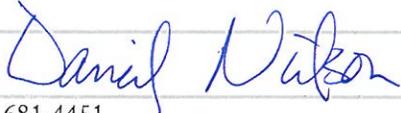


# California – Child and Family Services Review Signature Sheet

For submittal of: CSA  SIP  Progress Report

County	Santa Barbara
SIP Period Dates	October 1, 2012-September 30, 2017
Outcome Data Period	Quarter 1, 2014

### County Child Welfare Agency Director

Name	Daniel Nielson
Signature*	
Phone Number	(805) 681-4451
Mailing Address	234 Camino del Remedio Santa Barbara, CA 93110

### County Chief Probation Officer

Name	Beverly Taylor
Signature*	
Phone Number	(805) 882-3650
Mailing Address	2121 S. Centerpointe Pkwy. Santa Maria, CA 93455

### Public Agency Designated to Administer CAPIT and CBCAP

Name	Daniel Nielson, Director Department of Social Services
Signature*	
Phone Number	(805) 681-4451
Mailing Address	234 Camino del Remedio Santa Barbara, CA 93110

Logged and rec'd 9-12-14  
 RECEIVED SEP 12 2014  
 RK

### Board of Supervisors (BOS) Signature

BOS Approval Date	
Name	

**Mail the original Signature Sheet to:**

\*Signatures must be in blue ink

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

Signature\*

### Contact Information

Child Welfare Agency	Name	Amy Krueger
	Agency	Department of Social Services
	Phone & E-mail	(805) 346-7248, a.krueger@sbcsocialserv.org
	Mailing Address	2125 S. Centerpointe Pkwy., Santa Maria, CA 93455
Probation Agency	Name	Wendy Stanley
	Agency	Probation
	Phone & E-mail	(805) 739-8606, wstanle@co.santa-barbara.ca.us
	Mailing Address	2121 S. Centerpointe Pkwy., Santa Maria, CA 93455
Public Agency Administering CAPIT and CBCAP  (if other than Child Welfare)	Name	Daniel Nielson, Director
	Agency	Department of Social Services
	Phone & E-mail	(805) 681-4451, d.nielson@sbcsocialserv.org
	Mailing Address	234 Camino del Remedio, Santa Barbara, CA 93110
CAPIT Liaison	Name	Barbara Finch
	Agency	Department of Social Services
	Phone & E-mail	(805) 681-4678, b.finch@sbcsocialserv.org
	Mailing Address	234 Camino del Remedio, Santa Barbara, CA 93110
CBCAP Liaison	Name	Barbara Finch
	Agency	Department of Social Services
	Phone & E-mail	(805) 681-4678, b.finch@sbcsocialserv.org
	Mailing Address	234 Camino del Remedio, Santa Barbara, CA 93110
PSSF Liaison	Name	Barbara Finch
	Agency	Department of Social Services
	Phone & E-mail	(805) 681-4678, b.finch@sbcsocialserv.org
	Mailing Address	234 Camino del Remedio, Santa Barbara, CA 93110

Logged and rec'd 9-12-14  
RECEIVED SEP 12 2014  
JST

# California Child and Family Services Review

## Annual SIP Progress Report

OCTOBER 1, 2013-SEPTEMBER 30, 2014



# California – Child and Family Services Review Signature Sheet

For submittal of: CSA  SIP  Progress Report

<b>County</b>	Santa Barbara
<b>SIP Period Dates</b>	October 1, 2012-September 30, 2017
<b>Outcome Data Period</b>	Quarter 1, 2014

### County Child Welfare Agency Director

<b>Name</b>	Daniel Nielson
<b>Signature*</b>	
<b>Phone Number</b>	(805) 681-4451
<b>Mailing Address</b>	234 Camino del Remedio Santa Barbara, CA 93110

### County Chief Probation Officer

<b>Name</b>	Beverly Taylor
<b>Signature*</b>	
<b>Phone Number</b>	(805) 882-3650
<b>Mailing Address</b>	2121 S. Centerpointe Pkwy. Santa Maria, CA 93455

### Public Agency Designated to Administer CAPIT and CBCAP

<b>Name</b>	Daniel Nielson, Director Department of Social Services
<b>Signature*</b>	
<b>Phone Number</b>	(805) 681-4451
<b>Mailing Address</b>	234 Camino del Remedio Santa Barbara, CA 93110

### Board of Supervisors (BOS) Signature

<b>BOS Approval Date</b>	
<b>Name</b>	

**Mail the original Signature Sheet to:**

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

\*Signatures must be in blue ink

Signature\*

### Contact Information

Child Welfare Agency	Name	Amy Krueger
	Agency	Department of Social Services
	Phone & E-mail	(805) 346-7248, a.krueger@sbcsocialserv.org
	Mailing Address	2125 S. Centerpointe Pkwy., Santa Maria, CA 93455
Probation Agency	Name	Wendy Stanley
	Agency	Probation
	Phone & E-mail	(805) 739-8606, wstanle@co.santa-barbara.ca.us
	Mailing Address	2121 S. Centerpointe Pkwy., Santa Maria, CA 93455
Public Agency Administering CAPIT and CBCAP  (if other than Child Welfare)	Name	Daniel Nielson, Director
	Agency	Department of Social Services
	Phone & E-mail	(805) 681-4451, d.nielson@sbcsocialserv.org
	Mailing Address	234 Camino del Remedio, Santa Barbara, CA 93110
CAPIT Liaison	Name	Barbara Finch
	Agency	Department of Social Services
	Phone & E-mail	(805) 681-4678, b.finch@sbcsocialserv.org
	Mailing Address	234 Camino del Remedio, Santa Barbara, CA 93110
CBCAP Liaison	Name	Barbara Finch
	Agency	Department of Social Services
	Phone & E-mail	(805) 681-4678, b.finch@sbcsocialserv.org
	Mailing Address	234 Camino del Remedio, Santa Barbara, CA 93110
PSSF Liaison	Name	Barbara Finch
	Agency	Department of Social Services
	Phone & E-mail	(805) 681-4678, b.finch@sbcsocialserv.org
	Mailing Address	234 Camino del Remedio, Santa Barbara, CA 93110

# Table of Contents

INTRODUCTION.....PAGE 2

SIP NARRATIVE .....PAGE 2

STATE AND FEDERALLY MANDATED CHILD WELFARE/PROBATION  
INITIATIVES.....PAGE 39

FIVE YEAR SIP CHART.....PAGE 40



## Introduction

As mandated by the Child Welfare Services Outcome and Accountability Act of 2001 (Assembly Bill 636 (Steinberg)), Santa Barbara County completed its System Improvement Plan (SIP) in 2012. The SIP is the culmination of the California Child and Family Services Review process (C-CFSR). It is based upon the information learned from the County Self Assessment (CSA) conducted in October of 2011, the Peer Quality Case Review (PQCR) conducted in January of 2012, and aligned with the strategies of the State of California's Program Improvement Plan (PIP) submitted to the U.S. Department of Health and Human Services Children's Bureau.

The SIP process was informed by the county data and trends, guided by evidence based and promising practices in the field, and inclusive of community partners. The areas of focus for CWS are Placement Stability, Reunification within 12 months, and Recurrence of Maltreatment. The focus for Probation is Reunification within 12 months only. This SIP progress report is submitted to the California Department of Social Services (CDSS) in accordance with the California Child and Family Services Review Instruction Manual dated January 1, 2014.

## SIP Progress Narrative

### **Stakeholders Participation**

Santa Barbara County CWS began its Self-Assessment process in September 2011. As in the previous Self-Assessments, Santa Barbara County focused on obtaining extensive input from our many public and private partners, believing that their knowledge of and experience with CWS and Probation were critical in identifying the strengths, needs, and gaps in our service delivery system. The process focused on soliciting feedback from several existing groups who are integrally involved in promoting the safety and well-being of children and families such as KIDS Network, the Child Abuse Prevention Council; and the CWS Team meeting targeting all CWS supervisors/managers. Participants were asked to consider the data and utilizing their

expertise to help define the strengths of our community and service delivery systems in providing for the safety, permanence, and well-being of children and families, as well as what might be needed to improve those outcomes. In total, more than 150 people representing the public, private, and consumer sectors participated in the process, which was used to inform the Self-Assessment and SIP.

The resulting SIP strategies and action steps were developed directly from internal and external stakeholder feedback. The SIP Planning Team reviewed performance and trends for the three outcomes identified – recurrence of maltreatment, placement stability and reunification within 12 months (entry cohort). Additionally, strategies were evaluated for efficacy in achieving outcomes. Strategies and action steps were then developed through a community process which engaged internal and external stakeholders in developing priorities.

Additionally, to engage internal staff and external stakeholders, the following efforts have been made during the review period:

- A link to the annual SIP progress report was provided to all stakeholders in January 2014.
- The annual SIP progress report was posted on the CWS County internet site in January 2014
- The annual SIP progress report was posted on the CWS intranet which is the electronic entry point for social worker staff policy and resource information.
- Ongoing interactive SIP discussion for CWS Supervisor/Manager Team.
- Ongoing interactive SIP discussion for CWS Program Support and Development staff.
- Ongoing interactive SIP discussion for Child Abuse Prevention Council (CAPC).

## **Current Performance Toward SIP Improvement**

### **Goals/Strategy Status**

Through the PQCR, CSA, and SIP planning processes which were done jointly by CWS and Probation, the following federal outcomes and systemic factor were identified as the focus areas for the current SIP:

1. S1.1: No Recurrence of Maltreatment
2. C1.1: Reunification within 12 months (exit cohort)
3. C4.3: Placement Stability: Two or Fewer Placements (at least 24 months in care)

Santa Barbara County has achieved modest improvement in all three SIP focus Areas and is cautiously optimistic that further progress on strategy implementation will produce continued sustained positive direction toward improvement goals. It should be noted that much of the first two years of the strategies involved evaluation, assessment, and planning activities. Although progress has occurred it is anticipated that the real impact of the strategies on improvement goals will be seen in the next several years of the SIP period.

A full Summary of CFSR Data can be found below:

## Santa Barbara County Summary of CFSR Data

Measure	Federal Standard	Child Welfare Services' Performance CWS/CMS 2012 Quarter 1 Extract		CWS: Percent of Standard Met	Child Welfare Services' Performance CWS/CMS 2014 Quarter 1 Extract		CWS: Percent of Standard Met	Probation Performance CWS/CMS 2012 Quarter 1 Extract		Probation Percent of Standard Met	Probation Performance CWS/CMS 2014 Quarter 1 Extract		Probation Percent of Standard Met
		Percent	Count		Percent	Count		Percent	Count		Percent	Count	
S1.1 No recurrence of maltreatment	94.6%	90.7%	282/311	95.9%	94.6%	248/258	102%	n/a	n/a	n/a	n/a	n/a	n/a
S2.1 No maltreatment in foster care	99.68%	99.38%	807/812	99.7%	99.87%	768/769	100.2%	n/a	n/a	n/a	n/a	n/a	n/a
2B Timely response - immediate	State 90.0%	98.6%	141/143	109.6%	96.8%	92/95	107.6%	n/a	n/a	n/a	n/a	n/a	n/a
2B Timely response - 10 day	State 90.0%	92.3%	598/648	103%	96.3%	595/618	107.0%	n/a	n/a	n/a	n/a	n/a	n/a
2F Timely social worker visits	State 90.0%	94.2%		104.7%	93.9%		104.3%	n/a		n/a	n/a	n/a	n/a
C1.1 Reunification within 12 months (exit cohort)	75.2%	42.4%	50/118	56.3%	50.4%	57/113	67.1%	37.5%	3/8	49.9%	28.0%	7/25	37%
C1.2 Median time to reunification	5.4 months	12.7 months		42.5%	12 months		45.0%	15.6 months		34.6%	16.6 months		32.5%
C1.3 Reunification within 12 months (entry cohort)	48.4%	20.4%	29/142	42.1%	16.7%	18/108	34%	0%	0/6	0	0.0%	0/11	n/a
C1.4 Reentry following reunification	9.9%	9.4%	12/127	105.3%	15.3%	18/118	64.9%	12.5%	1/8	126.3%	0.0%	0/7	n/a
C2.1 Adoption within 24 months (exit cohort)	36.6%	25.5%	26/102	69.6%	46.6%	34/73	127.3%	n/a		n/a	n/a	n/a	n/a
C2.2 Median time to adoption	27.3 months	31.2 months		87.5%	26.4%		103.4%	n/a		n/a	n/a	n/a	n/a
C2.3 Adoption within 12 months (17 months in care)	22.7%	32.8%	82/250	144.5%	23.5%	47/200	103.5%	n/a		n/a	n/a	n/a	n/a
C2.4 Legally free within 6 months (17 months in care)	10.9%	2.4%	4/164	22%	3.5%	4/114	32.20%	n/a		n/a	n/a	n/a	n/a
C2.5 Adoption within 12 months (legally free)	53.7%	65.1%	56/86	121.2%	50.0%	42/84	93.1%	n/a		n/a	n/a	n/a	n/a
C3.1 Exits to permanency (24 months in care)	29.1%	30.8%	61/198	105.8%	27.6%	43/156	94.7%	0	0/10	0	37.5	3/8	128.9%
C3.2 Exits to permanency (legally free at exit)	98.0%	96.2%	102/106	96.2%	98.7%	74/75	100.7%	0	0	0	0	0	0
C3.3 In care 3 years or longer (emancipated/age 18)	37.5%	44.4%	16/36	84.5%	54.1%	20/37	69.4%	20%	2/10	53.3%	37.5%	3/8	100.0%
C4.1 Placement stability (8 days to 12 months in care)	86.0%	75.2%	212/282	87.4%	83.8%	222/265	94.7%	100%	25/25	16.3%	77.1%	27/35	89.7%
C4.2 Placement stability (12 to 24 months in care)	65.4%	58%	134/231	88.7%	62.3%	137/220	95.2%	92.9%	13/14	142%	58%	15/26	88.2%
C4.3 Placement stability (at least 24 months in care)	41.8%	28.2%	79/280	67.5%	28.6%	69/241	68.5%	42.9%	9/21	103%	33.3%	5/15	79.7%

Quarter 1 2012, Quarter 1 2014 Extract-[http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)

<b>Outcome/Systemic Factor:</b>			
<b>S1.1 No Recurrence of Maltreatment</b> ~ <i>Of all children who were victims of a substantiated maltreatment allegation during the 6-month period, what percent were not victims of another substantiated maltreatment allegation within the next 6 months?</i>			
Standard: 94.6%      Santa Barbara County 2012 Baseline Performance: 90.7%			
County's Current Performance: 96.1%			
During the review period performance has exceeded the federal standard with the most recent performance showing an improvement of 5.7% over the baseline period.			
<b>Improvement Goal:</b>			
Through a focus on prevention, early intervention, and strengthening the relationship with Community partners, CWS will decrease the rate of no maltreatment by 3.9% in order to meet the federal standard of 94.6% by September 2017.			
Strategy 1. 1	<input type="checkbox"/>	CAPIT	Strategy Rationale:  By expanding current practices and services that are currently working such as Differential Response, Incredible Years, PCIT, and SafeCare®, the rate of no maltreatment will be positively impacted.
Child Welfare Services will continue to partner with contracted providers, First 5, and the network of family resource centers to expand the differential response program and evidence based services such as Incredible Years, PCIT, and SafeCare® to all communities within Santa Barbara County.	<input type="checkbox"/>	CBCAP	
	<input type="checkbox"/>	PSSF	
	<input checked="" type="checkbox"/>	N/A	

**PROGRESS NARRATIVE STRATEGY 1.1:**

In fiscal year 2012-2013, Child Welfare Social Workers referred 1,467 children to the differential response program, Front Porch. The Front Porch Program, administered by CALM in Santa Barbara and CAC in Santa Maria, provided services and made referrals for services to 730 families. Many of these families received services through local family resource centers while others were referred to community based organizations in an effort to stabilize and empower the family and to prevent further CWS involvement. A differential response summit was held in November 2013 with Child Welfare Services, Kids Network, Network of Family Resource centers, CAC, and CALM to further assess gaps in service delivery, inter-agency communication, and referral procedures. Due to the increase in the number of families served as well as recognition of the increasing complexity of issues, Santa Barbara County expanded the differential response program in Santa Maria and Lompoc in July 2013, adding another contracted position through CALM to work specifically with higher risk referrals that involve mental health, substance abuse, and domestic violence.

As a result of this expansion, Child Welfare Social Workers referred 2421 children to the differential response program in fiscal year 2013-2014. The Front Porch Program also provided services and made referrals for services to 1213 parents.

In July 2014, Child Welfare Services participated in a consortium meeting exploring evidence-based practices hosted by Santa Barbara County Kids Network and First 5. The consortium brought together policy makers, funders, and providers across the County with a focus on selection/implementation, assessment of how current practices are being utilized, and capacity building strategies.

A wide array of evidence-based practices that have demonstrated efficacy in prevention/ intervention of maltreatment are currently in use in Santa Barbara County. These include: Healthy Families America Home Visitation, Incredible Years, Nurse Family Partnership, Parent-Child Interaction Therapy, Trauma-Focused Cognitive Behavioral Therapy, Child-Parent Psychotherapy, Home Instruction for Parents of Preschool Youngsters, Safe Care®, Seeking Safety, Supporting Father Involvement, Matrix Model Intensive Outpatient Program, Nurturing Parenting Program, Structured Decision Making, and Wraparound.

Child Welfare Services will continue to work with the consortium to identify ways to select and implement evidence-based practices, increase provider capacity, and ensure uniform service delivery and model fidelity, in order to maximize service delivery in the community.

<b>Milestone</b>	1.1.1 Identify those evidence based practices and services that have demonstrated efficacy in preventing recurrence of maltreatment based on review of data.	<b>Timeframe</b>	October 2012-September 2013	<b>Assigned to</b>	CWS Staff CAPC Kids Network Community Partners
	1.1.2 Assess current usage of evidence based practices and services that have demonstrated efficacy in preventing recurrence of maltreatment.		October 2013-September 2014		CWS Staff CAPC Kids Network Community Partners
	1.1.3 Work with community partners to develop uniform service delivery models, referral procedures, and communication between agencies to maximize utilization of evidence based practices and services.		October 2014-September 2015		CWS Staff CAPC Kids Network Community Partners
	1.1.4 Develop resource guide of evidence based practices and services for social work staff to use as a client referral source.		October 2015-September 2016		CWS Staff
	1.1.4 Monitor continued use, efficacy and service delivery of evidence based practices and services.		October 2016-September 2017		CWS Staff Community Partners
<b>Strategy 1. 2</b>	<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>Strategy Rationale:</b>  <b>Safety Organized Practice will enhance the use of SDM assessments and family engagement efforts, further reducing recurrence of maltreatment.</b>			
<b>Develop an integrated Safety Organized Practice model that will serve to enhance and strengthen current family engagement efforts and Structured Decision Making (SDM) Assessments.</b>					

**PROGRESS NARRATIVE STRATEGY 1.2:**

Starting in October 2012, members of our Safety Organized Practice (SOP) Implementation Team attended a series of trainings and collateral meetings to prepare them to be the coordinating members of the SOP Implementation Team. The SOP Implementation Team started meeting on a regular basis in November 2012 and devised the SOP Training Plan which outlined the progression of training activities. An introduction to Safety Organized Practice for Child Welfare Social Workers, Supervisors, and Managers was held in June 2013. The overview of SOP has been followed with monthly staff training modules for early adopters, and coaching to begin skill building with staff in their work with families. Field based mentors also promote SOP training and tools in their work with both early adopters and new social workers in an effort to begin cascading the SOP philosophy throughout the agency.

The SOP implementation team has continued to meet and has expanded to include workgroups focused on particular areas. The first year of SOP training and coaching was conducted between July 2013-2014 with early adopters. The next round of SOP training will begin in September 2014 and will expanded to include all supervisors and staff who did not participate in the first round. SOP coaches and field based trainers continue to promote SOP training and tools in their work with both early adopters and new social workers in an effort to increase visibility and cascade the SOP philosophy throughout the agency. The Child Welfare Services SOP coach attended a statewide SOP convening in July 2014 and the implementation team has begun the task of integrating information regarding strategies, tools, and lessons learned for future planning. Beginning in July of 2014 Child Welfare Services contracted with an SOP implementation specialists to provide support in Strengthening SOP skills with caseworkers and supervisors, and to serve as a Team Decision Making facilitator and trainer using SOP facilitation practices. The TDM workgroup developed new guidelines for format and structure for TDM utilization in conjunction with SOP. Imminent Risk SOP TDM's began in July 2014 and it is anticipated that they will be expanded to include critical points in the life of a case such as emergency removals, case planning, visitation, and permanency. Corresponding tools are being developed by the workgroups concurrently and policy and procedures are being developed or updated to include SOP language, materials, and forms.

<b>Milestone</b>	<b>1.2.1</b> Participate in planning activities and develop integrated Safety Organized Practice model.	<b>Timeframe</b>	October 2012-September 2013	<b>Assigned to</b>	CWS Staff Staff Development	
	<b>1.2.2</b> Conduct cascaded trainings throughout agency on Safety Organized Practice. Identify change champions in each unit to help lead effort. Utilize Coaching and Field Based Mentoring opportunities to promote Safety Organized Practice model.		October 2013-September 2013		CWS Staff Staff Development CCTA	
	<b>1.2.3</b> Update policies, procedures, tools, and materials to integrate Safety Organized Practice.		October 2013-September 2016		Operations and support staff	
	<b>1.2.4</b> Utilize CWS/CMS, Business Objects, and available reports to monitor the use of Safety Organized Practice.		October 2016-September 2017		Operations and support staff	
<b>Strategy 1. 3</b>			<input type="checkbox"/>	<b>CAPIT</b>	October 2016-September 2017	
<b>Expand and Integrate Family Centered Practices such as Father Engagement and Parent Partners into current service delivery models.</b>			<input type="checkbox"/>			<b>CBCAP</b>
			<input type="checkbox"/>			<b>PSSF</b>
			<input type="checkbox"/>			<b>N/A</b>

**PROGRESS NARRATIVE STRATEGY 1.3:**

A review of Family Centered Practices was completed in 2013 with a focus on father engagement and parent partner models. Multiple agencies have been actively participating in the Supporting Father Involvement Initiative which looks at active engagement of father’s in case planning and service delivery. In September 2013 a meeting was held with the agencies participating in the Supporting Fathers Initiative to review the vision for SFI in Santa Barbara County. A total of 13 agencies have participated in the initiative including the Network of Family Resource Centers, Community based organizations such as the Community Action Commission, and Child Abuse listening and Mediation (CALM), and the Department of Social Services. Additional community partners and county departments including Probation and Child Support were invited to participate as well. In June 2014 a Supporting Fathers Summit was held to review and discuss the status of the project in Santa Barbara County. Trends and promising practices were shared among the participating agencies as well as a commitment to find ways to increase father engagement across the county. The Child Abuse Prevention Council (CAPC) hosted a meeting in May 2014 to further explore parent engagement and leadership. In July 2014 the CAPC voted to continue support for the parent café model with support from participating agencies. The OCAP funded Parent Services Project has also announced they have selected Santa Barbara County to participate in the *Leaders for Change: Protective Factors in Action* leadership training program which is being offered to parents/caregivers with technical assistance provided to local service providers as they incorporate family leadership in their work. CAPC is hosting an initial *Leaders for Change* training series in fall 2014, and identifying local leaders to participate in a Train-the-Trainer session in winter 2014 to further extend the training to new rounds of families. In July 2014, CWS developed a contract for a new parent partner program. CWS has been receiving technical assistance from Children and Family Futures with the current family drug treatment court model and is looking at expansion to include alumni parents who can serve as parent partners. CWS is also looking for ways to incorporate parent partners into orientation and reunification groups to expand the population of CWS clients served and is hopeful that this new program will launch by January 2015.

<b>Milestone</b>	<b>1.3.1 1</b> Identify those family centered practices and services that have demonstrated efficacy in preventing recurrence of maltreatment based on review of data.	<b>Timeframe</b>	October 2012-September 2013	<b>Assigned to</b>	CWS Staff CAPC Kids Network Community Partners
------------------	--	------------------	-----------------------------	--------------------	---

<p><b>1.3.2</b> Assess availability and usage of family centered practices and services that have demonstrated efficacy in preventing recurrence of maltreatment.</p>		<p>October 2013-September 2014</p>	<p>CWS Staff CAPC Kids Network Community Partners</p>
<p><b>1.3.3</b> Work with community partners to further develop family centered service delivery models, referral procedures, and communication between agencies to expand family centered practices and services.</p>		<p>October 2014-September 2015</p>	<p>CWS Staff CAPC Kids Network Community Partners</p>
<p><b>1.3.4</b> Monitor use, efficacy and service delivery of family centered practices and services.</p>		<p>October 2015-September 2017</p>	<p>CWS Staff</p>
<p><b>Strategy 1. 4</b></p> <p><b>Santa Barbara County will continue to collaborate with County Alcohol Drug and Mental Health Services, contracted providers, and Domestic Violence Solutions to increase availability and timeliness of services to families being served by CWS.</b></p>	<input type="checkbox"/>	<p><b>CAPIT</b></p>	<p><b>Strategy Rationale:</b></p> <p><b>Increasing access to services for families will reduce recurrence of maltreatment and increase successful and timely reunification.</b></p>
	<input type="checkbox"/>	<p><b>CBCAP</b></p>	
	<input type="checkbox"/>	<p><b>PSSF</b></p>	
	<input type="checkbox"/>	<p><b>N/A</b></p>	

**PROGRESS NARRATIVE STRATEGY 1.4:**

Santa Barbara County is fortunate to have multiple substance abuse providers in the County to meet the needs of the community. CWS contracts with three providers who provide services in Santa Maria, Lompoc, and Santa Barbara. Through meetings with the contracted service providers in 2012-13 new referral forms and progress reports were developed with clearer time limes for treatment as well as common language regarding progress indicators.

CWS also collaborated with Domestic Violence Solutions and CALM beginning in April 2013 to develop a program for women and children who have experienced domestic violence. Over the years CALM has worked to develop and provide an integrated Domestic Violence Treatment Program in their Santa Barbara office. This comprehensive program includes: individual, family and group treatment, psychological assessment, community consultation and case management. The new program follows a similar model and launched in Santa Maria in January 2014. In July 2014 the program was expanded to serve the Lompoc area as well ensuring that services are provided to all three regions of the County.

Santa Barbara County CWS has created a resource directory of contracted providers and frequently used community resources with links to referral forms for CWS staff which is available on the CWS intranet, the electronic entry point for CWS social work staff. Expansion of the directory continues as well as consideration of a future “resource specialist” position.

<b>Milestone</b>	1.4.1 Assess current availability and utilization of Substance Abuse, Mental Health, and Domestic Violence services for families and the potential for any future CAPIT/CBCAP/PSSF funded services.	<b>Timeframe</b>	October 2012-September 2013	<b>Assigned to</b>	CWS Staff CAPC Kids Network Community Partners Service Providers
	1.4.2 Work with service providers to provide greater access to services for families through improved referral procedures, communication and cross-training between agencies, contract development, and MOU's identifying roles and responsibilities of partner agencies.		October 2013-September 2014		CWS Staff CAPC Kids Network Community Partners Service

			Providers
<b>1.4.3</b> Provide updated resource and referral information to CWS for use with clients.	October 2014-September 2015		CWS Staff
<b>1.4.4</b> Assess feasibility of resource specialists to streamline and coordinate communication and referrals.	October 2014-September 2015		CWS Staff
<b>1.4.5</b> Monitor use, efficacy and service delivery of family centered practices and services as well as rates of substance abuse, mental health, and domestic violence as contributing factors for child abuse and neglect.	October 2015 – September 2017		CWS Staff Operations and Support Staff

<b>Outcome/Systemic Factor:</b>			
<b>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 percentage were reunified in less than 12 months from the date of the latest removal from home?</b>			
Standard: 75.2%      Santa Barbara County Baseline Performance: 42.4%			
County's Current Performance: 50.4%			
During the Review period performance improved slightly. Most recent Quarterly data reflects an 8% increase in reunifications from the baseline period. This is slight decrease from the prior review period which reflected a 12.6% increase. The general trend in this area is positive.			
<b>Improvement Goal:</b>			
Increase the number of children reunified within 12 months of removal from 42.4% to 58.8% by September 2017.			
<b>Strategy 1. 1</b>	<input type="checkbox"/>	CAPIT	<b>Strategy Rationale:</b>  Quality Visitation is one of the most important factors in successful Family Reunification.
Improve current family visitation services and practices by increasing the number of quality visitation opportunities available to families in the least restrictive environment.	<input type="checkbox"/>	CBCAP	
	<input type="checkbox"/>	PSSF	
	<input checked="" type="checkbox"/>	N/A	

**PROGRESS NARRATIVE STRATEGY 1.1:**

A review of the family services unit was completed in 2012 as planned. Upon review it was noted that one supervisor had oversight of two functions and 11 staff members. The unit was comprised of 7 case aides responsible for transportation and supervision of family visits, as well as 4 social workers who carried voluntary family maintenance caseloads. Visitation timeliness and scheduling often was considered secondary to handling caseload needs.

As a result of the review a separate unit was created for the case aides, several new positions were added and a new supervisor was assigned. The newly formed Family Support Unit is tasked with ensuring visitation opportunities in a timely manner; preventing a lapse in time between the initial removal of a child and the first visit with their family. The Department continues to collaborate with the faith based community to use Church facilities as well as their volunteers in an effort to increase the number of group visitations offered in the community. There are currently 13 case aides that supervise visitation on an individual basis or in a group setting, depending upon case needs and circumstances. Case aides assess the interactions between family members and collaborate with the social worker in an effort to maintain quality visitation to help the family move forward in the reunification process.

Santa Barbara County CWS further expanded the enhanced family reunification contract in FY 13-14 to increase the number of staff available to provide visitation services in the evening and weekends. Additionally several supervisors, social workers, and court partners attended a visitation training sponsored by the Central Coast Training Academy and the Association of Courts (AOC) on *Revisiting Visitation Practices: Tools and Strategies for Effective Practice and Improved Outcomes*. As a result further research has been done on progressive visitation and is currently being integrated with SOP practices around visitation planning. Further discussions around visitation with court partners are planned for future Brown Bag meetings.

<b>Milestone</b>	1.1.1 Review structure of Family Services Unit and utilization of Case Aides in visitation to ensure maximum efficiencies.	<b>Timeframe</b>	October 2012- September 2013	<b>Assigned to</b>	Family Services unit Staff Operations and Support Staff
	1.1.2 Review and revise visitation policies and procedures to ensure they are current and reflect best practices including icebreakers and transition planning.		October 2013- September 2014		Family Services unit Staff Operations and Support Staff

<p><b>1.1.3</b> Engage community partners to expand the availability of resources such as Family Resource Centers and Faith Based Communities to support family visitation opportunities.</p>	<p>October 2014-September 2015</p>	<p>Family Services unit Staff CWS Staff Operations and Support Staff</p>
<p><b>1.1.4</b> Provide training to staff on revised policies, procedures, and resources.</p>	<p>October 2015-September 2016</p>	<p>Staff Development Family Services unit Staff</p>
<p><b>1.1.5</b> Implement new policies, procedures, and resources available to support family visitation.</p>	<p>October 2016-September 2017</p>	<p>Family Services unit Staff CWS Staff</p>
<p><b>Strategy 1. 2</b></p> <p><b>CWS will promote opportunities for family engagement by increasing the number of Team Decision Making meetings held.</b></p>	<p><input type="checkbox"/> CAPIT</p> <p><input type="checkbox"/> CBCAP</p> <p><input type="checkbox"/> PSSF</p> <p><input checked="" type="checkbox"/> N/A</p>	<p><b>Strategy Rationale:</b></p> <p><b>Engaging families through the use of Team Decision Making meetings will enhance early engagement in reunification services; promote participatory case planning processes, and more family involvement in placement decisions.</b></p>

**PROGRESS NARRATIVE STRATEGY 1.2:**

The Department completed an assessment of attitudes/understanding regarding TDM's as well as utilization in 2012-13. Although many staff acknowledged the value of TDM's there was confusion around when/if TDM's are required, and a perception that there was not sufficient time to have TDM's in many cases. TDM utilization has remained fairly steady with the majority of TDM's being held in the assessment and investigation unit to mitigate safety concerns or prevent out of home placement. TDM's were infrequently used in the ongoing units for placement changes or participatory case planning. It should be noted that due to staffing vacancies caseloads were very high during the review period which impacted social worker ability to utilize TDM's as often as they would like. Availability of facilitators was also limited which has lead to reliance on social workers to facilitate TDM's as well, an additional burden on their time. In an effort to secure additional facilitators the Department contracted with three new facilitators, one who began in March 2014 and two who began in July 2014. Currently there are 5 contracted part time facilitators as well as one part time CWS staff person. The TDM workgroup developed new guidelines for format and structure for TDM utilization in conjunction with SOP. The SOP implementation specialist is currently training new TDM facilitators on the modified SOP TDM format. Imminent Risk SOP TDM's began in July 2014 and it is anticipated that they will be expanded to include critical points in the life of a case such as emergency removals, case planning, visitation, and permanency. It is anticipated that guidelines will be completed and rolled out to staff by September 2014.

<b>Milestone</b>	1.2.1 Assess current CWS Staff understanding and utilization of Team Decision Making meetings.	<b>Timeframe</b>	October 2012-September 2013	<b>Assigned to</b>	Operations and Support Staff Staff Development CWS Staff
	1.2.2 Develop Team Decision Making meeting guidelines, policies, and procedures for use by CWS staff.		October 2013-September 2014		Operations and Support Staff Staff Development
	1.2.3 Train CWS staff on Team Decision Making meeting guidelines, policies, and procedures.		October 2013-September 2014		Operations and Support Staff Staff Development

	<p><b>1.2.4</b> Monitor the use of Team Decision Making meetings through the use of CWS/CMS, Business Objects, and TDM Reports.</p>		<p>October 2014-September 2017</p>	<p>Operations and Support Staff</p>
<p><b>Strategy 1. 3</b></p> <p><b>CWS will continue to collaborate with Court Stakeholders to replicate practices that enhance timely reunification and minimize court delays by expanding the number of families served in Family Drug Treatment Court.</b></p>		<input type="checkbox"/>	<p><b>CAPIT</b></p>	<p><b>Strategy Rationale</b></p> <p><b>The Family Drug Treatment Court model has been highly successful in reunifying families and decreasing court delays.</b></p>
		<input type="checkbox"/>	<p><b>CBCAP</b></p>	
		<input type="checkbox"/>	<p><b>PSSF</b></p>	
		<input checked="" type="checkbox"/>	<p><b>N/A</b></p>	

**PROGRESS NARRATIVE STRATEGY 1.3:**

An analysis was done in 2012-13 to determine the major and recurring reasons for Court continuances and contested hearings. The most common reasons for continuance were for children or parents to be present for hearings, attorneys not receiving reports and/or not having sufficient time to meet with clients. Findings were presented to the Court Stakeholder group. Further discussion regarding continuances and contested hearings were discussed at Brown Bag meetings. Suggestions included the use of more interim hearings, trial visits prior to status review hearings to allow for better information regarding the viability of family maintenance recommendations, and brown-bag pre-trial conferences to settle contested hearings.

In June 2014 a reunification interim calendar was established to review the status of all cases in family reunification. Cases are calendared for interim review every three months beginning after disposition. The calendar is modeled after the successful Family Drug Treatment Court Model.

Additionally CWS has been meeting with stakeholders and court partners to expand the successful Family Drug Treatment Court model to South County. Planning activities are underway and full implementation in the south county location is expected by January 2015. Additionally, in July 2014 CWS developed a contract for family reunification groups including parent partners. CWS has been receiving technical assistance from Children and Family Futures with the current Family Drug Treatment Court model and is looking at expansion to include alumni parents who can serve as parent partners. CWS is also looking for ways to incorporate parent partners into orientation and reunification groups to expand the population of CWS clients served and is hopeful that this new program will launch by January 2015 as well.

<b>Milestone</b>	1.3.1 Convene Court Stakeholder group to look at ways to decrease contested hearings and continuances (e.g. 3 month oral interim hearings and permanency planning mediation).	<b>Timeframe</b>	October 2012-September 2013	<b>Assigned to</b>	CWS Court Unit Supervisor/Staff Court Stakeholders
	1.3.2 Examine how FDTC model could be expanded to serve more families.		October 2013-September 2014		CWS Court Unit Supervisor/Staff Court Stakeholders CWS Staff Operations and Support Staff

<p><b>1.3.3</b> Develop new FDTC guidelines, policies, and procedures for use by CWS staff.</p>	<p>October 2014-September 2015</p>	<p>CWS Court Unit Supervisor/Staff CWS Staff Operations and Support Staff</p>								
<p><b>1.3.4</b> Train CWS staff on FDTC guidelines, policies, and procedures.</p>	<p>October 2014-September 2015</p>	<p>Operations and Support Staff Staff Development CWS Court Unit Supervisor/Staff</p>								
<p><b>1.3.5</b> Implement new FDTC guidelines, policies, and procedures.</p>	<p>October 2015-September 2017</p>	<p>CWS Court Unit Supervisor/Staff CWS Staff Court Stakeholders</p>								
<p><b>1.3.6</b> Monitor the use of FDTC guidelines, policies, and procedures through the use of CWS/CMS, Business Objects, and FDTC tracking system.</p>	<p>October 2015-September 2017</p>	<p>Operations and Support Staff</p>								
<p><b>Strategy 1. 4</b></p> <p><b>CWS will strengthen social work practices through implementation of a core social work practice model.</b></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>Strategy Rationale:</b></p> <p><b>Strengthening Social Work practice will improve family engagement efforts, comprehensive assessments, and the ability to make decisions around reunification.</b></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>									

**PROGRESS NARRATIVE STRATEGY 1.4:**

Santa Barbara County Social Services participated in the Core Practice Model Webinar and Convening sponsored by CDSS in July 2013. The webinar focused on the basic components of a practice model, as well as the work of Katie A, CAPP and other California promising practices. The convening provided a forum for leadership from all 58 counties to discuss and work towards agreement on the fundamental components of a statewide Practice Model including:

- Theoretical Framework
- Values and Principles
- Practice Components
- Practice Behaviors
- Training and Evaluation

The Department participated in additional Webinars in January and February 2014 and the Core Practice Model Convening in Long Beach along with other California Counties and CDSS in March 2014. Currently the Department is participating with the Southern and Central CWDA regional committees and Regional Training Academies to share this work with a wider group of stakeholders and gather feedback on a set of suggested practice behaviors. This is being accomplished by conducting outreach, engagement, and involvement of key decision-makers, stakeholders, and community partners from a variety of regions and backgrounds. Once the feedback process is complete the regions will consolidate their input from the stakeholders and forward to the Design Team for further development of the Core Practice Model.

Concurrently Santa Barbara County continues to move forward with Safety Organized Practice and Katie A implementation, both expected to be elements of the final California Core Practice Model which once completed will provide:

- A framework for child welfare work that guides practice, service delivery and decision-making.
- Consistency across the state in how child welfare approaches families.
- Guidance for child welfare in identifying programs and initiatives that fit within the framework.
- Structure for providers in the delivery of services.

<b>Milestone</b>	1.4.1 Identify core social work practices that will serve to enhance family reunification efforts.	<b>Timeframe</b>	October 2012- September 2013	<b>Assigned to</b>	Operations and Support Staff  Staff Development
------------------	--	------------------	------------------------------	--------------------	---

<p><b>1.4.2</b> Develop framework to integrate practices in existing service delivery model.</p>	<p>October 2013-September 2014</p>	<p>Operations and Support Staff Staff Development</p>
<p><b>1.4.3</b> Train CWS staff on new policies and procedures for integrated service delivery using coaching and field based instruction.</p>	<p>October 2013-September 2014</p>	<p>CCTA Training Academy Staff Development</p>
<p><b>1.4.4</b> Implement framework, policies, and procedures for integrated service delivery.</p>	<p>October 2014-September 2015</p>	<p>CWS Staff</p>
<p><b>1.4.5</b> Monitor integrated service delivery through the use of CWS/CMS, Business Objects, and staff feedback.</p>	<p>October 2014-September 2017</p>	<p>Operations and Support Staff</p>

<p><b>Outcome/Systemic Factor:</b></p> <p><b>C4.3 Placement Stability</b> (at least 24 months in care) ~ <i>Of all children served in foster care during a year, who were in foster care for at least 24 months, what percent had two or fewer placement settings?</i></p>
<p><b>Federal Standard: 41.8%      Santa Barbara County Baseline Performance: 28.2%</b></p> <p><b>County's Current Performance: 28.6%</b></p> <p>Performance on this measure as well as the other placement stability measures have generally trended in a positive direction. According to Safe Measures CWS achieved 29.7% on this measure for the period 07/01/13-06/30/14. Most recent quarterly data performance is at 28.6%, a .4% improvement from the baseline period. Additionally CWS has approached the federal standard for placement stability for measure C4.1 and C4.2, which reflects a positive trend toward improved placement stability in the overall composite.</p> <p><i>Safe Measures extract date 7/4/14</i></p>

<b>Improvement Goal:</b>			
<b>Increase the number of children with two or fewer placements from 28.2% to 35% by September 2017.</b>			
<b>Strategy 1. 1</b>	<input type="checkbox"/>	<b>CAPIT</b>	<b>Strategy Rationale:</b>  A pool of high quality resource parents who are educated and supported will minimize placement disruptions, support family reunification efforts, and lead to better permanency outcomes for children.
<b>Improve retention of resource families through continued expansion of the Quality Parenting Initiative.</b>	<input type="checkbox"/>	<b>CBCAP</b>	
	<input type="checkbox"/>	<b>PSSF</b>	
	<input checked="" type="checkbox"/>	<b>N/A</b>	

**PROGRESS NARRATIVE STRATEGY 1.1:**

Santa Barbara County has continued to participate in the Quality Parenting Initiative. Caregiver surveys were conducted in 2012-13 to solicit input from caregivers regarding support and services offered. Quarterly trainings began taking place in May 2013 to include both caregivers and social workers in an effort to promote understanding and communication around issues such as visits and placement. In February 2104 QPI representatives attended the National QPI conference in Las Vegas to learn about promising practices from across the Nation. CWS is currently in the planning stages of developing a combined trauma informed training for both CWS staff and caregivers anticipated to occur in Fall 2014. CWS has developed a contracted foster parent mentor position with a focus on support and retention for existing caregivers which began in July 2014. In September 2014 members of the QPI group including CWS staff, Resource Families, and Foster Parent Association members will be attending the California QPI Conference in order to learn about promising practices that can be incorporated into QPI work in Santa Barbara County.

<b>Milestone</b>	1.1.1 Assess current resources/practices that promote retention of resource families such as trauma informed practice, foster parent mentoring programs, and respite through QPI meetings, Caregiver Surveys, and Stakeholder input.	<b>Timeframe</b>	October 2012-September 2013	<b>Assigned to</b>	QPI Team QPI Liaison
	1.1.2 Develop plan for trainings and support, based on identified needs.		October 2013-September 2014		QPI Team QPI Liaison
	1.1.3 Convene internal CWS workgroup to develop interagency policies and procedures to support QPI.		October 2012-September 2013		QPI Liaison CWS Staff
	1.1.4 Implement plan for trainings and support		October 2013-September 2014		QPI Liaison CWS Staff Staff Development
	1.1.5 Evaluate activities and update plan annually through continued QPI meetings, Caregiver Surveys, and Stakeholder input.		October 2014-September 2017		QPI Liaison CWS Staff Staff Development
<b>Strategy 1. 2</b>			<input type="checkbox"/> CAPIT	<b>Strategy Rationale:</b>	<b>Local Placement Resources will promote placement stability through increased services and support for youth and caregivers, as well as increased support for family visitation and reunification services.</b>
<b>Keep youth connected with their community and culture by increasing the number of placement resources in county for sibling groups, high needs, and older youth.</b>			<input type="checkbox"/> CBCAP		
			<input type="checkbox"/> PSSF		
			<input checked="" type="checkbox"/> N/A		

**PROGRESS NARRATIVE STRATEGY 1.2:**

CWS completed an Analysis of placement data and developed a report as planned. In 2011/12 there were approximately 262 entrances to foster Care. Of those entrances, 26 of those entrances were from the South County Region (10%). The remaining 236 entrances were from the North County Region (90%). The 6 bed emergency shelter foster home located in Santa Barbara was phased out in October 2013 and a new shelter bed contract with Foster Family Agency (FFA) homes for 10 beds was developed in Santa Maria and Lompoc. The shift in shelter bed location was made in an effort to keep children entering foster care in their communities and prevent disruptions in school enrollment and services. Additional recruitment has been ongoing and focused on those regions as well.

In June 2013 CWS partnered with Alcohol Drug and Mental Health Services to develop an ITFC program for youth with higher needs who are at risk of group home placement. An MOU was completed in September 2013 with Family Care Network FFA and ITFC placements are anticipated to begin in July 2014 upon finalization of the mental health services contract.

Recruitment efforts have been impacted by the Counties participation in the RFA pilot program. Although the program is expected to assist with recruitment and retention in the future the transition has had an impact on the Counties ability to devote resources to recruitment. Additionally the Resource Family Recruiter position is currently vacant and not anticipated to be filled for several months. Upon hiring a new recruiter the workgroup will be re-convened in conjunction with the QPI group in order to create a new recruitment plan for FY 14-15.

<b>Milestone</b>	1.2.1 Analyze data to determine placement needs and gaps by region. Develop report for continued monitoring of trends.	<b>Timeframe</b>	October 2012-September 2013	<b>Assigned to</b>	Foster Parent Recruiter
	1.2.2 Convene recruitment workgroup to assess current recruitment efforts and to provide ongoing support and feedback regarding recruitment efforts.		October 2013-September 2014		Foster Parent Recruiter CWS Staff Stakeholders
	1.2.3 Create new recruitment plan for developing targeted resources in county.		October 2013-September 2014		Foster Parent Recruiter
	1.2.4 Implement recruitment plan.		October 2014-September		Foster Parent Recruiter

		2015	
	1.2.5 Evaluate activities and update plan annually through continued recruitment workgroup meetings.	October 2015-September 2017	Foster parent Recruiter CWS Staff Stakeholders
Strategy 1. 3	Revitalize relative approval process in order to increase the number of relative/NREFM placements and first entries to relative placement.	<input type="checkbox"/> CAPIT	<b>Strategy Rationale:</b>  <b>Research shows that youth in relative placements have greater placement stability, higher rates of reunification, as well as increased connections with family, community, and culture.</b>
		<input type="checkbox"/> CBCAP	
		<input type="checkbox"/> PSSF	
		<input checked="" type="checkbox"/> N/A	

**PROGRESS NARRATIVE STRATEGY 1.3:**

CWS convened a workgroup that met in March 2013 regarding the relative placement process. As a result changes were made to the process in how information is shared between the home connection finder, Social workers, and Relative Approval Workers. Information about accessing the DOJ command center for emergency placements was also given to CWS staff in an effort to increase the number of emergency placements with relatives. It was further decided that additional staff would be added to the relative approval unit to expedite emergency relative approvals. Unfortunately staffing shortages did not make that possible until July 2014.

CWS began implementation of the RFA program beginning March 1, 2014. The program made changes to the way in which relatives are assessed for placement but still allows for placement with a relative in emergency situations. Policies and Procedures have been developed for the RFA program including updated emergency placement and relative notification procedures.

For Fiscal Year 12/13 first entries to relative placement were 18.8% (50/266) For Fiscal Year 13/14 first entries to relative placement were 25.3%(56/221), a 6.5% increase. It is hoped these numbers will further increase with continued focus on this issue.

<b>Milestone</b>	1.3.1 Convene workgroup to evaluate current policy and procedure on relative search and notification, relative approval process, and relative placement assessment.	<b>Timeframe</b>	October 2012-September 2013	<b>Assigned to</b>	Relative Approval Unit(RAU) Supervisor/ Staff Home Connection Finder Placement Assistant CWS Staff
	1.3.2 Update current policy and procedure on relative search and notification, relative approval process, and relative placement assessment based on workgroup recommendations.		October 2013-September 2014		Operations and Support Staff Relative Approval Unit(RAU) Supervisor
	1.3.3 Conduct trainings for CWS staff on updated policy and procedure.		October 2013-September 2014		Operations and Support Staff RAU Staff Staff Development
	1.3.4 Implement updated policy and procedure.		October 2014-September 2015		RAU Staff Home Connection Finder Placement Assistant CWS Staff
	1.3.5 Evaluate and monitor updated policies and procedures for effectiveness, making changes as needed.		October 2015-September 2017		RAU Staff Home Connection Finder Placement Assistant CWS Staff
<b>Strategy 1. 4</b>			<input type="checkbox"/> CAPIT	<b>Strategy Rationale:</b>  <b>Better support for relative/NREFM</b>	
<b>Provide increased support and training to relative/NREFM</b>			<input type="checkbox"/> CBCAP		
			<input type="checkbox"/> PSSF		
			<input checked="" type="checkbox"/> N/A		

placements.			placements will minimize placement disruptions, support family reunification efforts, and lead to better permanency outcomes for children.
-------------	--	--	--

**PROGRESS NARRATIVE STRATEGY 1.4:**

CWS implemented the RFA program beginning in March 2014 which changed the way in which relatives are assessed for placement. Caregivers now participate in a comprehensive permanency assessment within the first 90 days of placement which will help determine their suitability for continued placement as well as support, training, and resources they can benefit from. Policies and Procedures have been developed for the RFA program and staff were trained on them in February and March 2014. Resource Family orientation and training materials have also been revised. CWS has developed a contracted resource family mentor position with a focus on support and retention for existing caregivers including relatives which began in July 2014. CWS also participated in the Kinship Caregiver ITFC summit hosted by San Luis Obispo County, Family Care Network Inc, and CDSS to explore ways to provide greater support and training to relatives providing care for high needs youth.

Milestone		Timeframe		Assigned to
	1.4.1 Explore use of the structured decision making tool for substitute care providers to identify necessary support or resources for caregivers.		October 2012-September 2013	Operations and Support Staff
	1.4.2 Review and update caregiver orientation and training materials.		October 2013-September 2014	Relative Approval Unit(RAU) Supervisor/ Staff Home Connection Finder Placement Assistant CWS Staff

<p><b>1.4.3.</b> Develop resource directory specific to the needs of relatives/NREFM.</p>	<p>October 2014-September 2015</p>	<p>Relative Approval Unit(RAU) Supervisor/ Staff  Operations and Support Staff</p>
<p><b>1.4.4</b> Collaborate with community partners to develop training specific to the needs of relatives/NREFMs.</p>	<p>October 2014-September 2015</p>	<p>Relative Approval Unit(RAU) Supervisor/ Staff  Placement Assistant  CWS Staff  Stakeholders</p>
<p><b>1.4.5</b> Implement use of SDM tool, orientation and training for caregivers.</p>	<p>October 2015-September 2016</p>	<p>Relative Approval Unit(RAU) Supervisor/ Staff  Placement Assistant  CWS Staff  Stakeholders</p>
<p><b>1.4.6</b> Evaluate SDM tool, orientation and training through surveys and feedback from caregivers and CWS Staff.</p>	<p>October 2016-September 2017</p>	<p>Operations and Support Staff</p>

**Outcome/Systemic Factor:**

**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 percentage were reunified in less than 12 months from the date of the latest removal from home?**

**Standard: 75.2% Santa Barbara County Baseline Performance: 37.5%**

**County's Current Performance: 28%**

Probation youth have been afforded community supervision, counseling, and in some cases wrap-services prior to being removed and placed in foster care. In each case, the youth has failed to thrive and often struggles initially when placed. Out of the 74 youth placed in 2013/2014, 27 (36.5%) have been in multiple placements. Probation has relatively small numbers of youth placed in foster care and as a result, a small number of long term foster care cases significantly affect the rate for this measure. In addition, the literature on reunification identifies older youth as taking longer to reunify. Of the 38 youth in placement on 7/30/14, 23 (61%) are within the ages of 16-17 years old.

**Improvement Goal:**

**Increase the percentage of Probation youth leaving foster care to reunification within 12 months of removal to 50%.**

**Strategy 1. 1**

**Increase the number of visitation opportunities for families in order to enhance the parent youth relationship.**

- CAPIT**
- CBCAP**
- PSSF**
- N/A**

**Strategy Rationale**

Research shows that reunification is more likely when parents and youth maintain consistent and frequent visits.

**PROGRESS NARRATIVE STRATEGY 1.1:**

Probation Information Technology (IT) staff have been tasked with researching and testing various software and hardware available for compatibility with existing hardware and software. Barriers have been identified and IT staff continues to research all options.

While Probation utilizes case plans that are developed and agreed to by the youth, the parent(s), and the officer, Probation is developing a case plan that will be directly linked to the asset and risk assessment that is also in use with the goal of a case plan that has areas identified in the assessment directly populated into the case plan; Officers would be required to develop strategies for each of the identified areas.

Placement officers have been actively working with the parents and the placements to address and identified need in this area. Probation has noticed some improvement in the frequency of parental visitation. Barriers continue to exist due to the majority of youth being placed out-of-county and financial constraints of many of those parents limits their ability to travel. Probation Officers have been actively working with the placements to provide travel assistance to the parents when appropriate and increasing the utilization of video visits via the internet.

Milestone		Timeframe		Assigned to
	1.1.1 Research the opportunities and address the barriers to implementing video conferencing for parents and youth in out-of-county foster care.		October 2012-September 2013	Probation Manager and placement officers.
	1.1.2 Establish clear transitional plans with identifiable milestones for youth and parents to increase the likelihood of successful reunification.		October 2012-September 2013	Probation Manager and placement officers.
	1.1.3 Assess, evaluate and develop strategies for assisting families in overcoming barriers to visitation, such as transportation.		October 2012-September 2013	Probation Manager and placement officers.

<b>Strategy 1.2</b>  <b>Increase the number of Probation youth in relative/NREFM placements.</b>	<input type="checkbox"/>	<b>CAPIT</b>	<b>Strategy Rationale</b>  Research shows that youth in relative placements have greater placement stability, higher rates of reunification, as well as increased connections with family, community, and culture
	<input type="checkbox"/>	<b>CBCAP</b>	
	<input type="checkbox"/>	<b>PSSF</b>	
	<input type="checkbox"/>	<b>N/A</b>	

**PROGRESS NARRATIVE STRATEGY 1.2:**

In the last several months, Probation staff has been in contact with CWS staff specifically on this issue. An update form was created and shared. In Santa Barbara County, CWS completes the relative approval process and relative placement assessment. The Probation Department has shared information, when appropriate and legally allowed, with CWS to expedite the process. The Department of Social Services is once again a participating member of the Probation Placement Review Committee (PRC). The purpose of PRC is to review identified cases for potential out-of-home placement, with the first options always been relative or NREFM placement choices. The addition of the DSS/CWS staff has been of great assistance in moving the potential relative/NREFM placements through the process. As of 7/30/14, 16% of all Probation youth are in non-group home care.

As soon as it appears that out-of-home placement may be an option in a delinquency matter, the Probation Department completes a request for a relative search and submits it to DSS. Representatives from DSS complete the relative search, requesting additional information from the Probation Officer as needed. Whenever possible, it is recommended that youth be placed with a relative or NREFM as an initial placement though the final determination is made by the court. Additionally, relative and NREFM placements are also considered as an option upon completion of group home care.

<b>Milestone</b>	<b>1.2.1</b> Participate in workgroup with CWS to evaluate current policy and procedure on relative search and notification, relative approval process, and relative placement assessment.	<b>Timeframe</b>	October 2012-September 2013	<b>Assigned to</b>	Probation Manager and placement officers
	<b>1.2.2</b> Update current policy and procedure on relative search and notification, relative approval process, and relative placement assessment based on workgroup recommendations.		October 2013-September 2014		Probation Manager and placement officers
	<b>1.2.3</b> Conduct trainings for Probation staff on updated policy and procedure.		October 2013-September 2014		Probation Manager and placement officers
	<b>1.2.4</b> Implement updated policy and procedure.		October 2013-September 2014		Probation Manager and placement officers
	<b>1.2.5</b> Evaluate and monitor updated policies and procedures for effectiveness, making changes as needed.		October 2014-September 2017		Probation Manager and placement officers

## Barriers to Future Implementation

### Caseload Growth and high vacancy rates

The number of CWS referrals received in FY 2012/13 increased to 4780 from 4117 referrals received in FY 2011/12, a 16% increase. For FY 2013/14 referrals increased again to 5124, another 7%. At the same time CWS has had a high number of vacancies low due to difficulty recruiting, delays in hiring, and a high number of leaves of absence.

On a positive note CWS was given permission to add 10 new Social Worker positions in June of 201. Most new workers did not start induction training until October 2013 however due to delays in the hiring process. CWS also added 3 new Social Worker positions and 1 new Supervisor position in July of 2014. Due to difficulty in recruitment of new hires there are still multiple vacancies unfilled. CWS is hopeful that it will be able to fill the majority of vacancies with the next recruitment and induction training.

## Other Successes/Promising Practices

### Resource Family Approval Project

To address the adoption delays in the foster care/adoption caretaker approval process, and the absence of a uniform screening process for caretaker risk factors, Chapter 464, Statutes of 2007 (AB 340, Hancock), required the California Department of Social Services (CDSS), in consultation with county child welfare agencies, foster parent associations, and other interested parties, to develop a unified foster care/adoptive family approval process. The development of the new approval process is called the "Resource Family Approval Project." Santa Barbara County implemented the Resource Family Approval Program in March 2014.

#### *Key Components of the Program*

- Creates a **pilot project** in five volunteer counties selected by CDSS, and applies this process to new, incoming families in those selected counties.
- **Merges multiple, duplicative and confusing processes into a single, unified process** that preserves and exceeds the existing health and safety requirements for foster family home licenses.
- **Retains comprehensive safety checks as in current law**, including criminal background check requirements and home inspections, and adds an assessment of important factors to identify potential risks and needs for additional supports for the family in caring for a foster child early in the process.
- **Assures continuous state oversight and accountability** in a state-supervised, county-administered model by clearly delineating both state and county responsibilities in the pilot project.

#### *Program Highlights*

**To create a family friendly system:** Currently, state laws and regulations segment foster caregivers into three groups: relatives (including non-related extended family members), foster family homes, and adoptive homes. While all foster caregivers must meet the same health and safety standards, the process for each can vary significantly. Some of the components of the approval process, such as criminal background checks, are duplicated when an approved foster parent or relative caretaker wants to adopt a foster child. There are also additional approval processes that foster parents must go through before adopting a foster child. For example, foster parents are not evaluated for substance abuse, mental health, and domestic violence through what is called a "home study." The lack of a home study for prospective foster parents results in delayed adoptions (for the many foster parents who seek to adopt their foster

children), and potentially puts children at risk by not requiring foster parents to be screened for certain risk factors.

***To promote permanent family connections:*** The current licensing/approval system also fails to consider the new realities of child welfare—including mandates for concurrent planning. In concurrent planning, county child welfare agencies work with the birth family to reunify with their child(ren), and simultaneously prepare a plan for permanency (i.e. adoption, guardianship) if reunification efforts should fail. Under today’s system, if a foster parent decides to adopt the foster child whose reunification efforts with the birth family have failed, they must undergo a lengthy adoption home study process, including another criminal background check, to be approved for adoption. This is despite the fact that the foster parents may have already cared for the foster child for a year or longer and bonding has already occurred between the foster child and foster parents. This can also lead to delays in finalizing the adoption.

### ***Benefits of the Unified Assessment***

- **Focus First on the Child:** The first home a foster child stays in should be the best home for a child and capable of meeting the child’s needs on a long-term basis if needed. As such, resource families should be assessed up-front through a seamless process. This will reduce the likelihood that a child will later be moved to another home and allow the child and family to bond from the start. Since relatives are the preferred placement, this new process retains the ability to place children on an emergency basis with relatives, while promoting connection to families at the outset of the placement.
- **Build on the Existing System to Increase Safety and Permanency:** The proposed assessment will maintain existing safety considerations for child placements (i.e. criminal records checks, inspection of home and grounds) while adding new considerations to ascertain the readiness of the family to care for the child and potential need for additional supports. Key risk factors will also be considered, such as history of alcohol/drug abuse, physical and mental health issues, parenting capacity, etc.
- **Resource Families as Partners:** Resource family recruitment is vital to connecting foster children with families that can support the child’s needs, whether on a short-term or long-term basis. Designating families as “resource families” highlights their important role as partners with child welfare agencies, the courts, and others in meeting the child’s needs through fulfillment of the child’s case plan.
- **Supports Federal and State Outcome Improvement Efforts in Child Welfare:** This pilot project supports both federal and state goals of systemic improvements in child welfare by improving timeliness to adoptions, increasing placement stability for children, and enhancing well-being as children are placed with stable and supportive families.

## Outcome Measures not meeting State/National Standards

### Reunification Composite

***Despite being a previous SIP focus and the great success seen with the Family Drug Treatment Court program, sustained improvement in this area has been difficult due to the short time frames available in which to address complex family and youth situations.***

#### ***C1.1 Reunification within 12 months (exit cohort)***

The Federal Standard for this measure is 75.2%. Santa Barbara County's current performance is generally trending in a positive direction for CWS. Current performance is at 50.4% from a baseline of 42.4% for CWS (67.1% of the federal standard). While there is positive direction in this trend, sustained improvement in this measure has been difficult to achieve. CWS is hopeful that the strategies identified will continue to positively impact this measure.

Probation performance has fallen slightly from a baseline of 37.5% to 28% (37.2% of the federal standard). Probation has relatively small numbers of youth placed in foster care and as a result, a small number foster care cases significantly affects the rate for this measure, 7 of 25 youth were reunified in this case. Many of Probation's foster care youth are in sex-offender placements which are typically 18-24 months in duration. This longer term of placement, which is needed to address the issues that lead to placement and mitigate the likelihood of the youth reoffending, greatly impacts the rate for this measure.

#### ***C1.2 Median time to reunification***

The Federal Standard for this measure is 5.4 months. This goal has been challenging to meet however small improvements have been seen in performance from the baseline period for CWS. CWS is currently meeting 45% of the Federal Standard for this measure with a median time to reunification of 12 months. Although improvement is surely needed in this measure, strategies must be carefully considered in relation to performance of on measure C1.4, reentry following reunification.

Probation is currently meeting 13.7% of the measure with a median time to reunification of 39.5 months. As previously stated Probation youth typically have longer placement durations to address the issues that lead to placement and mitigate the likelihood of the youth reoffending.

#### ***C1.3 Reunification within 12 months (entry cohort)***

The National Standard or Goal for Reunification within 12 months for the Entry Cohort is 48.4. Currently CWS is meeting 34.4% of the federal standard with 16.7% children

reunifying within 12 months. This is a small decline from the baseline performance of 20.4%. Probation reunified 0 of 11 children within 12 months. While this was not chosen as a focus area for the current SIP, CWS recognizes that improvement is needed in this area. Probation also acknowledges the complexity of issues surrounding youth being placed and will continue to develop and implement strategies to achieve improvement in this area. It is expected that the strategies developed for other outcomes will similarly improve performance in this outcome. For example, strategies around improved visitation, increased family engagement, and increased relative placement all support timely reunification.

#### ***C1.4 Reentry Following Reunification (exit cohort)***

The Federal Standard is 9.9%. Although CWS previously exceeded the federal standard, performance in this measure has seen a small decline with current performance at 15.3% (64.9% of the federal standard) from a baseline of 9.4%. Probation exceeded the federal measure as they had no reentries following reunification during this time period.

#### **Adoption Composite**

***Santa Barbara County has a history of performing fairly well in these measures and has previously met or exceeded 4 of the 5 federal standards.***

#### ***C2.4 Legally free within 6 months (17 months in care)***

The National Standard is 10.9. Santa Barbara County CWS has historically not met this standard during any of the time frames with current performance at 3.5%, 32.2 % of the Federal Standard. As with previous adoption measures, similar challenges with Court delays and Appeals influence this measure. This measure is not applicable to probation as no children were legally free.

#### ***C2.5 Adoption within 12 months (Legally Free)***

The Federal Standard is 53.7%. Although CWS has met the federal standard for this measure in the past, performance on this measure has declined from a baseline of 65.1% to 50% currently (93.1% of the federal standard). According to Safe Measures CWS achieved 62.8% on this measure for the most recent period 07/01/12-06/30/13 which again exceeds the federal measure. Additionally CWS has exceeded the federal standard for adoptions measures C2.1, C2.2, and C2.3 which reflects continued overall positive performance in the composite. This measure is not applicable to probation as no children were legally free.

#### **Long Term Care Composite**

***Santa Barbara County is performing fairly well in these measures and has historically exceeded 2 of the 3 Federal Standards.***

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

The Federal Standard is 29.1%. Santa Barbara County CWS has previously met this standard but performance has declined slightly most recently with current performance at 27.6%, down from a baseline of 30.8%, which is 94.7% of the Federal Standard for this measure. According to Safe Measures CWS achieved 36.7% on this measure for the most recent period 07/01/12-06/30/13 which again exceeds the federal measure. Probation exceeded this measure at 37.5%.

### **C3.3 In care 3 years or longer (emancipated/age 18)**

The Federal Standard is 37.5%. Santa Barbara County Probations current performance meets the federal standard at 37.5%. Santa Barbara County CWS previously exceeded this standard however with more youth choosing to remain in extended foster care performance has continued to decline with current performance at 54.1%, up from a baseline of 44.4%.

## **Placement Stability Composite**

***Although overall performance in this area is fairly good, sustained improvements in this area have been difficult to maintain. Success in this measure is challenging and also fails to consider positive placement moves, as when a child moves from congregate care into relative care or from emergency shelter care into a long term placement that will provide permanency.***

### **C4.1 Placement stability (8 Days to 12 months in care)**

Santa Barbara County CWS has improved slightly from the baseline on this measure with current performance at 83.8%, 97.4% of the Federal Standard of 86%. Probation previously exceeded this measure at 92.3% (107.3% of the federal standard) but current performance has declined to 77.1% (89.7% of the federal standard).

### **C4.2 Placement stability (12 to 24 months in care)**

Santa Barbara County CWS has improved slightly on this measure with current performance at 62.3%, 95.2% of the Federal Standard of 65.4%. Probation previously exceeded this measure with a baseline performance of 92.9% which is 142% of the Federal Standard but has currently declined to 57.7%, 88.2% of the federal standard.

### **C4.3 Placement stability (at least 24 months in care)**

The federal standard is 41.8%. Santa Barbara County CWS performance on this measure has improved slightly from a baseline of 28.2% to 28.6 % currently (68.5% of the Federal Standard). Probation performance on this measure declined slightly at 33.3% which is 79.7% of the Federal Standard.

## **Fostering Connections to Success/After 18 Program**

In 2011 Santa Barbara County began preparations for implementation of AB12/ Extended Foster Care in compliance with the federal law Fostering Connections to Success and Increasing Adoptions Act of 2008. The California bill extended foster care eligibility to youth in foster care from age of 18 to 21. Training was provided to staff, community partners, Court, CASA staff, youth and caregivers in preparation for implementation. New policies were developed regarding this new area of casework and services. Existing contracts serving emancipated youth were adapted to include services to non minor dependants. Currently there are 58 youth being served in the Extended Foster Care Program in Santa Barbara County

### **Katie A**

As a part of the Katie A program implementation within Santa Barbara County, internal work groups continue to meet and address the involvement of Children, Youth and Families among other stakeholder work groups.

- Work groups have been formed to address each of the readiness areas including: Agency Leadership; Systems and Interagency Collaboration; Systems Capacity; Service Array; Involvement of Children, Youth and Family; Cultural Responsiveness; Outcomes and Evaluation; and Fiscal Resources. All will include stakeholder involvement.
- Stakeholder entities involved in the ICC and IHBS implementation, policy development, practice issues and continuous quality improvement will mirror the process named above to include multiple system staff of varying levels; children and families; partner organizational providers; schools and other community.
- The process for broad stakeholder involvement will occur most through the developed work groups to address system readiness for Katie A. System structures have been developed and ongoing workgroups for continual system improvement will be maintained.

A mental health screening tool has been administered to all subclass members to determine the need for subsequent mental health evaluation. Subsequent mental health evaluation determines mental health level of service which will most appropriately meet the individualized needs of the child. A comprehensive assessment will be provided within the program that will be providing the ongoing services for the child. Services provided throughout the Children's System of Care will be provided in a manner which integrates service planning, delivery, coordination and management among all agencies/systems and persons involved in the child's life in congruence with the values outlined in the Core Practice Model.

## SIP Component Template-CWS: S1.1 No Recurrence of Maltreatment

<b>Outcome/Systemic Factor:</b> <b>S1.1 No Recurrence of Maltreatment</b> ~ <i>Of all children who were victims of a substantiated maltreatment allegation during the 6-month period, what percent were not victims of another substantiated maltreatment allegation within the next 6 months?</i>			
<b>County's Current Performance:</b> <b>Standard: 94.6%      Santa Barbara County Current Performance: 90.7%</b>			
<b>Improvement Goal:</b> <b>Through a focus on prevention, early intervention, and strengthening the relationship with Community partners, CWS will decrease the rate of no maltreatment by 3.9% in order to meet the federal standard of 94.6% by September 2017.</b>			
<b>Strategy 1. 1</b>  <b>Child Welfare Services will continue to partner with contracted providers, First 5, and the network of family resource centers to expand the differential response program and evidence based services such as Incredible Years, PCIT, and SafeCare® to all communities within Santa Barbara County.</b>		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<b>Strategy Rationale:</b> <b>By expanding current practices and services that are currently working such as Differential Response, Incredible Years, PCIT, and SafeCare®, the rate of no maltreatment will be positively impacted.</b>
<b>Milestone</b>	<b>1.1.1</b> Identify those evidence based practices and services that have demonstrated efficacy in preventing recurrence of maltreatment based on review of data.	<b>Timeframe</b>	October 2012-September 2013  CWS Staff CAPC Kids Network Community Partners
	<b>1.1.2</b> Assess current usage of evidence based practices and services that have demonstrated efficacy in preventing recurrence of maltreatment.		October 2013-September 2014  CWS Staff CAPC Kids Network Community Partners
	<b>1.1.3</b> Work with community partners to develop uniform service delivery models, referral procedures, and communication between agencies to maximize utilization of evidence based practices and services.		October 2014-September 2015  CWS Staff CAPC Kids Network Community Partners
	<b>1.1.4</b> Develop resource guide of evidence based practices and services for social work staff to use as a client referral source.		October 2015-September 2016  CWS Staff
	<b>1.1.4</b> Monitor continued use, efficacy and service delivery of evidence based practices and services.		October 2016-September 2017  CWS Staff Community Partners
<b>Strategy 1. 2</b>  <b>Develop an integrated Safety Organized Practice model that will serve to enhance and strengthen current family engagement efforts and Structured Decision Making</b>		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<b>Strategy Rationale:</b> <b>Safety Organized Practice will enhance the use of</b>

<b>Assessments.</b>				<b>Structured Decision Making assessments and family engagement efforts, further reducing recurrence of maltreatment.</b>	
<b>Milestone</b>	<b>1.2.1</b> Participate in planning activities and develop integrated Safety Organized Practice model.	<b>Timeframe</b>	October 2012-September 2013	<b>Assigned to</b>	CWS Staff Staff Development
	<b>1.2.2</b> Conduct cascaded trainings throughout agency on Safety Organized Practice. Identify change champions in each unit to help lead effort. Utilize Coaching and Field Based Mentoring opportunities to promote Safety Organized Practice model.		October 2013-September 2013		CWS Staff Staff Development CCTA
	<b>1.2.3</b> Update policies, procedures, tools, and materials to integrate Safety Organized Practice.		October 2013-September 2016		Operations and support staff
	<b>1.2.4</b> Utilize CWS/CMS, Business Objects, and available reports to monitor the use of Safety Organized Practice.		October 2016-September 2017		Operations and support staff
<b>Strategy 1. 3</b>  <b>Expand and Integrate Family Centered Practices such as Father Engagement and Parent Partners into current service delivery models.</b>		<input type="checkbox"/>	<b>CAPIT</b>	October 2016-September 2017	
		<input type="checkbox"/>	<b>CBCAP</b>		
		<input type="checkbox"/>	<b>PSSF</b>		
		<input type="checkbox"/>	<b>N/A</b>		
<b>Milestone</b>	<b>1.3.1 1</b> Identify those family centered practices and services that have demonstrated efficacy in preventing recurrence of maltreatment based on review of data.	<b>Timeframe</b>	October 2012-September 2013	<b>Assigned to</b>	CWS Staff CAPC Kids Network Community Partners
	<b>1.3.2</b> Assess availability and usage of family centered practices and services that have demonstrated efficacy in preventing recurrence of maltreatment.		October 2013-September 2014		CWS Staff CAPC Kids Network Community Partners
	<b>1.3.3</b> Work with community partners to further develop family centered service delivery models, referral procedures, and communication between agencies to expand family centered practices and services.		October 2014-September 2015		CWS Staff CAPC Kids Network Community Partners
	<b>1.3.4</b> Monitor use, efficacy and service delivery of family centered practices and services.		October 2015-September 2017		CWS Staff
<b>Strategy 1. 4</b>  <b>Santa Barbara County will continue to collaborate with County Alcohol Drug and Mental Health Services, contracted providers, and Domestic Violence Solutions to increase availability and timeliness of services to families being served by CWS.</b>		<input type="checkbox"/>	<b>CAPIT</b>	<b>Strategy Rationale:</b>  <b>Increasing access to services for families will reduce</b>	
		<input type="checkbox"/>	<b>CBCAP</b>		
		<input type="checkbox"/>	<b>PSSF</b>		
		<input type="checkbox"/>	<b>N/A</b>		

				recurrence of maltreatment and increase successful and timely reunification.	
<b>Milestone</b>	1.4.1 Assess current availability and utilization of Substance Abuse, Mental Health, and Domestic Violence services for families and the potential for any future CAPIT/CBCAP/PSSF funded services.	<b>Timeframe</b>	October 2012-September 2013	<b>Assigned to</b>	CWS Staff CAPC Kids Network Community Partners Service Providers
	1.4.2 Work with service providers to provide greater access to services for families through improved referral procedures, communication and cross-training between agencies, contract development, and MOU's identifying roles and responsibilities of partner agencies.		October 2013-September 2014		CWS Staff CAPC Kids Network Community Partners Service Providers
	1.4.3 Provide updated resource and referral information to CWS for use with clients.		October 2014-September 2015		CWS Staff
	1.4.4 Assess feasibility of resource specialists to streamline and coordinate communication and referrals.		October 2014-September 2015		CWS Staff
	1.4.5 Monitor use, efficacy and service delivery of family centered practices and services as well as rates of substance abuse, mental health, and domestic violence as contributing factors for child abuse and neglect.		October 2015 – September 2017		CWS Staff Operations and Support Staff

**No Recurrence of Maltreatment:**

**Although Collaboration between service providers and community partners had been a focus of the previous SIP, there is still much work to do in this area. Through the current SIP process it was discovered that there is a gap between prevention and intervention and a lack of knowledge among CWS Social Workers about available services in the community for CWS clients. The focus of the current SIP will be to: further increase collaboration with service providers and community partners to close this gap, fine tune existing referral procedures and feedback loops, look for ways to expand services that are currently working to reduce maltreatment, and integration of new family focused practices such as safety organized practice, father engagement, and parent partner programs.**

<b>Current</b>	<b>New in the 2012-17 SIP</b>
----------------	-------------------------------

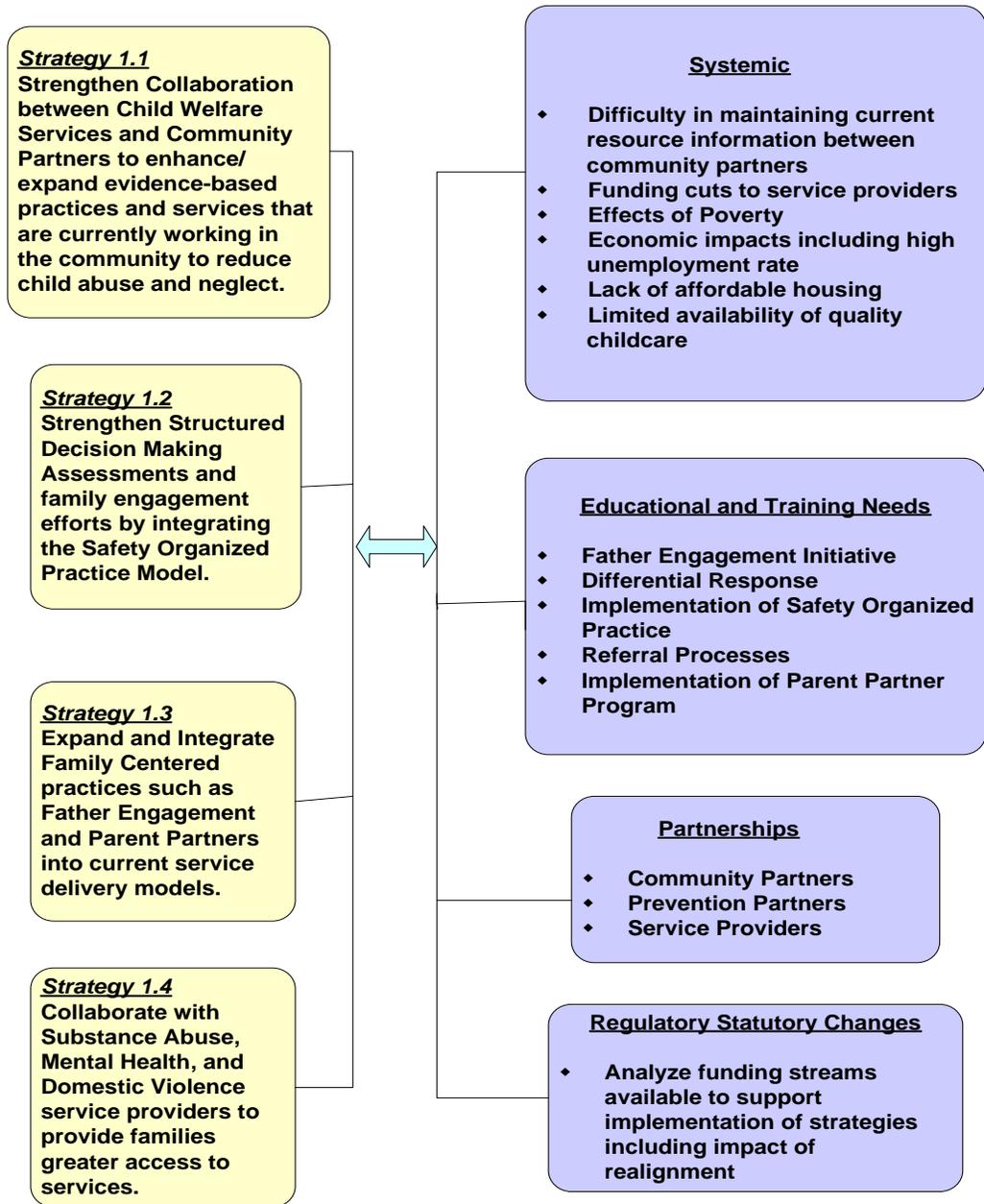
**CWS Specific**

- Front Porch/Differential Response - Connects families with children who are identified as at risk of child abuse and neglect to needed community-based services for the purpose of early intervention and prevention services.
- Structured Decision Making is a set of evidence-based assessments for use by Social Workers to provide a higher level of consistency and validity in the assessment and decision-making process and a method for targeting limited system resources to families most likely to subsequently abuse or neglect their children.
- Team Decision-Making Meetings include families, extended families, resource families/caregivers, community members, service providers, and Child Welfare Services staff working together to meet the placement needs of children.
- SafeCare® is an evidence-based, parent-training curriculum for parents who are at-risk or have been reported for child maltreatment.
- CalWORKs / CWS Linkages Partnership is the Department of Social Services approach to serve families and puts their needs first.
- Incredible Years Home Visiting and Parenting Program
- Therapeutic services, such as Parent-Child Interaction Therapy (PCIT) and Great Beginnings Program, and Post-partum depression services.
- Parenting and Life Skills Classes provide the education and skills needed to safely parent children.
- Substance abuse services offer drug and alcohol counseling for substance abusers and their families. Services include but are not limited to detoxification, inpatient, outpatient, perinatal, case management, counseling (individual and group), 12-step meetings, and aftercare planning.

**CWS Specific**

- Increased collaboration with service providers and community partners
- Expansion of evidence based practices and services
- Integration of Safety-Organized Practice Model
- Integrate Family Centered practices such as Father Engagement and Parent Partner programs
- Greater access to Substance Abuse, Mental Health, and Domestic Violence services for families

**Factors for Consideration:**



## SIP Component Template-CWS: C1.1 Reunification within 12 months (exit cohort)

<b>Outcome/Systemic Factor:</b> <b>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 percentage were reunified in less than 12 months from the date of the latest removal from home?</b>					
<b>County's Current Performance:</b> <b>Standard: 75.2% Santa Barbara County Current Performance: 42.4%</b>					
<b>Improvement Goal:</b> <b>Increase the number of children reunified within 12 months of removal from 42.4% to 58.8% by September 2017.</b>					
<b>Strategy 1. 1</b>  <b>Improve current family visitation services and practices by increasing the number of quality visitation opportunities available to families in the least restrictive environment.</b>		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<b>Strategy Rationale:</b>  <b>Quality Visitation is one of the most important factors in successful Family Reunification.</b>		
<b>Milestone</b>	<b>1.1.1</b> Review structure of Family Services Unit and utilization of Case Aides in visitation to ensure maximum efficiencies.	<b>Timeframe</b>	October 2012-September 2013  October 2013-September 2014  October 2014-September 2015  October 2015-September 2016  October 2016-September 2017	<b>Assigned to</b>	Family Services unit Staff Operations and Support Staff
	<b>1.1.2</b> Review and revise visitation policies and procedures to ensure they are current and reflect best practices including icebreakers and transition planning.		Family Services unit Staff Operations and Support Staff		
	<b>1.1.3</b> Engage community partners to expand the availability of resources such as Family Resource Centers and Faith Based Communities to support family visitation opportunities.		Family Services unit Staff CWS Staff Operations and Support Staff		
	<b>1.1.4</b> Provide training to staff on revised policies, procedures, and resources.		Staff Development Family Services unit Staff		
	<b>1.1.5</b> Implement new policies, procedures, and resources available to support family visitation.		Family Services unit Staff CWS Staff		
<b>Strategy 1. 2</b>  <b>CWS will promote opportunities for family engagement by increasing the number of Team Decision Making meetings held.</b>		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<b>Strategy Rationale:</b> <b>Engaging families through the use of Team Decision Making meetings will enhance early engagement in</b>		

				<b>reunification services, promote participatory case planning processes, and more family involvement in placement decisions.</b>	
<b>Milestone</b>	<b>1.2.1</b> Assess current CWS Staff understanding and utilization of Team Decision Making meetings.	<b>Timeframe</b>	October 2012-September 2013	<b>Assigned to</b> Operations and Support Staff Staff Development CWS Staff	
	<b>1.2.2</b> Develop Team Decision Making meeting guidelines, policies, and procedures for use by CWS staff.		October 2013-September 2014		Operations and Support Staff Staff Development
	<b>1.2.3</b> Train CWS staff on Team Decision Making meeting guidelines, policies, and procedures.		October 2013-September 2014		Operations and Support Staff Staff Development
	<b>1.2.4</b> Monitor the use of Team Decision Making meetings through the use of CWS/CMS, Business Objects, and TDM Reports.		October 2014-September 2017		Operations and Support Staff
<b>Strategy 1.3</b>  <b>CWS will continue to collaborate with Court Stakeholders to replicate practices that enhance timely reunification and minimize court delays by expanding the number of families served in Family Drug Treatment Court.</b>			<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>Strategy Rationale</b> <b>The Family Drug Treatment Court model has been highly successful in reunifying families and decreasing court delays.</b>	
<b>Milestone</b>	<b>1.3.1</b> Convene Court Stakeholder group to look at ways to decrease contested hearings and continuances (e.g. 3 month oral interim hearings and permanency planning mediation).	<b>Timeframe</b>	October 2012-September 2013	<b>Assigned to</b> CWS Court Unit Supervisor/Staff Court Stakeholders	
	<b>1.3.2</b> Examine how FDTC model could be expanded to serve more families.		October 2013-September 2014		CWS Court Unit Supervisor/Staff Court Stakeholders CWS Staff Operations and Support Staff
	<b>1.3.3</b> Develop new FDTC guidelines, policies, and procedures for use by CWS staff.		October 2014-September 2015		CWS Court Unit Supervisor/Staff CWS Staff Operations and Support Staff
	<b>1.3.4</b> Train CWS staff on FDTC guidelines, policies, and procedures.		October 2014-September 2015		Operations and Support Staff Staff Development

California Child and Family Services Review

					CWS Court Unit Supervisor/Staff
	1.3.5 Implement new FDTC guidelines, policies, and procedures.		October 2015-September 2017		CWS Court Unit Supervisor/Staff CWS Staff Court Stakeholders
	1.3.6 Monitor the use of FDTC guidelines, policies, and procedures through the use of CWS/CMS, Business Objects, and FDTC tracking system.		October 2015-September 2017		Operations and Support Staff
	<b>Strategy 1. 4</b>		<input type="checkbox"/> CAPIT		<b>Strategy Rationale: Strengthening Social Work practice will improve family engagement efforts, comprehensive assessments, and the ability to make decisions around reunification.</b>
	<b>CWS will strengthen social work practices through implementation of a core social work practice model.</b>		<input type="checkbox"/> CBCAP		
			<input type="checkbox"/> PSSF		
			<input checked="" type="checkbox"/> N/A		
<b>Milestone</b>		1.4.1 Identify core social work practices that will serve to enhance family reunification efforts.	<b>Timeframe</b>	October 2012-September 2013	<b>Assigned to</b>
	1.4.2 Develop framework to integrate practices in existing service delivery model.		October 2013-September 2014		Operations and Support Staff Staff Development
	1.4.3 Train CWS staff on new policies and procedures for integrated service delivery using coaching and field based instruction.		October 2013-September 2014		CCTA Training Academy Staff Development
	1.4.4 Implement framework, policies, and procedures for integrated service delivery.		October 2014-September 2015		CWS Staff
	1.4.5 Monitor integrated service delivery through the use of CWS/CMS, Business Objects, and staff feedback.		October 2014-September 2017		Operations and Support Staff

**SIP Component Template-Probation: C1.1 Reunification within 12 months (exit cohort)**

<p><b>Outcome/Systemic Factor:</b>  <b>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 percentage were reunified in less than 12 months from the date of the latest removal from home?</b></p>					
<p><b>County's Current Performance:</b>                  Standard: 75.2%      Santa Barbara County Current Performance: 42.4%</p> <p>Probation has relatively small numbers of youth placed in foster care and as a result, a small number of long term foster care cases significantly affects the rate for this measure. As of 9/19/12, 31% (9 of 29) of Probation's current foster care youth are in sex-offender placements which are typically 18-24 months in duration. This longer term of placement, which is needed to address the issues that lead to placement and mitigate the likelihood of the youth reoffending, greatly impacts the rate for this measure. In addition, the literature on reunification identifies older youth as taking longer to reunify. Of the same 29 youth identified above, 18 (62%) are within the ages of 16-17 years old.</p>					
<p><b>Improvement Goal:</b>                  Increase the percentage of Probation youth leaving foster care to reunification within 12 months of removal from 37.5% to 50%. Based on the most recent data, this would reflect a change from 3 of 8 youth to 4 of 8 youth.</p>					
<p><b>Strategy 1. 1</b></p> <p>Increase the number of visitation opportunities for families in order to enhance the parent youth relationship.</p>		<input type="checkbox"/> <b>CAPIT</b> <input type="checkbox"/> <b>CBCAP</b> <input type="checkbox"/> <b>PSSF</b> <input type="checkbox"/> <b>N/A</b>	<p><b>Strategy Rationale</b></p> <p>Research shows that reunification is more likely when parents and youth maintain consistent and frequent visits.</p>		
<p><b>Milestone</b></p>	<p><b>1.1.1</b> Research the opportunities and address the barriers to implementing video conferencing for parents and youth in out-of-county foster care.</p>	<p><b>Timeframe</b></p>	<p>October 2012- September 2013</p>	<p><b>Assigned to</b></p>	<p>Probation Manager and placement officers.</p>
	<p><b>1.1.2</b> Establish clear transitional plans with identifiable milestones for youth and parents to increase the likelihood of successful reunification.</p>		<p>October 2012- September 2013</p>		<p>Probation Manager and placement officers.</p>
	<p><b>1.1.3</b> Assess, evaluate and develop strategies for assisting families in overcoming barriers to visitation, such as transportation.</p>		<p>October 2012- September 2013</p>		<p>Probation Manager and placement officers.</p>

<b>Strategy 1.2</b>  <b>Increase the number of Probation youth in relative/NREFM placements.</b>		<input type="checkbox"/>	<b>CAPIT</b>	<b>Strategy Rationale</b> Research shows that youth in relative placements have greater placement stability, higher rates of reunification, as well as increased connections with family, community, and culture	
		<input type="checkbox"/>	<b>CBCAP</b>		
		<input type="checkbox"/>	<b>PSSF</b>		
		<input type="checkbox"/>	<b>N/A</b>		
<b>Milestone</b>	<b>1.2.1</b> Participate in workgroup with CWS to evaluate current policy and procedure on relative search and notification, relative approval process, and relative placement assessment.	<b>Timeframe</b>	October 2012-September 2013	<b>Assigned to</b>	Probation Manager and placement officers
	<b>1.2.2</b> Update current policy and procedure on relative search and notification, relative approval process, and relative placement assessment based on workgroup recommendations.		October 2013-September 2014		Probation Manager and placement officers
	<b>1.2.3</b> Conduct trainings for Probation staff on updated policy and procedure.		October 2013-September 2014		Probation Manager and placement officers
	<b>1.2.4</b> Implement updated policy and procedure.		October 2013-September 2014		Probation Manager and placement officers
	<b>1.2.5</b> Evaluate and monitor updated policies and procedures for effectiveness, making changes as needed.		October 2014-September 2017		Probation Manager and placement officers

## Reunification within 12 months

### For CWS:

During the current SIP process it was noted that despite the existence of several positive practices that contribute to family reunification outcomes such as the use of TDM, frequent family visitation, and Family Drug Treatment Court, there remains room for improvement. Through the PQCR process it was recommended that the benefit and use of TDM's needs to be clarified for CWS and new policies and procedures developed. It was also recommended that visitation needs to be examined as visits are frequently supervised by case aides instead of social workers resulting in lack of knowledge of family interaction. Increases in court ordered visits also make it impossible to keep up with demand with existing resources and new systems must be developed to manage workload while providing quality services that will enhance timely reunification. At the same time, continuances and contested court hearings remain a concern resulting in delays in both reunification and permanency.

In order to improve family reunification outcomes, the current SIP will focus on ways to mitigate these issues by building on existing resources for success and innovative ways to overcome current challenges. An Additional focus will be strengthening core social worker practices that have been proven effective in successful reunification.

### For Probation:

During the SIP and PQCR process it was recommended that Probation focus on ways to engage the family more in the case planning and placement process in order to improve reunification outcomes. In order to do so Probation will focus on ways to overcome current barriers to improve quality family visitation. Additionally probation will look at ways to increase relative placements as a way to facilitate successful reunification while at the same time improving permanency outcomes for probation youth.

Current

New in the 2012-17 SIP

**CWS Specific**

- Enhanced Family Reunification provides countywide Enhanced Family Reunification Support Services in partnership with CWS for children who have been placed out of their parent's care due to abuse or neglect and have supervised visitation with their parents.
- Structured Decision Making is a set of evidence-based assessments for use by Social Workers and their supervisors to accurately and consistently assess progress toward reunification.
- Team Decision-Making Meetings include families, extended families, resource families/caregivers, community members, service providers, and Child Welfare Services staff working together to meet the placement needs of children.
- Parenting and Life Skills Classes provide the education and skills needed to safely and appropriately parent children
- Substance abuse services offer drug and alcohol counseling for substance abusers and their families. Services include but are not limited to detoxification, inpatient, outpatient, perinatal services, case management, counseling (individual and group), 12-step meetings, and aftercare planning
- Family Treatment Drug Court is an intensive program for Child Welfare Services families involved in dependency proceedings, whose primary issues are drug and/or alcohol abuse. Families accepted into this program receive a high level of case management to include weekly court appearances
- Family Engagement training and practices have resulted in an increased focus on family engagement efforts throughout the life of the case

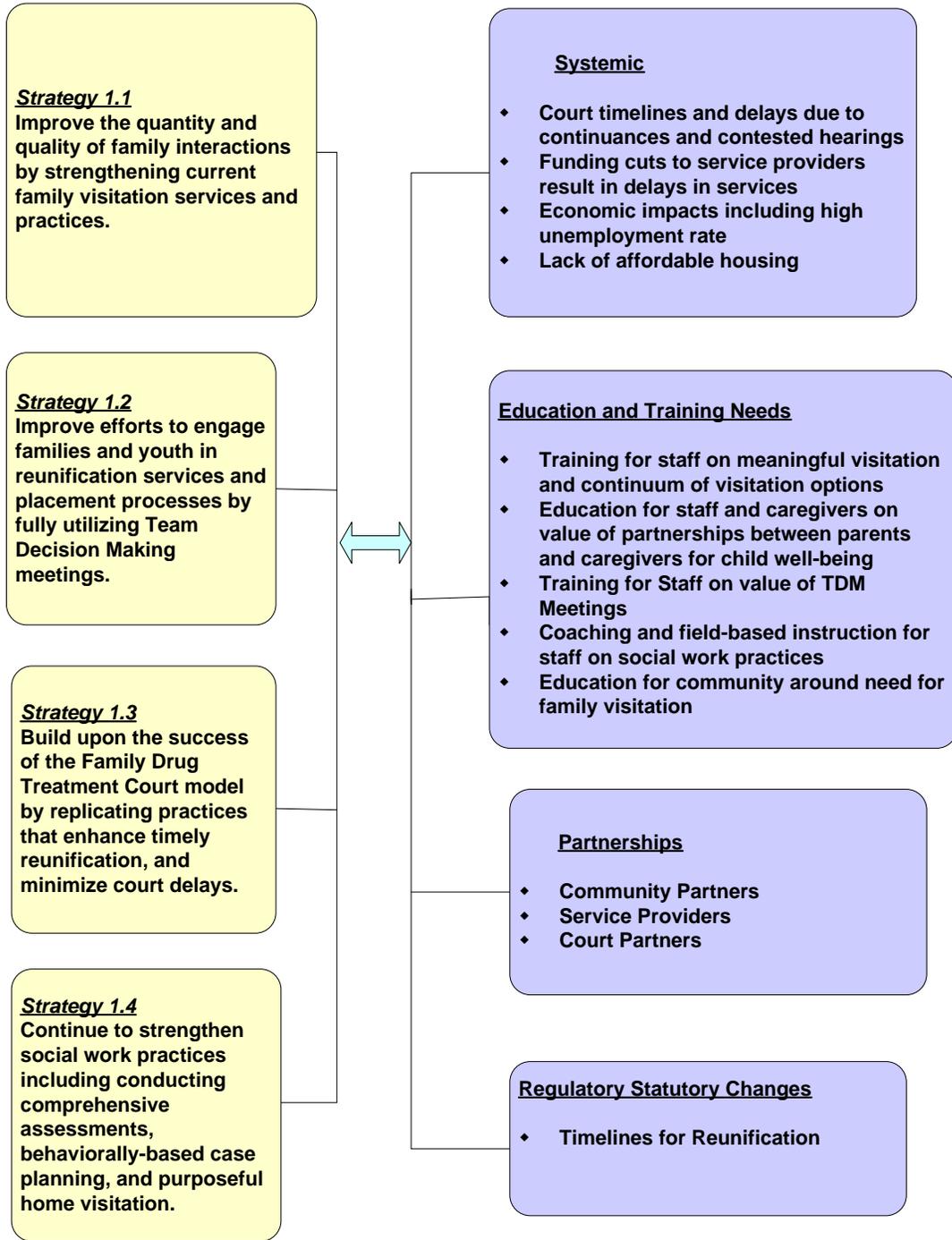
**CWS Specific**

- Improve the quantity and quality of family interactions by strengthening current family visitation services and practices
- Engage community partners to expand the availability of resources such as Family Resource Centers and Faith Based Communities to support family visitation opportunities
- Improve efforts to engage families and youth in reunification services and placement processes by fully utilizing Team Decision Making meetings
- Build upon the success of the Family Drug Treatment Court model by replicating practices that enhance timely reunification
- Engage with Court Partners to minimize Court delays
- Strengthen social work practices through coaching and field based instruction

**Probation Specific**

- Increase the frequency and quality of parent-youth contact and enhance the parent-youth relationship
- develop strategies for assisting families in overcoming barriers to visitation, such as transportation and video conferencing for parents and youth in out-of-county foster care
- Establish clear transitional plans with identifiable milestones for youth and parents to increase the likelihood of successful reunification
- Increase number of relative placements to facilitate successful reunification and enhance permanency outcomes.

**Factors for Consideration:**



## SIP Component Template-CWS: C4.3 Placement Stability

<b>Outcome/Systemic Factor:</b> <b>C4.3 Placement Stability</b> (at least 24 months in care) ~ <i>Of all children served in foster care during a year who were in foster care for at least 24 months, what percent had two or fewer placement settings?</i>					
<b>County's Current Performance:</b> <b>Standard: 41.8%</b> <b>Santa Barbara County Current Performance: 28.2%</b>					
<b>Improvement Goal:</b> <b>Increase the number of children with two or fewer placements from 28.2% to 35% by September 2017.</b>					
<b>Strategy 1. 1</b>  Improve retention of resource families through continued expansion of the Quality Parenting Initiative.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<b>Strategy Rationale:</b>  A pool of high quality resource parents who are educated and supported will minimize placement disruptions, support family reunification efforts, and lead to better permanency outcomes for children.		
<b>Milestone</b>	1.1.1 Assess current resources/practices that promote retention of resource families such as trauma informed practice, foster parent mentoring programs, and respite through QPI meetings, Caregiver Surveys, and Stakeholder input.	<b>Timeframe</b>	October 2012-September 2013	<b>Assigned to</b>	QPI Team QPI Liaison
	1.1.2 Develop plan for trainings and support, based on identified needs.		October 2013-September 2014		QPI Team QPI Liaison
	1.1.3 Convene internal CWS workgroup to develop interagency policies and procedures to support QPI.		October 2012-September 2013		QPI Liaison CWS Staff
	1.1.4 Implement plan for trainings and support		October 2013-September 2014		QPI Liaison CWS Staff Staff Development
	1.1.5 Evaluate activities and update plan annually through continued QPI meetings, Caregiver Surveys, and Stakeholder input.		October 2014-September 2017		QPI Liaison CWS Staff Staff Development
<b>Strategy 1. 2</b>  Keep youth connected with their community and culture by increasing the number of placement resources in county for sibling groups, high needs, and older youth.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<b>Strategy Rationale:</b>  Local Placement Resources will promote placement stability through increased services and support for youth and caregivers, as well as increased support for family visitation and reunification services.		

California Child and Family Services Review

<b>Milestone</b>	<b>1.2.1</b> Analyze data to determine placement needs and gaps by region. Develop report for continued monitoring of trends.	<b>Timeframe</b>	October 2012-September 2013	<b>Assigned to</b>	Foster Parent Recruiter
	<b>1.2.2</b> Convene recruitment workgroup to assess current recruitment efforts and to provide ongoing support and feedback regarding recruitment efforts.		October 2013-September 2014		Foster Parent Recruiter CWS Staff Stakeholders
	<b>1.2.3</b> Create new recruitment plan for developing targeted resources in county.		October 2013-September 2014		Foster Parent Recruiter
	<b>1.2.4</b> Implement recruitment plan.		October 2014-September 2015		Foster Parent Recruiter
	<b>1.2.5</b> Evaluate activities and update plan annually through continued recruitment workgroup meetings.		October 2015-September 2017		Foster parent Recruiter CWS Staff Stakeholders
<b>Strategy 1. 3</b>  <b>Revitalize relative approval process in order to increase the number of relative/NREFM placements and first entries to relative placement.</b>			<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>Strategy Rationale:</b> <b>Research shows that youth in relative placements have greater placement stability, higher rates of reunification, as well as increased connections with family, community, and culture.</b>	
<b>Milestone</b>	<b>1.3.1</b> Convene workgroup to evaluate current policy and procedure on relative search and notification, relative approval process, and relative placement assessment.	<b>Timeframe</b>	October 2012-September 2013	<b>Assigned to</b>	Relative Approval Unit(RAU) Supervisor/Staff Home Connection Finder Placement Assistant CWS Staff
	<b>1.3.2</b> Update current policy and procedure on relative search and notification, relative approval process, and relative placement assessment based on workgroup recommendations.		October 2013-September 2014		Operations and Support Staff Relative Approval Unit(RAU) Supervisor
	<b>1.3.3</b> Conduct trainings for CWS staff on updated policy and procedure.		October 2013-September 2014		Operations and Support Staff RAU Staff Staff Development
	<b>1.3.4</b> Implement updated policy and procedure.		October 2014-September 2015		RAU Staff Home Connection Finder Placement Assistant CWS Staff
	<b>1.3.5</b> Evaluate and monitor updated policies and procedures for effectiveness, making changes as needed.		October 2015-September		RAU Staff Home Connection

		2017	Finder Placement Assistant CWS Staff
--	--	------	---

<b>Strategy 1. 4</b>  Provide increased support and training to relative/NREFM placements.	<input type="checkbox"/>	<b>CAPIT</b>	<b>Strategy Rationale:</b>  Better support for relative/NREFM placements will minimize placement disruptions, support family reunification efforts, and lead to better permanency outcomes for children.
	<input type="checkbox"/>	<b>CBCAP</b>	
	<input type="checkbox"/>	<b>PSSF</b>	
	<input checked="" type="checkbox"/>	<b>N/A</b>	

<b>Milestone</b>	1.4.1 Explore use of the structured decision making tool for substitute care providers to identify necessary support or resources for caregivers.	<b>Timeframe</b>	October 2012-September 2013	<b>Assigned to</b>	Operations and Support Staff
	1.4.2 Review and update caregiver orientation and training materials.		October 2013-September 2014		Relative Approval Unit(RAU) Supervisor/S taff Home Connection Finder Placement Assistant CWS Staff
	1.4.3. Develop resource directory specific to the needs of relatives/NREFM.		October 2014-September 2015		Relative Approval Unit(RAU) Supervisor/S taff Operations and Support Staff
	1.4.4 Collaborate with community partners to develop training specific to the needs of relatives/NREFMs.		October 2014-September 2015		Relative Approval Unit(RAU) Supervisor/S taff Placement Assistant CWS Staff Stakeholders
	1.4.5 Implement use of SDM tool, orientation and training for caregivers.		October 2015-September 2016		Relative Approval Unit(RAU) Supervisor/S taff Placement Assistant CWS Staff

				Stakeholders
	<b>1.4.6</b> Evaluate SDM tool, orientation and training through surveys and feedback from caregivers and CWS Staff.		October 2016-September 2017	Operations and Support Staff

**Placement Stability (at least 24 months in care)**

**During the SIP process it was confirmed that there are several successful strategies currently working toward placement stability. However there are multiple opportunities for improvement in this area, most notably in the area of relative approval, placement, and support. Additionally resource home recruitment has continued to be a challenge and the current SIP will focus on ways to recruit and retain resource homes through expansion of the Quality Parenting Initiative.**

**Current**

**New in the 2012-17 SIP**

**CWS Specific**

- Team Decision-Making Meetings include families, extended families, resource families/caregivers, community members, service providers, and Child Welfare Services staff working together to meet the placement needs of children.
- SB163/Wraparound is a collaboration of CWS, Probation, ADMHS, parent partners, and CBO's whose focus is to reduce the number of children placed in high level group homes in and out of Santa Barbara County by providing creative, flexible services and supports to youth and their families.
- HOPE is an array of intensive in-home services available to children and parents in foster home and extended family home placements. The HOPE program combines skill-based intervention with maximum flexibility so that services are available to families and foster homes according to their unique needs.
- Use of Placement Search Assistant (PSA) to provide consistency and support in identifying placements
- Use of Home Connection Finder for ongoing family finding efforts and tracking
- Parent's Resource for Information, Development and Education classes are designed to strengthen the quality of family foster parenting and adoption services by providing a standardized structured framework for recruiting, preparing, and selecting foster parents and adoptive parents.
- Foster and Kinship Care Education Program provides free trainings for Foster or Adoptive Parents, as well as Kinship caregivers.
- Foster Parent Association holds monthly meetings to discuss ongoing topics and provide training for Foster Parents
- Quality Parenting Initiative to recruit and support foster parents

**CWS Specific**

- Improve retention of resource families through continued expansion of the Quality Parenting Initiative
- Enhance trauma-informed practice
- Support foster parent peer mentoring program
- Keep youth connected with their community and culture by developing targeted placement resources in county
- Revitalize relative approval process to increase the number of relative/NREFM placements and first entries to relative placement
- Provide increased support and training to relative/NREFM placements
- Explore use of the structured decision making tool for substitute care providers to identify necessary support or resources for caregivers

**Factors for Consideration:**

