

California – Child and Family Services Review Signature Sheet

For submittal of: CSA SIP Progress Report

County	San Mateo
SIP Period Dates	March 5, 2013 to March 5, 2014
Outcome Data Period	Quarter 2-2013
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California - Child and Family Services Review

Annual SIP Progress Report

MARCH 5, 2013 TO MARCH 5, 2014



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Introduction

San Mateo County's 5-year System Improvement Plan (SIP) was approved by the Board of Supervisors on May 23, 2013. Since that time, both the Human Services Agency's (HSA) Children and Family Services (CFS) and the Probation Department (Probation) have been working to achieve their respective SIP strategies. This is the first Annual System Improvement Plan (SIP) Progress Report for San Mateo County and is submitted to the California Department of Social Services (CDSS) as a collaborative effort between CFS and Probation. The purpose of the progress report is to provide CDSS with a status update on the implementation of the strategic initiatives outlined in the 2013-2018 SIP. This report outlines the progress we have made for the first year and covers the time period March 5, 2013 through March 5, 2014.

To monitor the effectiveness of our Strategic Initiatives, we are using the Children and Families Services Review (CFSR) Performance Measurements as reported by the California Child Welfare Indicators Project (CCWIP) quarterly data report.¹ Throughout this report we reference quarterly outcome data from the CCWIP unless otherwise noted. Specifically, we are monitoring outcomes related to C1.3: Reunification within 12 months (Entry Cohort) and C4.1: Placement Stability Outcome: Placement Stability (8 days to 12 months).

Child Welfare

Over the past year, CFS has maintained our focus on implementing our three strategies that may contribute to meeting our goals of improved outcomes for reunification and placement stability. While we have completed just year one of our five year plan, we believe we are making good progress towards achieving those goals. Realizing that we are in the early stages of strategy development, this year's report is focused on consensus building, funding options, and initial implementation and system changes as needed. As reflected in our SIP Matrix, our focus will be data collection, analysis and defining indicators of success for achieving the goals of our strategic initiatives over the next year.

1. Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Williams, D., Yee, H., Hightower, L., Mason, F., Lou, C., Peng, C., King, B., & Lawson, J. (2013).

Child Welfare Services Reports for California. University of California at Berkeley Center for Social Services Research website.

URL: <http://cssr.berkeley.edu/ucb_childwelfare>

Probation

In the last year, Probation had a major internal reorganization. The department now has four divisions, each headed by a deputy chief, overseeing its services namely: Juvenile Services, Adult Services, Realignment and Re-entry and Institutions Services. John T. Keene was also appointed and sworn in as the department's Chief Probation Officer in June 2013. Along with this reorganization, a new team is tasked to oversee the completion of Probation's SIP strategies, including a new Director, a new Probation Services Manager (PSM) for the Placement Unit, as well as a new Management Analyst providing analysis and research support. The transition of the new Probation team overseeing the SIP, has caused changes in the timeline associated with the implementation of the strategies. However, the team continues to work together, in partnership with HSA to carry out the strategies. In 2014, the Probation team will be carrying out the timelines as they are laid out in this annual report.

SIP Progress Narrative

STAKEHOLDERS PARTICIPATION

For the first year of implementation, monitoring of the SIP implementation of strategies and actions steps has been through quarterly meetings with the Children and Family Services and Probation Stakeholder Group and includes input and progress reports from various program managers and supervisors. We will continue to work together and conduct quarterly meetings to discuss the SIP and the progress of each organization's strategies. Meetings consist of review of strategies, action steps and timeframes, as well as any updates, challenges or obstacles. The collaboration has become a wealth of shared ideas and resources to help meet common goals.

Child Welfare

The San Mateo County Citizen's Review Panel reviews Children and Family Services Outcomes data on a monthly basis. That meeting is attended by the CFS Director and/or Management Analyst. The San Mateo County Citizen Review Panel provides opportunities for members of the community to play an integral role in ensuring that the Child Protective Services System in San Mateo County is protecting children from abuse and neglect and is meeting the permanency needs of children. San Mateo County's CRP plays a key role in providing input to child welfare policies and procedures.

As we move forward, information sharing process will take place with the various stakeholder groups that participated in our County Self Assessment. These groups will be engaged as appropriate and will provide a variety of perspectives on our performance measures outcomes

and our strategies development and progress. Those groups may include our Foster Parent Association, AB12 Workgroup, judicial partners including Juvenile Court Judges and our participation in the County's Blue Ribbon Commission and its various sub-committees.

Probation

Since the adoption of the SIP, Probation has worked closely with its stakeholders and new representatives to monitor the implementation of its strategies. Staff continues to meet with a multidisciplinary services team through the Interagency Placement Review Committee (IPRC) to approve or deny a recommendation for out of home placement or general placement orders (GPO). This committee consists of staff from the Human Services Agency, Behavioral Health and Recovery Services, County Office of Education and other members as determined. IPRC also approves the level of care most appropriate for the treatment and support services required to meet the needs of a youth and family.

Probation's placement staff also conducts monthly group home visits to discuss the youth's progress as well as applicable discharge plans and aftercare services. Each youth in placement is also required to appear before the Court every six months for a review hearing. A report is prepared by the deputy probation officer to address current progress, or lack thereof, in placement and in the home.

The placement PSM also participates in a quarterly AB 12 workgroup with representatives from HSA. The last meeting was in July 2013.

CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS

#1 PRIORITY OUTCOME MEASURE OR SYSTEMIC FACTOR

C1.3: Reunification within 12 months (Entry Cohort)

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

National Standard: 48.4%

CHILD WELFARE DATA ANALYSIS

5-Year Target Improvement Goal: The County will improve performance on this measure from 37.5% to 50% , by 2018.

Year 1 Goal: Increase by 2% from 37.5% to 39.3%

Baseline Performance: According to the Quarter 4-2011 Quarterly extract (July 2010 to Dec 2010), of the 56 children who remained in care at 12 months, 21 were reunified. This is a 37.5% rate of timely reunification.

Current Performance: According to the Quarter 2-2013 Quarterly extract, (January 2012 to June 2012) of the 75 children who remained in care at 12 months, 31 were reunified. This is a 41.35% rate of timely reunification.

Since the baseline extract, San Mateo County's performance in this area has improved and we exceeded our one year goal to reach 39.3%. The past 4 quarter reports we have seen a fluctuation below the standard with a high of 47.7% in Quarter 3-2012 and our most recent Quarter 2-2013 rate of 41.35%.

PROBATION DATA ANALYSIS

5-Year Target Improvement Goal: Probation will improve performance on this measure from 20% to 60%, by 2018.

Year 1/2 Goal: Increase by 20% from 20% to 40%

Baseline Performance: According to the Quarter 4-2011 Data Extract, of the 10 children, only 2 reunified within 12 months. This is a 20% rate of reunification.

Current Performance: According to the Quarter 2-2013 Quarterly extract, (January 2012 to June 2012) of the 3 children who remained in care at 12 months, 1 reunified. This is a 33.3% rate of timely reunification.

While this rate is below the national standard of 48.4% it is well within Probation's goal of achieving a 40% rate of reunification goal for years 1 and 2 of the SIP implementation, thus improving the previous rate of 20%. It is worth noting that Probation detains youth at the juvenile hall pending placement in an appropriate program that will meet the rehabilitative needs of the youth. Thus, this affects the calculation of the goal of reunification within 12 months, since youth are entered into CWS/CMS following a placement order being imposed.

#2 PRIORITY OUTCOME MEASURE OR SYSTEMIC FACTOR

C4.1: Placement Stability Outcome: Placement Stability (8 days to 12 months)

Of all children served in foster care during the year who were in foster care for at least 8 days but less than 12 months, what percent had two or fewer placement settings?

National Standard: 86.0%

CHILD WELFARE DATA ANALYSIS

5-Year Improvement Goal: The county will improve performance on this measure from 81.4% (140) to 90.1% (155), by 2018.

Year 1 Goal: Increase by 1% (2 children) from 81.4% to 82.6% (142 children)

Baseline Performance: According to the Quarter 4-2011 (January 2011 to December 2011) quarterly extract, of the 166 children in placement 8 days to 12 months, 133 had two or fewer placements. This is an 81.4% rate of placement stability.

Current Performance: According to the Quarter 2-2013 quarterly extract (January 2012 to June 2013), of the 193 children in placement 8 days to 12 months, 164 had two or fewer placements. This is an 85% rate of placement stability.

Our performance in this area is improving. Since the baseline extract, San Mateo County's performance in this area has improved and Quarter 2-2013 data shows a placement stability rate of 85% which exceeds our first year goal of 82.6%. In Quarter 3 and Quarter 4-2012 and Quarter 1-2013 we met or exceeded the national standard ranging from 86.8% to 89.2%.

STATUS OF STRATEGIES

CHILD WELFARE STRATEGY #1

Develop a Parent Mentor Program that employs former birth parents to become mentors for parents who are currently involved in the reunification process. These parent mentors will serve as mentors, advocates and peer support to families who are currently involved with the child welfare system. These parent mentors will engage families and partner with them as they navigate the system in order to improve time to reunification. The parent mentors will also serve as the parents' voice within the child welfare system in order to identify areas of system improvement that will ultimately better serve all families and children.

ACTION STEP STATUS

The following includes an update on the action steps taken to date with an emphasis on those outlined in the SIP Matrix to be started and/completed during the report period. Please refer to the attached SIP Matrix for any updates made to the timeframes.

A. Develop goals, target population and core work group for developing the Parent Leadership/ Partner Program.

We have made good progress on this action step this past year. We have defined the role of the parent partners and have developed a job description that outlines the services to be offered and the skills and qualities a parent partner should possess. A core workgroup has been identified and this group will further determine the goals and outcomes to monitor for the Parent Leadership/Partner Program.

B. Identify and hire former birth parents as mentors for parents.

We have identified our first potential parent partner and have focused our attention to recruitment of additional partners. Recruitment strategies will include referrals from social workers of parents that have successfully met their case plans and have transitioned to family maintenance or have exited the system. Also, we will be conducting an event during Family Reunification Month in June 2014. The purpose of the event will be to celebrate the accomplishments of families who have overcome an array of challenges to reunify safely and successfully, to recognize the vital role that community partners plays and to inspire other parents to engage in the process of reunifying with their children. We hope to recruit parent partners through this event.

We have identified funding so that we may hire parent partners into the program. Our allocation for PSSF Funding for FY2013-2014 is higher than what was estimated. These funds will be used as part of our PSSF-Time Limited Family Reunification services that currently includes family/parent transportation services and now the Parent Partner program. This change is reflected on the updated SIP Matrix attached. In addition, our SMC Works program, offers subsidized employment opportunities for individuals who are receiving CalWorks. This funding will pay ½ of the part-time hours we will offer to participants. Parent partners will be able to be paid for their services for 6-months with the possibility of extension. The process of identifying funds to support this program took longer than expected so we are extending our timeframe for this particular actions step, which will extend the timeframe for the additional action steps outlined in the SIP Matrix.

Steps C through G – Due to the delay in identifying funding we have adjusted our timeframe for these action steps. Please refer to the updated Sip Matrix (attachment 1) for updated timeframes.

METHOD OF EVALUATION AND/OR MONITORING

EVALUATION: Track the number of families who engage with a parent partner in an Excel or Access database and with special project codes within CWS/CMS. Track reunification rates of families who have engaged with a parent mentor.

The development of tracking tools and the monitoring process have not yet been completed pending the identification of indicators and outcomes for the program that will be developed by the workgroup. We plan to have this completed by December 2014.

We will track reunification rates (C1.3) using the UC Berkeley California Child Welfare Indicators Project to track its performance as it relates to the 12- month reunification goal.

ANALYSIS

The Parent Partner strategy is meant to assist us in reaching the C1.3: Reunification within 12 months (Entry Cohort) standard of 48.4%

According to the Quarter 2-2013 Quarterly extract San Mateo County’s performance in this area is a 41.35% rate of timely reunification. This performance exceeds our Year 1 goal to increase our rate from our baseline of 37.5%, as cited in the CSA Report (Quarter 2-2011), to 39.9%.

As the Parent Leadership/Partner Program has not been implemented we do not have the data and other information to see the impact the program will have on improving our performance measures in this area. This will become an area of focus for us this coming year.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

None at this point

PROGRAM REDUCTION

None at this point

CHILD WELFARE STRATEGY #2

Develop visitation centers and implement throughout San Mateo County in order to improve the quality and quantity of visits between parents and children. Visitation centers will be family friendly and engaging to families who utilize its services in order to improve the rates of reunification and improve child-parent relationships.

ACTION STEP STATUS

The following includes an update on the action steps taken to date with an emphasis on those outlined in the SIP Matrix to be started and/completed during the report period. Please refer to the attached SIP Matrix for any updates including those made to the timeframes.

A. Select contractor(s) and community based organizations to run visitation centers and determine target populations to be served.

Currently, San Mateo County has a contract with Pyramid Alternative Services to provide a central location for family visitation in the City of San Mateo. Pyramid Alternative's employees provide 25 visitation services per week and also allow us to utilize their site for family visitations conducted by San Mateo County's Children and Family Services staff members.

Due to the large geography of San Mateo County, our agency realized that we needed additional visitation sites in various regions. We are currently working with local congregations to identify visitation sites in the northern and southern regions of the county. We are also working with the congregations to train volunteers to help facilitate low-need cases so that families who are close to reunification can have additional visits. We are in the process of developing the Congregation Visitation Facilitators program. This will include a full fingerprint and background check process for all volunteers through San Mateo County Children and Family Services.

B. Educate staff about visitation centers, referral process, and target population to be served.

Visitation training was provided to CFS staff as well as Court Appointed Services Advocates (CASAs), Judges, Commissioners, and community partners. A total of six training days were offered between July September 2013.

The daylong session covered the purpose and importance of family visits, Federal and State law, expanded visitation categories and their application in promoting reunification. A portion of the training covered child development knowledge and the roles and responsibilities of birth parents, care givers, court officers, attorneys, and social workers toward maintaining and enhancing family connections.

Additionally, San Mateo County is in the process of improving our visitation experience and effectiveness for families. Recently in February of 2014, CFS held a mandatory, two-day training for staff on our new Visitation policy and procedures as well as best practices for planned, purposeful and progressive visitation. The training covered the various visitation types and levels including a step-down model; how to assess for risk factors, how to teach from a strength-based approach to interactions with families, and how to role model and coach parents during visits. We have trained our Prevention and Early Intervention and other support staff who will be coaching parents during visits on the Triple P Model. This will allow the parents and children to receive much needed hands-on support to eventually step down visitation to a lower level.

C. Launch visitation centers.

Currently we are offering visitation services at a county central location through a contract with Pyramid Alternatives. We have been working with community based organizations and congregational groups to identify partners who will help us to expand our visitation center locations throughout San Mateo County. To date we have met with members of the Peninsula Clergy Network, the only network in California with a clergy database of over 400 members. We have developed a Memorandum of Understanding (MOU) with our first two congregational sites, which are located in San Carlos and San Bruno. They are on track to open for services in February 2014. The launch of more visitation centers will take place over the next few years.

Through this process we learned that we will need to train our community partners under 2013 California Rules of Court Standard 5.20, which defines the standard of practice, including duties and obligations, for providers of supervised visitation under Family code section 3200. We are currently working on putting together the training curriculum.

D. Monitor usage of visitation center, track the number of families served by centers and impact on reunification rates.

Through CFS Central Support unit we track families who utilize the various visitation centers. Additionally, our contractor, Pyramid Alternatives is providing regular activity reports to the Program Manager. We will develop a similar process of evaluation and reporting with our community-based/congregational sites. Please refer to Method of Evaluation and Monitoring below.

METHOD OF EVALUATION AND/OR MONITORING

EVALUATION: Track families who utilize the visitation center including visit frequency, type of supervision provided, and progress. Monitor reunification outcomes for participating families.

Currently, this information is collected by our centralized visitation center contractor, Pyramid Alternatives and our Central Support Services.

Reports include:

- Number of families referred for new and ongoing visitations
- Number of families transitioning to a different visitation phase
- Total number of visits for each family
- Number of scheduled visitations that were canceled or not attended
- Number of cases closed during a reporting period
- Number of families who have not been scheduled for the initial visitation by the start date indicated by the social worker

In addition a report is sent to the social worker following each visit and includes:

- Number of participants at each visitation identified by their relationship to child (i.e., child, mother, father, grandparent, other relative, sibling) and type of visitation
- Length of each visitation
- Barriers that prevented visit from taking place

We will track reunification rates (C1.3) using the UC Berkeley California Child Welfare Indicators Project to track its performance as it relates to the 12-month reunification goal.

ANALYSIS

Our Visitation strategy is one factor that may assist us in reaching our goal to improve our performance for CFSR C1.3: Reunification within 12 months (Entry Cohort) to meet or exceed the standard of 48.4%

According to the Quarter 2-2013 Quarterly extract San Mateo County's performance in this area is a 41.35% rate of timely reunification. This performance exceeds our Year 1 goal to increase our rate from our baseline of 37.5%, as cited in the CSA Report (Quarter 2-2011), to 39.9%.

Barriers to reunification which impact outcomes include chronic alcohol and substance abuse by the parent(s) and lack of family support, and delays in placement due to lack of available homes in county leads to delayed services. Additionally CSA stakeholders reported a barrier that visitation between parents and their children are in need of improvement; visitations are not frequent enough, not natural enough, and progression is hard to quantify. San Mateo County is committed to ensuring visitation occurs and we have a fully staffed transportation system that allows us to transport children and parents for visits regardless of location. However, locating a safe and secure location for visits in other counties can be difficult to arrange. These concerns are all being addressed in our Visitation Strategy for planned, purposeful and progressive visits to improve the experience and effectiveness for families. This will include having visitations in the most natural setting, including at home if appropriate or other familiar locations.

Our focus on improving our visitation services combined with the thorough training of staff may be one contributing factor to our improved outcomes. As reporting for our centralized visitation is in its beginning stage, over this next year will be reviewing our contract and community partner reports to identify the specific indicators that define successful visitations and the impact on family reunification.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

None at this point

PROGRAM REDUCTION

None at this point

CHILD WELFARE STRATEGY #3:

Strengthen the use of Team Decision Making (TDM) Meetings throughout the life of a case, from the entry into foster care, during placement changes, and through transition to permanency. Utilize the teaming process to engage families in making decisions for their children and families to prevent out of home care, encourage timely reunification and/or find early permanency.

ACTION STEP STATUS

The following includes an update on the action steps taken to date with an emphasis on those outlined in the SIP Matrix to be started and/completed during the report period. Please refer to the attached SIP Matrix for any updates including those made to the timeframes.

A. Identify barriers to fully utilization of TDM meetings and develop strategies for overcoming barriers.

San Mateo County Children & Family Services instigated an evaluation of the TDM Program, which was conducted by Bay Area Academy. As a result, an implementation plan has been developed to address the following areas: education and training, communications and marketing, engagement, program and policy revisions, system evaluation.

B. Re-train staff to use of TDM meetings. Train and strengthen the use of community partners in the process.

San Mateo County Children & Family Services has provided the TDM Facilitator staff with advanced facilitator training and currently has contracted with Bay Area Academy to provide ongoing coaching. Training curriculum for internal staff and community partners is in development. Revision to existing documents and program policy is in progress. Once the curriculum has been finalized and approved, a training plan will be devised for roll out to CFS staff and external partners.

C. Develop a tracking process and accountability process to ensure full utilization of TDMs.

As a result of the formal program evaluation, ongoing facilitator coaching has been implemented, which serves as an opportunity to further evaluate program fidelity. Further, San Mateo County Children & Family Services has developed CWS/CMS reports which track TDM meeting instances and meeting types, and initial and/or change of placement with correlating TDM meeting instance. The TDM Unit Supervisor monitors this data on a monthly basis and provides the data to San Mateo County Children & Family Services Management Team for review.

D. Compile semi-annual reports regarding compliance with utilization of TDMs and report to management team.

The semi-annual report will follow the same logic as the monthly report and is in development.

E. Simultaneously research and pilot other teaming models to ensure the most appropriate engagement strategies for the unique culture of San Mateo's clients.

TDM facilitators will be attending training on the Family Group Decision Making on January 16-17th, 2014. The TDM Unit Supervisor will research and study other teaming models ongoing and report findings to the CFS Management Team.

F. Make any changes that are recommended in teaming methods to engage families.

San Mateo County CFS has developed a matrix of potential teaming methods to be used at the various decision points throughout the life of a child welfare referral/case. In the interest of maintaining the fidelity of the TDM model, TDM meetings will be utilized for the following placement decisions: Emergency Placement, Imminent Risk of Placement, Placement Preservation / Change of Placement, Reunification. CFS will continue to explore other teaming methods to address the multitude of non-placement related situations that would benefit from a family team meeting model.

METHOD OF EVALUATION AND/OR MONITORING

EVALUATION: Track usage with the new codes that have been developed in CWS/CMS. We will also be doing a formal program evaluation to see if TDMs or another model or combination of models are most beneficial for our cliental.

As a result of the formal program evaluation, ongoing facilitator coaching has been implemented, which serves as an opportunity to further evaluate program fidelity. San Mateo County Children & Family Services has developed CWS/CMS reports which track TDM meeting instances and meeting type, and initial and/or change of placement with correlating TDM meeting instance. The TDM Unit Supervisor monitors this data on a monthly basis and provides the data to San Mateo County Children & Family Services Management Team for review.

We will also track reunification rates (C1.3) and placement stability (C4.1) using the UC Berkeley California Child Welfare Indicators Project.

ANALYSIS

The Priority Outcome Measures we identified we want to improve during the 2013-2018 SIP include the C1.3: Reunification within 12 months (Entry Cohort) standard as well as C4.1: Placement Stability (8 days to 12 months). Improvement in our TDM Program is just one contributing factor that may contribute to our improved outcomes.

According to the Quarter 2-2013 Quarterly extract San Mateo County's performance for C1.3 is a 41.35% rate of timely reunification. This performance exceeds our Year 1 goal to increase our rate from our baseline of 37.5%, as cited in the CSA Report (Quarter 2-2011), to 39.9%.

Additionally, according to the Quarter 2-2013 Quarterly extract San Mateo County's performance for C4.1 is an 85% rate of placement stability. This performance exceeds our Year 1 goal to increase our rate from our baseline of 81.4%, as cited in the CSA Report (Quarter 2-2011), to 82.6%.

CFS recognizes that over the years the TDM program has experienced drift away from the original program model. Facilitator coaching and training is being provided to facilitator staff to ensure model fidelity and consistency in the facilitation of TDM meetings. Initial feedback from Social Workers and Social Work Supervisors reflects positive perceptions of the TDM process, changes in TDM meeting format and advanced facilitator strategies utilized. These factors surely are contributing to more effective TDMs and expansion of their usage, which will have an impact on placement stability for our youth. We will be looking thoroughly at our data to identify the specific indicators that define best practices in the appropriate use of TDM and how improved utilization may impact family reunification and placement stability.

In calendar year 2013, incidence of TDM meetings in San Mateo County increased to 111 meetings, up from 106 meetings in 2012. Highest incidence of TDM's occurred in "imminent risk" and "change of placement" situations. TDM's were least likely to occur prior to reunification. This trend is consistent across the two year span. CFS anticipates higher utilization of the TDM process to occur once training of all staff has been completed. Additionally, training and education for community partners is expected to occur by year end 2014. CFS will use 2013 data as baseline and track progress moving forward post-staff training.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

None at this point

PROGRAM REDUCTION

None at this point

CHILD WELFARE STRATEGY #4: NEW STRATEGY

Implement a recruitment and retention plan to increase the number of Resource Families available to meet the specific needs of children and youth in care. Families will be neighborhood based, culturally sensitive and located primarily in the communities where the children live. The target population includes the following groups: Cultural/Religion/Language (i.e. Latino & African-American), Medically Fragile, Siblings, and Teens, Adoptions.

ACTION STEP STATUS

The following action steps will begin in the 2nd year of the SIP.

A. Implement awareness building and outreach activities to inform San Mateo County residents and targeted communities of the continuous need for foster homes for children, including homes for medically fragile infants.

B. Work with high schools, PTA and clergy networks to increase the number of resource families by 10 each year that can provide homes and support to teenagers and non-minor dependents.

C. Create a resource family support program that will provide high-level agency support to resource families who will care for adolescent children with challenges.

METHOD OF EVALUATION AND/OR MONITORING

EVALUATION: Track the number of resource family inquiries as well as new resource families by source. Data will be captured in the Efforts to Outcomes (ETO) database and CWS/CMS. Receiving Home Social Worker Supervisor, Recruitment Social Worker, Placement Social Worker and Office Clerk will meet regularly to monitor progress.

ANALYSIS

Of the individuals and families in San Mateo who attend our information meetings and become a placement homes, 70% are interested in adoption. Currently, we have 100 licensed foster homes in the county. On average over the past 3 years, 35% of our dependents were placed out of the county. Of those youth, placements with guardians and/or relative/NREFM homes ranged between 28% and 40%, which means there were a number of youth living out-of-county in foster homes, group homes and other placement types.

In January 2014, the recruitment social worker was assigned to the Receiving Home, where there are more staff to assist in planning as well as carrying out recruitment efforts. As outlined in our recruitment and retention plan, we will focus community outreach and place more emphasis on our most effective strategies. We continue to emphasize that the Agency's first and foremost job is to license foster homes for children in temporary need and adoption component is secondary as family reunification is the first goal for almost all children.

PROBATION STRATEGY #5 :

Enhance Family Finding efforts and permanency planning by engaging extended families while the youth is in care.

ACTION STEP STATUS

The following includes an update on the action steps taken to date with an emphasis on those outlined in the SIP Matrix to be started and/completed during the report period. Please refer to the attached SIP Matrix for any updates including those made to the timeframes.

A. Develop a Memorandum of Understanding with Child Welfare regarding the process for requesting family finding searches.

This action was altered slightly as an MOU is no longer necessary instead a license was provided by CFS to the PSM for access to the CFS's Family Finding system on January 2014.

B. Develop Probation policies and procedures for conducting family finding and engagement.

Director and PSM will start developing policies and procedures in February 2014

C. Coordinate training for probation staff in family finding and engagement.

Probation has attended trainings and conferences to help in the implementation of the 12-month reunification goal. Placement staff attended a CWS/CMS training on September 13, 2013 offered by the UC Davis Extension, Center for Human Services. The Probation management analyst also attended the California Child Abuse and Neglect Prevention and Early Intervention Summit on October 16-17, 2013 in Sacramento. This conference helped the MA gain insight on information gathering practices related to family finding throughout the state.

CFS will schedule training for placement staff on using their Family Finding system by September 2014.

METHOD OF EVALUATION AND/OR MONITORING

Probation, in partnership with HSA, will establish a system to track and monitor the number of families located through the family finding efforts. A Memorandum of Understanding with Child Welfare which outlines the process for conducting family finding and engagement will be developed, if necessary.

Probation will continue to use the UC Berkeley California Child Welfare Indicators Project to track its performance as it relates to the 12- month reunification goal.

ANALYSIS

There is a decrease of youth in placement. According to the Quarter 2-2013 data extract, of the 3 youth in placement, 1 reunified in 12 months, showing a 33.3% rate of reunification. Although the numbers cannot be significantly compared to each other, given the very low number of youth in placement, this shows an improvement towards the 40% rate of reunification goal for the years 1 and 2 of the SIP implementation.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

None at this time

PROGRAM REDUCTION

None at this time

PROBATION STRATEGY #6 :

Partner with child welfare to establish a Parent Mentor/Orientation/Leadership Program that will provide support to parents involved with the Juvenile Probation Department to help them navigate the probation system and engage in timely reunification with their youth.

ACTION STEP STATUS

The following includes an update on the action steps taken to date with an emphasis on those outlined in the SIP Matrix to be started and/completed during the report period. Please refer to the attached SIP Matrix for any updates including those made to the timeframes.

A. Explore the Parent Partner program that has been implemented by child welfare (in the past) to determine opportunities to partner on the program, especially in regards to an Orientation for parents to the System.

HSA and Probation are looking at other options to implement this strategy, a majority of which will be reported in the year two SIP progress report. The two departments will each determine a parent that can be the lead parent partner, whose role will be to serve families and help them navigate the probation system and engage in timely reunification with their youth.

The options that are being explored are to provide the parent partners a stipend, half of which will be paid through the CalWorks subsidized employment program and the remainder from a Probation funding source.

Another option is to partner with Edgewood Center for Children and Families, which currently has a contract with Probation to provide training for the each of the families on what the juvenile justice process is and how to navigate through it.

Probation leads will work with HSA to learn more about their Parent Partner program and will determine if there are ways wherein the departments can partner with each other. After the initial meeting, probation staff will develop policies and practices applicable to Probation.

METHOD OF EVALUATION AND/OR MONITORING

Once a plan has been identified, policies will need to be developed that will include the method of evaluation, including exploring the use of special project codes in CWS/CMS to track the reunification rates of families who have engaged with a parent partner.

ANALYSIS

No analysis has been conducted for this strategy.

OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION

Child Welfare

Since March of 2012, CFS has hired 34 social workers, including 10 extra-help, and over the next two fiscal years will be adding another 15 for a total of 49 new positions. These positions represent 40% of all social worker staff. The addition of new positions has also created opportunities for current staff to transfer and new social worker supervisor positions. As a result, CFS is experiencing a high level of transition of experienced staff into new program areas. New workers and staffing changes will have some impact on strategies and action steps as we will need to address the training needs of these workers; thus we are undergoing an intensive training process including a new social worker training curriculum. Last year, we contracted with a training consultant to assist with new hire training. This past year, a training plan was established by our Management Team and a new, dedicated CFS Training Facilitator, a Social Work Supervisor, has been hired. The plan includes a rigorous foundation training program for new social workers as well as ongoing training; including the purpose and effective utilization of TDMs and consistent, quality visitation. Additionally, we are restructuring our Emergency Response (Intake) Units to include two new weekend units. New staff and supervisors will need to be trained on the effective use of emergency placement TDMS, which historically have not been utilized.

Probation

Since the adoption of the SIP, there have been significant staffing changes within Probation. The new team is dedicated to carrying out the strategies and has been collaborating with HSA on the strategies' action steps. As previously mentioned, there has been a decrease in the number of youth in placement, compared to when the SIP was developed in 2012. It is important for

Probation to reiterate that youth put in placement are placed because of their delinquent behavior and not as a result of their having been a victim of abuse or neglect or identified as being at risk of abuse or neglect. This is the reason why youth are first detained in juvenile hall before placement officers find a suitable placement to meet their rehabilitative needs. The removal of a youth from a particular placement, or the reunification of the youth with his/her family within 12 months, is based on the youth's having met his/her rehabilitative goals. For example, a youth placed in a sexual offender treatment program would not be expected to reunify with his/her family within 12 months since most sexual offender treatment programs are a minimum of 12 to 18 months in length. Another factor that could affect the 12-month reunification goal is placement stability. Often times, youth are re-placed in another placement facility due to various reasons including their going AWOL, failing to obey the rules of the facility in which placed, or violating the terms of their probation.

Another challenge Probation has encountered is the lack of local group homes that are equipped to handle delinquent youth within San Mateo County. There are very limited programs that offer resources and services to youth that are placed in group homes for their delinquent behavior. Probation works with group homes that have a Rate Classification Level of 12 or higher, based on our experience, there have been none or a very limited number if at all of these group homes within the jurisdiction of San Mateo County that fit this classification.

PROMISING PRACTICES/ OTHER SUCCESSES

Child Welfare

Children and Family is committed to ensuring that every child, adult, and family lives in a safe, healthy and thriving community. Our programs and services assist individuals and families to achieve economic self-sufficiency; promote community and family strength, and ensure child safety and well-being. A significant practice that began this year is our Children and Family Services Restructure Implementation Plan.

Services Restructure Implementation Plan

Implementation Scope/Area

The Children and Family Services (CFS) division is undertaking a process to reorganize into three Service Areas (North, Mid-County, and South). The goal is to repurpose an original idea that was utilized several years ago, and address the current challenges of child welfare issues. In essence, we will provide Community-Based Integrated Children and Family Services (CBICFS), which will provide a standard of high quality services in each of the three areas, while customizing the services to the needs, expertise, and resources of that particular area. It is not just the concept of

merely locating staff at a particular site in the community; it is about workers knowing their respective communities, and more importantly, communities knowing their respective workers.

For example, there is a school of thought in the Human Services arena that our greatest partners are those in the education system. Thus, each social worker should know the teachers in their service area, each supervisor should know the principals in their service area, and each manager should know the superintendents in their service area. This model allows for more collaborative and coordinated community service provision.

CFS will ultimately move from the programmatic management of Child Welfare Services, where each Human Services Manager (HSM) II is responsible for a specific county wide program (i.e. Intake, Continuing Services, etc.), to a Service Area (SA) model where each HSM II will be responsible for a specific geographical area and all of the Child Welfare programs that are provided within each of these service areas. In addition, each Manager II will become acquainted with all community partners and service providers within the Service Area. Furthermore, other areas of CFS (e.g., Family Resource Centers, Central Support, etc.) will be aligned with the SAs.

Probation

Probation believes that every youth should be given the opportunity to be a healthy, educated and successful individual who contributes to a safe and supportive community. Probation provides innovative programs and interventions that stress youth asset development, offender accountability, family stability, and social responsibility, thereby reducing the impact of crime and delinquency in the community. Probation also works with a multidisciplinary team through the previously mentioned Interagency Placement Review Committee (IPRC). IPRC has made it a requirement for placement officers to implement the goals set in youth's case plan while they are in a placement and come back to IPRC after 6 months to see if these goals have been implemented. IPRC's objective is to ensure that all the goals for the youth are met and that they are reunited to their families in a timely manner.

In August 2013, Probation launched the Girls Empowerment Program (GEP), a gender specific program geared towards assisting young women in their journey of personal growth and healing. GEP provides a safe and nurturing atmosphere that promotes the girls' educational, physical, emotional, psychological and spiritual well-being. GEP implements a multi-disciplinary approach where Probation, Behavioral Health and Recovery Services and Correctional Health staffs, along with a variety of dedicated community based professionals, provide gender-specific services to at risk girls. Programs offered include individual and family therapy, Rape Trauma Services (RTS), and The Art of Yoga.

OUTCOME MEASURES NOT MEETING STATE/NATIONAL STANDARDS

Child Welfare

Please refer to Attachment A - *San Mateo County Children and Family Services Review/AB636 -- Quarter 2-2013 Underperforming Measure Outcomes Chart* for data trends for the past year.

The following outcome data are from Quarter 2-2013

C1.1 Reunification within 12 months (exit cohort)

Current performance is 66.7%, below the 75.2% standard by 8.5%.

C1.2 Median time to reunification (exit cohort)

Current performance is 8 months, above the 5.4 month standard by 2.8 months

C1.4 Reentry following reunification (exit cohort)

Current performance is 11.8%, above the 9.9% standard by 1.9%

Obstacles, systemic issues, and environmental conditions that may be contributing to underperformance in reunification rates and re-entry rates include:

- Chronic alcohol and substance abuse by the parent(s), lack of family support, poverty, history of child welfare, and unemployment
- Lack of compliance from the parents to meet case plan goals
- Out of county placements lead to delay in services, difficulties in arranging visitation etc, which can impact time to reunification
- Utilizing Family Strengths and Needs Assessments, workers are developing strong case plans based on the best ways to meet a family's needs and reassess them over time. When other, underlying issues arise, additional services may be needed
- Services cease after reunification; there is a lack of "aftercare" services or connections to services once a family is reunified
- TDMs remain an underutilized strategy for all case closures
- Visitations between birth parents and children are inadequate. Visitations are not frequent enough, and the environment is not natural or conducive to supporting the parents

Measure C2.1 Adoptions within 24 months (exit cohort)

Current performance is 27.3%, below the 36.6% standard by 9.3%

Measure C2.2 Median time to adoption (exit cohort)

Current performance is 27.9 months, above than the 27.3 months standard by .6 months

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

Current performance is 16.9%, below the 22.7%% standard by 5.8%

Measure C2.4 Legally free within 6 months (17 month in care)

Current performance (Quarter 1-2013) is 4.1%, below the 10.9% standard by 6.8%

Obstacles, systemic issues, and environmental conditions that may be contributing to consistent underperformance include:

- Multiple Court Continuances because of Noticing issues; no or late court reports; lack of availability of proof of service; clogged court calendar (at least 10-week delay before obtaining another hearing date, etc.
- Offering full 18 months of reunification services which means in reality most families receive more than 24 months of services
- Continued .26 hearings due to Noticing and other issue delay the final termination of services and parental rights
- Paternity findings are not made timely or correctly and adoption workers have to re-terminate parental rights correctly which causes unnecessary delay in finalizing adoptions
- High need children with serious mental health issues and lack of availability of quality mental health services results in fewer children getting stabilized quicker hence delaying their finalization
- New social workers need training on concurrent planning process as they wait till the last minute before making a foster-adopt referral
- Lackadaisical commitment to concurrent planning practice as supervisors are not regularly reviewing cases with the Adoption supervisor as outlined in the CFS policy, and lastly
- Majority (50%+) of our children in out-of-home care are teenagers and have endured much trauma that needs to be healed before considering permanency. Also, not many families want to adopt older, minority and children with special needs

Measure C3.1 Exits to permanency (24 months in care)

Current performance is 20.9%, below the 29.1% standard by 8.2%

Measure C3.3 In care 3 years or longer (emancipated or age 18 in care)

Current performance is 38.9%, above the 37.5% standard by 1.4%

Obstacles, systemic issues, and environmental conditions that may be contributing to consistent underperformance include:

- Lack of foster homes for older youth
- Family finding efforts are not consistently conducted through the life of a case
- Transitional conferences are not always being conducted consistently or timely, allowing for better permanency planning

Measure C4.3 Placement Stability (8 days to 12 months)

Current performance is 36.5%, below the 41.8% standard by 5.3%

Obstacles, systemic issues, and environmental conditions that may be contributing to consistent underperformance include:

- TDMs are not being fully utilized as a strategy to maintain placements
- Youth are being placed with relatives who may be ambivalent and unsure about the long-term placement for these youth. There is a lack of support services for relatives
- Youth are being placed outside of the county and the distance impacts placement stability.
- Receiving home counts as a placement; youth are placed there until a suitable and appropriate placement is found.

Measure 2F Timely Monthly Caseworker Visits

Current performance is 86.1%, below the 90% standard by 3.9%

Our performance in the past year has ranged from 84.2% to 90.2% - meeting the standard.

Obstacles, systemic issues, and environmental conditions that may be contributing to consistent underperformance include:

- Caseloads spiked this past year with many social workers carrying up to 30 cases.
- Data entry issues; lag time of social worker to enter contacts into CWS/CMS

Measure 4A Children in foster care that are placed with siblings - All siblings

Current performance is 49.7%, below the 90% standard by 40.3%

Obstacles, systemic issues, and environmental conditions that may be contributing to consistent underperformance include:

- Lack of foster homes that can accommodate sibling groups

Probation

C1.1 Reunification within 12 months (Exit Cohort)

According to the Quarter 2-2013 data extract, Probation's rate for this measure is 22.2%, well below the 75.2% National Standard. This outcome could be affected by the low number of youth in placement and the timelines associated with addressing their needs related to their delinquent behavior.

2F Timely Monthly Caseworker Visits

According to the Quarter 2-2013 data extract, Probation's rate for this measure is 88.3%, which is below the 90% National Standard. Probation found that the discrepancy in this measure was a result of the probation officers not logging the time of in-person contact with the youth right after they have done so. Often, the probation officer inputs the date and time of contact weeks or a month after they have done so. Probation staff will work with the officers more diligently about the timeliness of entering information about their in-person monthly contact into CWS/CMS.

State and Federally Mandated Child Welfare/Probation Initiatives

Child Welfare

Fostering Connections After 18

California Fostering Connections to Success Act (AB 12)

San Mateo County is fully participating in AB12 extended foster care, and to date we are serving more than 69 non-minor dependents. We fully anticipate our numbers to increase and have already increased our dedicated direct services staff from one full-time AB12 Social Worker to two and identified an AB12 Court Officer who is able to meet the specific needs of our young adults in extended foster care. In addition, San Mateo County has formed stakeholder groups to ensure that our Program's goals and progress toward assisting our youth to become successful adults well prepared to exit the system.

AB12 Workgroup

The AB12 Workgroup is the agency's strategy to implementing Assembly Bill 12 in San Mateo County. The AB12 Workgroup is comprised of leadership staff from several of the various Human Services Agency's divisions, such as Probation, Economic Self-Sufficiency, Fiscal Services; and Policy, Planning, and Quality Management, as well as external participants from community agencies and the non-minor dependent population. The make-up of the AB12 Workgroup allows for expert knowledge to be gained from program experts who can assist with making informed decisions in each of the AB12 service areas; housing, education, employment, mentoring, etc. The focus of the AB12 Workgroup is the resolution of issues that arise due to the philosophical shift of staff and the systematic changes that need to occur when working with adults in extended foster care.

AB 12 Adoption Work Group

Implementation of AB 1712, a supplementation to AB 12, requires county child welfare agencies to develop policies and procedures to facilitate the adoption of Non Minor Dependent (NMD) youth. To comply with the requirements of the amended statute and new ACL, the CFS Adoptions Unit spearheaded the development of an AB12 Adoptions Work Group to outline policy and procedure that address the specific needs and concerns to San Mateo County. The group is also responsible to fully integrate AB 1712 into existing Department policy by February 24, 2014.

Katie A. v Bonta Lawsuit

The Katie A. Settlement Agreement requires counties to partner in a number of ways in order to ensure the screening, referral, assessment and treatment of mental health conditions for youth in the child welfare system. Since February 2013, CFS and Behavioral Health and Recover Services (BHRS) have been working in collaboration and are in an excellent position to continue improving services for child welfare involved children and families. To date, implementation accomplishments include:

- Full day cross-training sessions were held for supervisors, managers, and staff. To date, 309 staff have been trained on the Core Practice Model Guide (CPM), 198 BHRS staff were trained on the Documentation Manual (DM) and 159 CFS staff were trained on the Mental Health Screening Tool (MHST) (0-5) and (6-20).
- The MHST was adopted by CFS beginning September 2013 and can be uploaded from the Child Welfare Services/Case Management System (CWS/CMS) and completed electronically.
- The BHRS program for transitional aged youth has now been folded into the referral triage management.
- BHRS has adopted an Eligibility Determination form for the identification and tracking of the subclass and began implementing this form in September 2013.
- CFS and BHRS created a collaborative work group to monitor, facilitate and track all foster care referrals as well as referrals/services for subclass members.
- San Mateo County's Measure-A funding combined with CFS funding has made it possible for BHRS and CFS to hire additional staff to assist with staffing capacity. This will help alleviate the specific need for services for the 0-5 population and support ability to identify and serve subclass members.
- Edgewood Kinship Care convened 6 focus groups beginning August 2013. The intent of the focus groups was to engage caregivers, communicate regarding the CPM, and to gain initial feedback from Kinship parents regarding their experience with CFS and BHRS services. Similarly, BHRS convened 5 parent focus groups, and CFS facilitated a focus group with the Foster Family Agency caregivers. This information will be integrated into quality improvement strategies.
- Two day-long trainings on collaboration for Supervisors and Managers, facilitated by Center for Right Relations Global, were held in December, and will frame the subsequent staff trainings to be held in January of 2014.

As we implement the CPM, the Katie A Training Committee and Steering Committee will continue to address ongoing training and support needs for all staff, and to strategize on how to more effectively engage our youth and families.

Program Improvement Plan

San Mateo County's SIP has been created to improve outcomes for children and families within the county. However, it also supports the state's Program Improvement Plan. These include:

Expand use of participatory case planning strategies.

Goal: Increase engagement of children/youth, families, and others in case planning and decision-making processes across the life of the case for safety, permanency, and well-being.

San Mateo's SIP supports this strategy to strengthen the use of TDM meetings throughout the life of a case, from the entry into foster care, during placement changes, and through transition to permanency.

Sustain and enhance permanency efforts across the life of the case.

Goal: Enhance practices and strategies that result in more children/youth having permanent homes and connections to communities, culture, and important adults.

San Mateo's SIP supports this strategy in two different ways. First, it supports it through the development of visitation centers that will be implemented throughout San Mateo County in order to improve the quality and quantity of visits between parents and children. Second, the development of a Parent Mentor Program that employs former birth parents to become mentors for parents who are currently involved in the reunification process supports this permanency strategy. These parent mentors will serve as mentors, advocates and peer support to families who are currently involved with the child welfare system.

Enhance and expand caregiver recruitment, retention, training, and support efforts.

Goal: Improve caregiver support strategies and augment educational/training curriculum.

San Mateo's SIP will support this strategy through probation's enhancement of Family Finding efforts and permanency planning by engaging extended families while the youth is in care.

Sustain and expand staff/supervisor training.

Goal: Increase educational and training opportunities for staff and supervisors towards activities identified in the SIP.

San Mateo's SIP supports this strategy throughout all of its strategies. In each of the strategies, supervisors and staff will be engaged in educational and training opportunities to support the intended goals.

Probation

Fostering Connections After 18

California Fostering Connections to Success Act (AB 12)

AB 12 took effect on January 1, 2012, making it possible for eligible 18 year olds in placement to have access to federal funding which will provide them with the support they need to become fully independent adults. As of September 2013, Probation had 8 AB 12 cases. The challenge the Department faces with the implementation of AB 12 is that in some situations, youth, through their lawyers, have asked the Courts to re-enter the system, often contrary to the probation officer's recommendation so they will be able to receive this funding. Probation staff is anticipating receiving more training regarding AB 12 through the Resource Center for Family-Focused Practice of the UC Davis Extension as well as training with the Administrative Offices of the Court to address these challenges

<p>Strategy 1: Develop a Parent Leadership/Partner Program that employs former birth parents to become mentors for parents who are currently involved in the reunification process. These parent mentors will serve as mentors, advocates and peer support to families who are currently involved with the child welfare system.</p>	CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.3: Reunification within 12 months (6 month entry cohort)</p>
	CBCAP	
	<input type="checkbox"/> X PSSF	
	X N/A	
Action Steps:	Timeframe:	Person Responsible:
<p>A. Develop goals, target population and core work group for developing the Parent Leadership/ Partner Program.</p>	<p>February 2013 – April 2013 February 2013 to June 2014</p> <p>This step has been completed, however further development of the goals of the program will need to be identified through the newly identified workgroup. The use of PSSF funds will start in year 2 (FY2014-15)</p>	<p>CFS Management Analyst</p>
<p>B. Identify and hire former birth parents as mentors for parents.</p>	<p>April 2013 – June 2013 January 2014 to June 2014</p> <p>The process of identifying funds to support this program took longer than expected. This has had an impact on the timeframes for action steps to that follow.</p>	<p>CFS Management Analyst</p>
<p>C. Introduce Parent Mentor Program to staff and educate staff about referral process and target population to be served.</p>	<p>June 2013 August/September 2014</p> <p>Extended timeframe to allow recruitment and training of partner partners</p>	<p>CFS Management Analyst</p>

<p>D. Train parent mentors regarding child welfare, confidentiality, and boundaries.</p>	<p>June 2013 – July 2013 July 2014 – August 2014</p> <p>Extended timeframe to allow for recruitment of parent partners</p>	<p>CFS Management Analyst</p>
<p>E. Launch Parent Mentor Program; track families served through internal tracking system and via CWS/CMS special project codes.</p>	<p>August 2013 – February 2018 November/December 2014</p> <p>Extended timeframe to allow for training of partners and development of tracking system and identified variables through the workgroup.</p>	<p>CFS Management Analyst</p>
<p>F. Identify outcomes for families served by Parent Mentor program.</p> <p>This step is part of Action Steps A and E</p>	<p>August 2014 and annually thereafter</p>	<p>Management Analyst</p>
<p>G. F. Survey families served by Parent Mentor program and measure satisfaction with mentorship relationship.</p>	<p>August 2014 and annually thereafter January 2015 and annually</p>	<p>Management Analyst</p>

Strategy 2: Develop visitation centers and implement throughout San Mateo County in order to improve the quality and quantity of visits between parents and children. Visitation centers will be family friendly and engaging to families who utilize its services in order to improve the rates of reunification and improve child-parent relationships.	CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.3: Reunification within 12 months (6 month entry cohort) C4.1: Placement Stability Outcome: Placement Stability (8 days to 12 months)
	CBCAP	
	PSSF	
	X N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Select contractor(s) and community based organizations to run visitation centers and determine target populations to be served. RFP process has already been completed and the agency is working with contractors.	March 2013	Human Services Manager II
B. Educate staff about visitation centers and referral process and target population to be served.	March - August 2013	Human Services Manager II
C. Launch visitation centers.	March 2013 – February 2018	Human Services Manager II
D. Monitor usage of visitation center, tracking # of families served by centers and impact on reunification rates.	January 2014 and quarterly thereafter	Human Services Manager II

Strategy 3: Strengthen the use of Team Decision Making (TDM) Meetings and assess the most effective family engagement model for engaging families throughout the life of a case, from the entry into foster care, during placement changes, and through transition to permanency. Utilize the most effective teaming process to engage families in making decisions for their children and families to prevent out of home care, encourage timely reunification and/or find early permanency.	CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.3: Reunification within 12 months (6 month entry cohort) C4.1: Placement Stability Outcome: Placement Stability (8 days to 12 months)
	CBCAP	
	PSSF	
	X N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Identify barriers to fully utilization of TDM meetings and develop strategies for overcoming barriers.	February 2013 – September 2013	Human Services Manager II
B. Re-train staff to use of TDM meetings. Training and strengthening the use of community partners in the process.	October 2013 – December 2013	Human Services Manager II
C. Develop a tracking process and accountability process to ensure full utilization of TDMs.	September 2013 – December 2013	Human Services Manager II

D. Compile semi-annual reports regarding compliance with utilization of TDMs and report to management team.	January 2014 and July 2014 and semi-annually thereafter	Human Services Manager II
E. Simultaneously research and pilot other teaming models to ensure the most appropriate engagement strategies for the unique culture of San Mateo's clients.	January 2013 and ongoing	Human Services Manager II
F. Make any changes that are recommended in teaming methods to engage families.	July 2013 and ongoing	Human Services Manager II

Strategy 4: Foster Parent Recruitment. Implement a recruitment/retention plan to increase the number of Resource Families available to meet the needs of children and youth in care. Families will be neighborhood based, culturally sensitive and located primarily in the communities where the children live.	CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Foster/Adoptive Parent Licensing, Recruitment and Retention Increase the number of Resource Families by: 10 in 2015, 20 in 2016, 30 in 2017 and 40 in 2018.	
	CBCAP		
	<input type="checkbox"/> PSSF		
	X N/A		
Action Steps:	Timeframe:		Person Responsible:
A. Implement awareness building and outreach activities to inform San Mateo County residents and targeted communities of the continuous need for foster homes for children, including homes for medically fragile infants.	December 2014 and maintain thereafter		Foster Parent Recruiter (Social Worker)
B. Work with high schools, PTA and clergy networks to increase the number of resource families each year that can provide homes and support to teenagers and non-minor dependents.	September 2014 and annually thereafter		Foster Parent Recruiter (Social Worker)
C. Create a resource family support program that will provide high-level agency support to resource families who will care for adolescent children with challenges.	September 2014		Placement Social Worker (Receiving Home staff)

SIP Matrix PROBATION

<p>Strategy 5: Enhance Family Finding efforts and permanency planning by engaging extended families while the youth is in care, and/or participating in Family Preservation and WRAP around programs.</p>	<input type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.3: Reunification within 12 months (6 month entry cohort)</p>
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> X N/A	
<p>Action Steps:</p>	<p>Timeframe:</p>	<p>Person Responsible:</p>
<p>A. Develop a Memorandum of Understanding with Child Welfare regarding the process for requesting family finding searches.</p>	<p>June 2013 April 2014 May be deleted: HSA representative will confirm if this is still needed or if a license can be provided to Probation staff without an MOU</p>	<p>Director and PSM</p>
<p>B. Develop Probation policies and procedures for conducting family finding and engagement.</p>	<p>July 2013—September 2013 May 2014-July 2014 In progress</p>	<p>Director and PSM</p>
<p>C. Coordinate training for probation staff in family finding and engagement.</p>	<p>October/November 2013 June 2014 - July 2014 HSA will schedule a training for placement staff on using their Family Finding system</p>	<p>HSA Representative & PSM</p>
<p>D. Begin family finding searches-this will be conducted on an “as needed” basis, if and when the youth does not get placed in a group home.</p>	<p>December 2013 June 2014-July 2014</p>	<p>HSA Representative</p>
<p>E. Track number of family members found and link to family reunification outcome</p>	<p>January 2014 August 2014 and annually thereafter</p>	<p>Placement Staff & PSM</p>

Strategy 6: Establish a Parent Partner program that will provide support to parents involved with the Juvenile Probation department for youth pending placement. This program will provide support to parents and help them navigate the probation system and engage in timely reunification with their youth.	CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.3: Reunification within 12 months (6 month entry cohort)
	CBCAP	
	PSSF	
	X N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Explore the Parent Partner program that has been implemented by child welfare to determine opportunities to partner on the program, especially in regards to an Orientation for parents to the System.	January 2014 – February 2014 In progress	PSM & Placement Staff
B. Develop policies and procedures for Parent Partner program, to include goals and target population for the Program.	February 2014 – April 2014	PSM & Director
C. Introduce Parent Mentor Program to staff and educate staff about referral process and target population to be served.	May 2014	HSA Representative & PSM
D. Coordinate training for probation staff in the Parent Mentor Program.	May 2014	HSA Representative

E. Launch Parent Mentor Program; track families served through internal tracking system and explore the use of CWS/CMS special project codes.	June 2014	PSM & Probation Management Analyst
F. Identify outcomes for families served by Parent Mentor program and survey families served by Parent Mentor program and measure satisfaction with mentorship relationship	January 2015 and annually thereafter	PSM & Probation Management Analyst

San Mateo County Children and Family Services Review/AB636 Outcomes

Underperforming Measures

CFSR Measure	Standard	SMC Q2- 2013	SMC Q1- 2013	SMC Q4- 2012	SMC Q3- 2012
Measure C1 Reunification Composite	122.6	118.1	114.9	131.5	125
Measure C1.1 [Reunification within 12 months (exit cohort)] Of all children discharged from foster care to reunification during the year who had been in foster care for 8 days or longer, what percent were reunified in less than 12 months from the date of the latest removal from home?	>75.2%	66.7	63.8	66	66.3
Measure C1.2 [Median time to reunification (exit cohort)] Of all children discharged from foster care to reunification during the year who had been in foster care for 8 days or longer, what was the median length of stay (in months) from the date of latest removal from home until the date of discharge to reunification?	<5.4 mos	8	9.3	5.5	7.1
Measure C1.4 [Reentry following reunification (exit cohort)] Of all children discharged from foster care to reunification during the year, what percent reentered foster care in less than 12 months from the date of the earliest discharge to reunification during the year?	<9.9%	11.8	11.3	5.5	10.3
Measure C2 Adoption Composite	106.4	99.6	98.5	94.9	92.2
Measure C2.1 [Adoptions within 24 months (exit cohort)] Of all children discharged from foster care to a finalized adoption during the year, what percent were discharged in less than 24 months from the date of the latest removal from home?	>36.6%	27.3	30.4	42.9	50.0
Measure C2.2 [Median time to adoption (exit cohort)] Of all children discharged from foster care to a finalized adoption during the year, what was the median length of stay (in months) from the date of latest removal from home until the date of discharge to adoption?	<27.3 mos	27.9	27.2	29.8	28.0
Measure C2.3 [Adoption within 12 months (17 months in care)] Of all children in foster care for 17 continuous months or longer on the first day of the year, what percent were discharged to a finalized adoption by the last day of the year?	>22.7%	16.9	14.9	9.5	9.8
Measure C2.4 Legally free within 6 months (17 month in care)] Of all children in foster care for 17 continuous months or longer and not legally free for adoption on the first day of the period, what percent became legally free within the next 6 months?	>10.9%	0	4.1	1.4	0
Measure C3 Long Term Care Composite	121.7	121.6	119.7	114.1	114.2
Measure C3.1 [Exits to permanency (24 months in care)] Of all children in foster care for 24 months or longer on the first day of the year, what percent were discharged to a permanent home by the end of the year and prior to turning 18?	>29.1%	20.9	20	18.2	20.0
Measure C3.3 [In care 3 years or longer (emancipated or age 18 in care)] Of all children in foster care during the year who were either discharged to emancipation or turned 18 while still in care, what percent had been in foster care for 3 years or longer?	<37.5%	38.9	40	44.4	46.8
Measure C4 Placement Stability Composite	101.5	101.6	99.9	97.6	97.0
Measure C4.3 [Placement Stability] Of all children served in foster care during the year who were in foster care for at least 24 months, what percent had two or fewer placement settings?	>41.8%	36.5	35.1	30.1	30.6
AB 636 Measure	State Standard	SMC Q2- 2013	SMC Q1- 2013	SMC Q4- 2012	SMC Q3- 2012
Measure 2F [Timely Monthly Caseworker Visits] Of all children in out of home placement, what percentage were visited by their caseworker at least once each month?	>90%	86.1	89.1	90.2	89.8
Measure 4A Siblings – Children in foster care that are placed with siblings All siblings	>90%	49.7	45.9	45.6	50.6