSSF</b>	
	<input checked="" type="checkbox"/>	<b>N/A</b>	

ACTION STEPS		TIMEFRAME	PERSON(S) RESPONSIBLE
<p><b>A.</b> Explore other county's methods for providing these services and develop programs that match with San Joaquin County's needs.</p> <p><b>Update:</b> In February 2012, the Foster Care Recruiter contacted a staff member from Yolo County and was informed that they created a tri-fold brochure, advertising foster care recruitment, and provided copies to their local utility company. The utility company in Yolo County then included the brochures when they sent the monthly bill to customers. As a result of this information, our Foster Care Recruiter created a tri-fold brochure and contacted our local utility company in San Joaquin County. However, the utility company responded that they could not insert the brochures in their mailings. The Foster Care Recruiter continues to use the brochures to pass out during recruitment events. Additionally, she worked with a marketing company to put up billboards throughout the county advertising foster care recruitment. She will continue to explore other methods from other counties.</p>		<p>February 2012 and Ongoing.</p>	<p>Division III Chief Licensing Unit Supervisor Recruitment Coordinator</p>

<p><b>Strategy 8</b></p> <p>Increase the availability and utilization of evidence-based practices; specifically through parenting curriculums and reliable research-based practices.</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b></p> <p>Reentry Following Reunification (C1.4)</p>			
<p><b>ACTION STEPS</b></p>			<p><b>PERSON(S) RESPONSIBLE</b></p>		
<p><b>A.</b>Develop a Parenting Program Request for Proposals and provide contract for Parenting Program that best meets the needs of San Joaquin County parents and issues, as outlined in the County Self-Assessment.</p>			<p>September 20, 2013</p>		
<p><b>Update:</b> New Request for Proposal initiated for a new Parenting program was awarded to Women's Center Youth and Family Services on September 20, 2013, for the contract period of December 1, 2013 through November 30, 2015.</p>		<p>Deputy Director/Interim Deputy Director Division III Chief Special Projects Supervisor Human Services Agency Contracts Manager</p>			
<p><b>B.</b>Provide Parenting Classes for all parents involved in CWS and the DR Program who would benefit from it; either as part of case plan or court ordered</p>	<p>Quarterly and on-going.</p>	<p>Division I, II, and III Chiefs Unit Supervisors Social Workers Special Projects Supervisor</p>			
<p><b>C.</b>Develop a monitor process to ensure progress for 75% of parents in Parenting Classes; through role-plays, pre- and post-tests, and surveys.</p> <p><b>Update:</b> The specifications of the RFP direct the parenting program</p>	<p>Quarterly and Ongoing.</p>	<p>Social Workers Special Projects Supervisor Human Services Agency Contracts Manager</p>			



<p>meet as a group but CPS is not involved in their meetings.</p>										
<p><b>B.</b> In partnership with existing CBO's offering DR services, continue to improve and expand the program. <b>Update:</b> The case managers do annual presentations for CPS staff and during those meetings, there is open dialogue regarding what is working well and what could be improved.</p>	Ongoing.	Division I Chief Special Projects Supervisor Human Services Agency Contract Manager								
<p><b>C.</b> Continue to integrate proper utilization of SDM assessment tool from the Cover Center through Intake &amp; Assessment units to ensure appropriate DR Path 1 and Path 2 referrals <b>Update:</b> Supervisors in the Intake and Assessment program are to review the SDM hotline tool on all referrals, including referrals evaluated out to DR. The SDM Safety and Risk Assessments are used for referrals sent to DR for case management after a CPS investigation. The supervisors are to discuss the tools with the social worker and review the definitions to be sure the correct criteria is being used. SDM hotline tool completed over 97% of all referrals as confirmed by October 1, 2013 to October 31, 2013 SafeMeasures data.</p>	Ongoing.	Division I Chief Special Projects Supervisor Intake & Assessment Unit Supervisors Social Workers								
<p><b>Strategy 10</b> Continue to increase awareness of and referral frequency to DR.</p>	<table border="1"> <tr> <td><input type="checkbox"/></td> <td><b>CAPIT</b></td> </tr> <tr> <td><input type="checkbox"/></td> <td><b>CBCAP</b></td> </tr> <tr> <td><input type="checkbox"/></td> <td><b>PSSF</b></td> </tr> <tr> <td><input checked="" type="checkbox"/></td> <td><b>N/A</b></td> </tr> </table>	<input type="checkbox"/>	<b>CAPIT</b>	<input type="checkbox"/>	<b>CBCAP</b>	<input type="checkbox"/>	<b>PSSF</b>	<input checked="" type="checkbox"/>	<b>N/A</b>	<p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> No Recurrence of Maltreatment (Measure S1.1)</p>
<input type="checkbox"/>	<b>CAPIT</b>									
<input type="checkbox"/>	<b>CBCAP</b>									
<input type="checkbox"/>	<b>PSSF</b>									
<input checked="" type="checkbox"/>	<b>N/A</b>									
<b>ACTION STEPS</b>		<b>PERSON(S) RESPONSIBLE</b>								

<p><b>A.</b> Continue to increase staff awareness and utilization of Differential Response.</p> <p><b>Update:</b> From Q3 2012 to Q2 2013, there were 2700 referrals submitted to the 4 contracted DR agencies. There is currently a high level of awareness and usage of the DR Program. Social Workers have come to be aware that DR services are valuable and utilization rates are high.</p>	<p>Ongoing.</p>	<p>Deputy Director/Interim Deputy Director Division I, II, and III Chiefs CWS Supervisors CWS Social Workers</p>
<p><b>B.</b> In partnership with contracted community-based organizations, continue monthly review of utilization and outcome of Differential Response referrals.</p> <p><b>Update:</b> Feedback forms are completed by CBOs at close of case management referral and sent to HSA for review. Client satisfaction surveys are left with the clients at the CBO's last contact and are mailed in.</p>	<p>Ongoing.</p>	<p>Division I Chief Special Projects Supervisor Human Services Agency Contract Manager</p>

## Probation

Strategy 1	<input type="checkbox"/>	CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Supporting Youth in Their Transition To Adulthood and Assisting in the Establishment of Meaningful Connections for Youth.
Develop a tracking system/method to maintain contact with emancipated foster youth and to meet federal requirements of the National Youth in Transition Database (NYTD).	<input type="checkbox"/>	CBCAP	
	<input type="checkbox"/>	PSSF	
	<input checked="" type="checkbox"/>	N/A	
	ACTION STEPS	TIMEFRAME	PERSON(S) RESPONSIBLE
<p>A. Implement an incentive program to engage youth in maintaining contact to ensure the collection of data through age 21.</p> <p><b>Update:</b> Emancipating youth are given contact information for the County ILP Coordinators and encouraged to keep in contact for various forms of assistance. Youth are also encouraged to keep in contact with their former Probation Officer.</p>	Q3 2012	ILP Coordinator Probation Officer	
<p>B. Develop and implement a training program for care givers to ensure collection of data.</p> <p><b>Update:</b> In progress. The Probation Officer provides caregivers with information regarding the benefits of ILP aftercare and the importance of completing the NYTD survey in a timely manner. The Probation Officer will follow up with caregivers when youth have not responded to the survey.</p>	Ongoing.	ILP Coordinator Probation Officer	

Strategy 2	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): Supporting Youth in Their Transition To Adulthood and Assisting in the Establishment of Meaningful Connections for Youth.
ACTION STEPS		PERSON(S) RESPONSIBLE
<p>A. Identify potential lifelong connections for youth at the 90-day transitional emancipation conference, SMART committee, parent meeting, and regular placement visits</p> <p><b>Update: Probation Officer discusses possible connections with the youth, parents, and other relevant individuals.</b></p>	Ongoing.	ILP Coordinator Placement Program Probation Officer Parents Officer
<p>B. Utilize the Family Finder process for parent/relative search for family and/or mentor supports. Utilize Lexis/Nexus for family finding functions. Explore ILP services to assist the youth to identify supportive adults.</p> <p><b>Update: In progress. Probation runs Lexis/Nexis to help youth identify possible life-long connections.</b></p>	Ongoing.	ILP Coordinator Placement Program Probation Officer Parents Officer

<b>Strategy 3</b> Ensure each youth emancipating from the foster care system is provided with all needed emancipation information (i.e.: birth certificate, state identification cards, social security card, credit check, resource pamphlet, etc.).		<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> Supporting Youth in Their Transition To Adulthood and Assisting in the Establishment of Meaningful Connections for Youth.	
<input type="checkbox"/> CAPIT	<input type="checkbox"/> CBCAP	<input type="checkbox"/> PSSF	<input checked="" type="checkbox"/> N/A
<b>ACTION STEPS</b>		<b>TIMEFRAME</b>	
<b>PERSON(S) RESPONSIBLE</b>			
<b>A.</b> Develop and implement a checklist of the legal documentation to supply to all emancipating youth. <b>Update: Completed. The Probation Dept. has compiled a list of all documents needed for emancipating youth.</b>	Completed.	ILP Coordinator Placement Program Probation Clerical Support	
<b>B.</b> Develop and implement training for probation officers and care givers on how to obtain the needed information. <b>Update: In progress. Probation Officers are being trained in the process of obtaining all necessary documents required for emancipating youth.</b>	Ongoing.	ILP Coordinator Placement Program Probation Clerical Support	
<b>C.</b> Develop and implement training to for probation officers to assist youth with obtaining legal immigration status when needed. <b>Update: In progress. The Probation Dept. received training in this area and will use experienced internal personnel if necessary.</b>	Completed and ongoing.	Probation Officer	