

SIP SIGNATURE SHEET

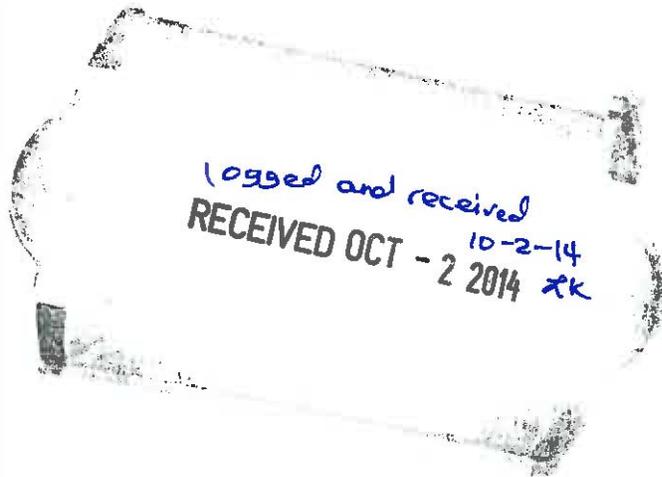
California – Child and Family Services Review Signature Sheet For submittal of: SIP Progress Report	
County	Tehama County
CSA Period Dates	3/31/2012-3/31/2017
SIP Period Dates	8/31/2012 to 8/31/2017
Outcome Data Period	Quarter ending: December 31, 2013
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TEHAMA COUNTY

California – Child and Family Services Review

Annual SIP Progress Report August 2014



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INTRODUCTION

The Tehama County Five-Year System Improvement Plan (SIP) for 2012-2017 was approved by the Tehama County Board of Supervisors on February 5, 2013. Between August 1, 2013 and July 31, 2014, Tehama County Child Welfare Services (CWS) and the Tehama County Probation Department (Probation) have reached important milestones in making progress towards the identified strategies of the Five-Year SIP.

Significant improvement, in not just outcome performance but communication and teamwork, has been made over the past year. Stakeholders have gained knowledge about the SIP process, including how to implement strategies to improve outcome performance and help improve the lives of our families and children. There has been considerable improvement in communication between the CWS, Probation, and Mental Health agencies and this has given staff from each agency, greater insight for understanding how to access services for the children and families that the agencies collectively serve.

This annual progress report will provide an update on the status, effectiveness of strategies, and improvement of the following identified measures:

- S1.1 No Recurrence of Maltreatment
- 2B-2 Timely Response, Emergency Response 10-Day Compliance
- 4B-1 Foster care placement in least restrictive settings least restrictive entries (first placement at point in time placement).
- 8A Probation

SIP NARRATIVE

STAKEHOLDER PARTICIPATION

The SIP stakeholders group met on March 14, 2014. The group has agreed to meet on a bi-annual basis to discuss progress towards outcomes and areas of strength and areas where attention is needed. The next SIP stakeholder meeting will be in September of 2014.

At the March meeting, 15 attendees represented nine (9) different populations, agencies, and organizations. The group reviewed the County's performance in the four SIP data measures. This review was followed up by a gaps and strengths analysis, including planning for future action items that can help improve outcomes for families. Some of the ideas included sending out a quarterly report to SIP stakeholders that would highlight performance updates on each of the CWS SIP measures. The group also discussed the child welfare system in Tehama County in general and how to improved services to families.

Some of the identified action items included:

- CWS will send the stakeholder group monthly progress reports on SIP outcome performance to keep stakeholders informed on a regular basis
- Provide opportunities for training to raise awareness of Safety Organized Practice for community partners (the Judge and court staff were trained in SOP on March 19, 2014 at the Juvenile Hall). There was also a recommendation to incorporate SOP awareness in the foster parent PRIDE and advanced PRIDE training so foster parents are familiar with the SOP philosophy.
- CWS will work with partners to revisit the PATH One/Differential Response procedure and ensure that families are not falling through the cracks.

In addition to the stakeholder meetings, regular quarterly and monthly meetings are held with service providers and CWS staff to ensure that services are being carried out as outlined in the SIP. This year, there has been greater involvement and participation from other agencies in Tehama County. The CWS Leadership Team is comprised of the CWS Program Manager and CWS Supervisors, and meets on a weekly basis to discuss SIP performance and next steps.

SIP stakeholder engagement remains an on-going effort for ensuring that the community is part of the improvement process and is familiar with the work of CWS and probation.

SIP STAKEHOLDER ROSTER

Child Abuse Prevention Coordination Council (CAPC)	Elaine Benwell, CAPCC Coordinator
County Children's Trust Fund (CCTF)	Tehama County's CAPCC acts as the CCTF Commission. See above.
County BOS designated agency to administer CAPIT/CBCAP/PSSF Programs	Charlene Reid, Director
Tehama County Department of Public Health	Michelle Schmidt-Public Health Nurse
Tehama County Department of Mental Health	Betsy Gowan, Mental Health Director Edith Burnette, Licensed Clinical Supervisor
CWS administrators, managers, and social workers (including CAPIT/CBCAP/PSSF liaison)	Sherry Wehbey, Program Manager Steven Dickerson, Social Worker Supervisor Mindy Gonzalez, Social Worker Supervisor Cheryl Jackson, Social Worker Supervisor Brianna McGuire, Social Worker Supervisor Pia Van Kleef, Social Worker Supervisor Lauren Varner, Staff Services Analyst
Foster Youth	Involvement solicited; none engaged.
Juvenile Court Bench Officer	Judge Matthew McGlynn
Native American tribes served within the community	Involvement neither solicited nor engaged.
Parents/consumers	Involvement solicited; none engaged.
Probation administrators, supervisors, and officers	Greg Ulloa, Probation Division Director Sharon Lenahan, Probation Officer Glenda Hiebert, CWS/CMS Clerical Support/Office Assistant Supervisor
PSSF Collaborative	Tehama County's CAPCC acts as the PSSF Collaborative. See above.
Resource families and other caregivers	Paula Layson-Foster Parent Judy Mandolfo-Foster Parent
CDSS – Outcomes and Accountability Bureau	David Brownstein, Social Services Consultant
County Counsel	Brian Briggs, Deputy County Counsel
First 5	Denise Snider, Executive Director
Department of Education	Cynthia Cook, Early Childhood Education Project Director Jo Kee, Foster Youth Services Coordinator
Shasta College Foster and Kinship Care Education Program	Teri Hamill, Sheri Wiggins,
Law Enforcement	Chad Dada, Tehama County Sherriff's Dept. Yvette Borden, Tehama County Sherriff's Dept.
Northern Valley Catholic Social Services (NVCSS)	Camilla Delsid, Director Tehama County
Alternatives to Violence (ATV)	Jeanne Spurr, Director Linda Dickerson, Associate Director

CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS

CWS CFRS MEASURE S1.1

No recurrence of maltreatment - (National Goal: 94.6%)

Of all children who were victims of a substantiated maltreatment allegation during the first 6 months of the year, what percent were not victims of another substantiated allegation within the next 6-month period?

	From: 07/01/2011 To: 12/31/2011	01/01/2012 06/30/2012	04/01/2012 09/30/2012	04/01/2013 09/30/2013
No recur. Of maltreatment w/in 6 mos. (%)	87.5%	94.5%	93.9%	95.9%
No recurrence of maltreatment w/in 6 mos. (n)	112	104	123	118
Recurrence of maltreatment w/in 6 mos. (n)	16	6	8	5
Total Children:	128	110	131	123

Data Source: CWS/CMS 2014 Quarter 1 Extract *

Target Improvement Goal:

Tehama County's goal is to improve performance in this measure from 87.5% to 90% by January 20, 2014. Increases of 1.6% each subsequent year will allow Tehama County to attain a 94.6% quarterly average by June 20, 2017.

Current Performance:

According to data retrieved from the UC Berkeley Dynamic Reporting System from 4/1/13 through 9/30/2013 (2013 Quarter 4 extract), Tehama County's no recurrence of maltreatment rate was 95.9%. This data reflects that five (5) out of 123 children were maltreated within six months of having a substantiated referral. This is a significant improvement in reducing the recurrence of maltreatment when compared to baseline data of 87.5% between July 1, 2011 and December 31, 2011. Current performance also shows an improvement from the 2013 SIP Progress Report in which 93.9% of children were not victims of another substantiated allegation within the next six-month period. Current data also indicate fewer substantiated allegations of maltreatment than in previous reporting periods.

The use of SOP continues to be positive for families in reunification because it helps the family to identify natural supports through development of family safety networks to help them remain stabilized and supported after CWS involvement has ceased.

Since Tehama is a small county, only a few children can make a big difference on this measure. If one less child did not suffer from another substantiated referral of abuse, the County would be in compliance with the national goal of 94.6%. When we have had higher instances of recurrence of maltreatment, it usually involves a family with a large sibling group. Between 7/01/2011 and 12/21/2011, six (6) out of the 16 total children who were victims of recurrence of maltreatment were part of one family.

*Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Sandoval, A., Yee, H., Mason, F., Benton, C., Lou, C., Peng, C., King, B., & Lawson, J. (2014). *CCWIP reports*. Retrieved 8/25/2014, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

CWS CFSR MEASURE 2B-2

Timely Response 10-Day response compliance– (State Standard 90%):

Of all referrals requiring a 10-day response, what percentage was responded to within 10-days?

	From: 04/01/2012	01/01/13	1/01/2014
	To: 06/30/2012	03/31/13	3/31/2014
Timely Resp. (10-day resp. compliance) (%)	76.9%	77.0%	63%
“10 days or less response” total referrals (n)	78	87	100
Seen by soc. Worker w/in 10 days (n)	60	67	63

Data Source: CWS/CMS 2014 Quarter 1 Extract.*

Target Improvement Goal:

Tehama County will improve performance on this measure from 76.9% to 84% by June 20, 2013. With subsequent annual increases of 2%, 2%, 1%, and 1%, Tehama County will attain a 90% quarterly average by June 20, 2017.

Current Performance:

According to the data from the UC Berkeley Dynamic Reporting System from 1/01/14 through 3/31/2014 (2014 Quarter 1 extract), of the 100 referrals assigned for 10-day response, 63 were completed within the 10-day requirement. This is a 63% completion of timely 10-day responses. According to more current data for quarter one in the SafeMeasures system, the percentage of responses made within 10 days is up to 69.3%. The child welfare leadership team was aware of the performance in this measure and made an effort to get all social workers to enter their contacts and this brought the percentage up to 69.3%. The measure was on a downward swing but is now improving. The most current data in SafeMeasures for quarter two shows that 75.6% of 10 day referrals were made within 10 days. In quarter one of 2014, there was an average of 148 open investigations during each month, which contributed to the decreased performance in this measure. In quarter one of 2013, there was as an average of 113 open investigations during each month and in that quarter we performed significantly better (76.5% timely 10-day responses).

This measure remains a challenge for improving performance and although there has been some improvement from the last annual update, there is still much farther to go by June 2017. Supervisors continue to work with staff on a weekly basis to look at current performance in this measure to ensure that contacts are not missed and are being made timely.

With recent changes in the Child Welfare Division, TCDSS hired a new social worker and reassigned another worker so we have nine (9) ongoing case workers (we previously had 8). We currently have five (5) IR workers. The plan over the next year is to get the new social worker and newly reassigned worker trained in ongoing case management for six (6) months and then to transition one (1) of them into IR, so we will have six (6) IR workers. The purpose of this change is to make sure we are meeting 10-day requirements and to give the IR workers time to assess families fully for needs and safety plans that can hopefully prevent continued CPS involvement.

The CWS Leadership team has also changed the meeting structure for the weekly IR meeting. Instead of having a weekly meeting with all the IR workers, each supervisor meets with their own IR workers and look specifically at the 10 day response referrals to ensure that responses are happening timely.

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CWS CFSR MEASURE 4B-1

Foster care placement in least restrictive setting- least restrictive entries.

The level of restrictiveness of a foster care placement reflects the extent to which the placement provides and supports normalized daily living activities for children in a community-based, family setting. These data are reported exclusively in terms of a child's first placement (Measure 4B-1), rather than point in time placement (Measure 4B-2).

Placement Type	Interval			
	04/01/2009- 03/31/2010	04/01/2011- 03/31/2012	04/01/2012- 03/31/2013	01/01/2013- 12/31/2013
Kin	7.7%	20.7%	13.7%	16.8%
Foster	69.9%	60.7%	64.9%	47.4%
FFA	21.3%	16.3%	16.8%	33.7%
Other	1.1%	2.2%	4.6%	2.2%
Total	100%	100%	100%	100%

Data Source: CWS/CMS 2013 Quarter 4 Extract.*

Target Improvement Goal: Tehama County will improve performance on this measure from 13.7% to 24% by March 20, 2014. Tehama County will increase 1% more each subsequent year of the plan to attain a 27% quarterly average by June 20, 2017.

Current Performance:

According to the data from the UC Berkeley Dynamic Reporting System from 01/01/2013 through 12/31/2013 (2013 Quarter 4 extract), 16 out of 95 of children were placed with kin for their first placement. This is 16.8% of children being placed in the least restrictive placement at entry.

Although placing children with kin has been an emphasis since December of 2012, the same barriers remain for improving this measure. The lengthiness of the process of approving a relatives or Non-Related Extended Family Members (NREFM) when a child is detained after hours and sometimes in the middle of the night remains a challenge.

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PROBATION 8A

Probation: 8A Completed High School or Equivalency; Obtained Employment; Have Housing Arrangements; Received ILP Services; Permanency Connection with an Adult. After establishing a baseline, Probation will increase the percentage of youth completing or receiving the following services and/or milestones from 0% to 5% by 2017:

1. Completing High School or Equivalency
2. Obtaining Employment
3. Having Housing Arrangements
4. Receiving ILP services
5. Receiving Permanency Connection with an Adult

Current Performance:

The Tehama County Probation Department continues to improve its data collection regarding measurement 8A. The department has received training as planned since the 5 year plan for the SIP came into effect. The department found that data was not being recorded into the CWS/CMS system correctly. We have trained new support staff and exposed current staff to the issues and importance of ensuring our data is recorded. We have reviewed and entered data for quarters 2012 and 2013 which showed data for youth completing high school or equivalency, having housing arrangements, receiving ILP services, and receiving permanency connection with an adult. This is an obvious improvement from past years.

STATUS OF STRATEGIES

STRATEGY ONE

CWS– Increase the use of Safety Organized Practice:

- a. Continued Safety Organized Practice (SOP) training for workers to help with keeping focus on safety (Timeframe: January 2013 – Ongoing).
- b. Consistent supervision of cases to ensure that safety threats have been fully addressed (Timeframe: January 2013 – Ongoing).
- c. Use of SOP tools with families to develop natural supports and community partners so they have resources prior to transitioning from institutional support (Timeframe: March 2013 – Ongoing).
- d. Educate community partners regarding SOP to develop a clear understanding of the safety issues (Timeframe: August 2013 – Ongoing).

Summary:

During the initial phases of SOP implementations, Tehama County CWS focused on training a small group of intake workers in assessing and utilizing safety measures within SOP during investigations; however over the past year, all social workers are involved in SOP. Through integration of SOP practices in increments with the assistance of UC Davis and monthly meetings with all social workers and UC Davis Facilitator, Brad Seiser, child welfare staff has incorporated SOP in their daily contact with families.

In the fall of 2014, Brad will begin conducting more intensive instruction with social workers in relation to Safety Organized Practice and field work. Social Workers have been consistent in incorporating SOP in their daily practice across the spectrum of cases. Family Team Meetings are being conducted; however we are still adjusting to this progression from front end investigations to Permanency with Team Decision Meetings giving way to Family Team meetings. We are continuing to become consistent with all aspects of SOP.

The Leadership team has conducted training for the Courts on SOP with successful outcomes where the Judge has begun incorporating SOP talk and requests for written documentation of SOP in reports. The leadership team has slowly begun the education of community members and organizations through individually addressing specific agencies in explaining what SOP consists of and how it has impacted Child Welfare and clients, as well as attempting to be a transparent organization for all community members.

STRATEGY TWO

Surround children and families with support so there is no recurrence of maltreatment:

- a. Consistent referrals to community partners for Functional Family Therapy prior to reunification or adoption, and during family maintenance for stabilization (Timeframe: January 2013 – Ongoing).
- b. Consistent referrals to community partners for Functional Family Therapy for families that have successfully reunified, but may need services to prevent recurrence of maltreatment (Timeframe: January 2013 – Ongoing).
- c. Wraparound program referrals will pair families with a Parent Partner, to enhance stabilization during the transition from institutional supports to natural supports when reunifying (Timeframe: January 2013 – Ongoing).
- d. Timely and consistent monthly visits to the family to ensure safety of child at time of reunification (Timeframe: May 2013 – Ongoing).
- e. Utilize Safe Measures to monitor timeliness of monthly Social Worker visits (Timeframe: January 2013 – Ongoing).
- f. Require Social Workers to work with the parents to identify a family safety network while developing a Case Plan (Timeframe: September 2013 – Ongoing).
- g. Evaluate results of strategy to determine whether No Recurrence of Maltreatment measure has improved (Timeframe: June 2013 – Annually).

Summary:

Children First continues to operate the Functional Family Therapy (FFT) program for Tehama County CWS. There have been 53 referrals for service since September of 2013, and all of the 53 families have been provided FFT. Referrals are made on an as-needed basis by CWS case managers; the number of families serviced has increased significantly during the reporting period. Hopefully the increase in the families served will be helpful with keeping reunified families together and lowering S1.1, recurrence of maltreatment.

The number of families served through the Wraparound program continues to be a low due to the fact that the program has suffered significant losses in staff recently, but contingency plans have been made to keep the program operational. An AmeriCorps staff member is serving as a “family support aid” in the role of a parent partner. The program is in the hiring phase, and when fully staffed can serve 12 families (CWS & Probation). There is an on-going waiting list to get into the program. Last year’s SIP update stated there was confusion about the program criteria in that staff believed that a child had to be at risk of entering a group home at Rate Classification Level (RCL) 10 or higher. The confusion appears to be cleared up, and the worker beliefs are accurate as to the entry criteria.

The regular staff member started back to work in July 2014 so this should help to increase the number of families served.

Social worker monthly contacts have fluctuated over the reporting period from a low of 78% to a high of 91% with the majority of the months registering percentages in the mid to upper 80 percentage range.

The majority of CWS social workers have logged into SafeMeasures during the reporting period. However, almost all Social Workers who manage CWS cases have not logged into the SafeMeasures System since 2013. This is an area where great improvement is needed. SafeMeasures training was conducted for staff by the CWS Analyst on July 24, 2014 and use has gone up since then. Many staff members were unaware of how to use the new version of SafeMeasures and still had not been trained in it. Supervisors are also making it a point to look at SafeMeasures with their staff each week. Since the training and increase emphasis on using the system, the use of SafeMeasures has increased and 80% of staff has been accessing it as a tool to manage their contacts.

The Social Workers have been trained and encouraged to utilize Safety Organized Practices including the identity and development of working with families to develop a “family support network” during the case planning process. The development of the family support network is done without the use of a standardized tool, required documentation, or outcome measurement system. It is therefore unknown if this strategy is being implemented consistently. Currently, the Department is working on a checklist of behaviors that will implement SOP language into the case plan, and it seems this change may provide an opportunity to document the goal of use of the family support network as well as the implementation at subsequent review hearings.

The recurrence of maltreatment measure (S1.1) has improved from June of 2013 to September of 2013; however, there are only two quarterly measures available at this time. In June 2013 the level was 94.3%, which was just below the national goal of 94.6%. In September the goal measure was 95.9%, which exceeded the national goal. It should be noted that number of children maltreated was five (5), and did not change during the reporting period, but what changed was the number of children who were **not** maltreated.

STRATEGY THREE

CWS- Implement use of Safe Measures tool on a regular basis:

- a. CWS Management Team will be trained in the use of Safe Measures (Timeframe: December 2012-March 2013).
- b. Develop guide on which measures should be reviewed regularly (Timeframe: April 2013).
- c. CWS Management Team will complete the intensive Supervisory Effectiveness Program training series (Timeframe: September 2012 - April 2013).
- d. Ongoing Supervision will include Safe Measures review with Social Workers. Focus will be put on open 10-day referrals with IR workers (Timeframe: April 2013 – Ongoing).
- e. Safe Measures will be reviewed by Supervisors and Program Manager during meetings (Timeframe: April 2013 – Ongoing).
- f. Evaluate impact of Safe Measures on timely response for 10-day referrals. Coordinate with OAB consultant on a quarterly basis to develop additional ongoing strategies to increase timely response (Timeframe: June 2013 - Quarterly).

Summary:

All CWS supervisors have been trained in SafeMeasures, including our new Adoptions Supervisor who was hired in March 2014. Each supervisor has also attended the Supervisory Effectiveness training. Supervisors meet individually with staff to review cases and SafeMeasures data. The SafeMeasures data is also reviewed by the CWS Leadership team at least monthly to review SIP measures and progress towards goals. Timely response on 10-day referrals remains a challenge due to high caseloads but the CWS Leadership team is continuing to stress the importance of these timely contacts. Future staffing changes should help to alleviate some of the caseload burden and allow workers to make contacts within the required timeframe. A guide has been developed on which measures should be reviewed depending on the type of social worker. For example, the on-going workers have been instructed to review the following:

- 2F-Timely Monthly Caseworker Out-of-Home Visits (at least 90%)
- 2F- Timely Monthly Caseworker Out-of-Home Visits In Client Residence (at least 50%)
- Psychotropic Medication Authorization
- Case Plan Status
- AB 74-Children Age 6-12 Placed in a Group Home 170 to 180 Days (ACL 13-87)
- AB 74-Children Age 5 and Under Placed in a Group Home 110 to 120 Days (ACL 13-87)
- AB 74-Children 12 and Under in Group Home Approaching 60 Days (ACL 13-87)

Using SafeMeasures on a regular basis as an organizational tool has been stressed to workers by CWS Leadership. Creating the guide should help them to understand what measures can be helpful in their day to day work. Scheduling refresher training is anticipated since the new SafeMeasures 5 was recently released and many workers are unfamiliar with it.

STRATEGY FOUR

CWS: Improve timely response:

- a. Develop a guide for necessary information to include on referrals and timelines (Timeframe: March 2013 – May 2013).
- b. Develop a policy to include timeframe for response time and entering contact information in CWS/CMS (Timeframe: March 2013 – May 2013).
- c. Implement policy for Social Workers to respond timely and enter contact information in CWS/CMS within 48 hours of contact (Timeframe: May 2013).
- d. Monitoring of caseload during monthly supervision (Timeframe: May 2013 – ongoing).
- e. Evaluate results of strategy by assessing if timely responses have increased (Timeframe: January 2014-Annual).
- f. Make IR Checklist a required form (Timeframe: November 2014).

Summary:

An IR Checklist was completed and is accessible on the TCDSS employee Intranet. It is a one page document that appears like a flow chart and has a checklist for each possible direction an investigation may go. It has six main sections and a detailed checklist of priorities under each. The main sections are: **Investigation, Child In-Custody (48-hours to file), Close referral; Keep open for 30 days, Voluntary, and File in Court.** The IR Checklist also has a reminder to; Think SOP! Each IRC worker has been given a laminated Checklist to refer to and the screeners attach a blank copy with each referral assigned. We are looking into making this a required checklist in the future. It has not been fully implemented as a required checklist at this time.

The revised policy and procedure; Investigative Referral Response-Decision Criteria has been available to access on the TCDSS employee Intranet since April 2013. Laminated copies have been provided to all of the IR/C social workers and screeners to refer to.

Policy and Procedure regarding Timely Contacts and entering contacts into CWS/CMS within 48-hours has still not been written but is on the list to be worked on. Workers and supervisors are expected to access Safe Measures to monitor performance and encourage timely contacts and data entry.

Individual supervision with the IR/C worker to assure a thorough assessment occurs has continued. Each referral assigned to an IR/C worker has a Supervisory Case Conference-IR (Green Sheet) attached to the folder. The IR/C worker and supervisor are expected to meet prior to the worker going out to investigate. The Green Sheet has the date the referral was received and the supervisor adds the date that the worker needs to initiate the referral by in order to meet the timeline.

STRATEGY FIVE

CWS: Increase relative placements:

- a. Continue to use LexisNexis family search database to locate and connect with families on behalf of clients (Timeframe: January 2013 – Ongoing).
- b. Social Worker to request family member names and contact information from clients during investigation (Timeframe: January 2013 – Ongoing).
- c. Develop a form for Supervisor to sign off showing that possible family has been searched for & TDM scheduled on all in-custodies and to approve child to go to Foster Care (Timeframe: June 2013 – September 2013).
- d. Implement form and ensure that Imminent Risk of Removal TDM's are arranged at time of investigation (Timeframe: October 2013 – Ongoing).
- e. Provide transportation services for children to enhance placement stability by allowing them to maintain their same routines and connections (Timeframe: February 2013 – Ongoing).
- f. Evaluate results of strategy by assessing whether placements have increased significantly since implementation (Timeframe: March 2014 – Annual).

Summary:

Placing children with Relatives and Non Related Extended Family Members (NREFMs) continues to be the focus of Tehama County CWS. Social workers obtain names of relatives or NREFMs while in the investigation process when the child is taken into protective custody. Screeners use the LexisNexis family search database to look for additional relatives but the use could be improved and more consistent.

One strategy to improve the accountability of relative searches is that on the referral for placement paperwork, a section has been added for the social worker to indicate whether a relative search has been conducted and the Supervisors would sign the form to acknowledge that efforts were made to search for kin. Creating a Policy and Procedure relative/NREFM search and placement has been added to the agenda for the weekly CWS Policies and Procedures meeting. The goal is to have a Policy and Procedure completed by 9/30/14. CWS Leadership will need to ensure efforts have been made to locate relatives and NREFMs and that there is documentation of this search on every new in custody child.

Tehama County has decreased the use of the TDM model and has adopted the SOP Family Model for Family Team Meetings. Utilizing the Family Team Meeting at the time the child is taken into custody has recently been encouraged by the Program Manager. Family Team Meetings during the investigative stage will need to be more regularly encouraged or enforced by the CWS Leadership. The goal is to have these meetings as early as possible to increase the likelihood that a child will be

able to remain safely in the home with support of family and friends. Supervisors will discuss and assess their workers' referrals and require a Family Team Meeting for those families that have high risk of removal. CWS Leadership will create the documentation form for efforts in locating Relatives and NREFMs that will also include acknowledgement of the assessment and need of the Family Team Meeting at the investigation stage or at point of Protective Custody.

Tehama County CWS is committed to training and supporting relatives and NREFMs and implemented kinship training for relative and NREFM caregivers in May 2014. There were two (2) four (4) week sessions. Our County chose to make attending these trainings a "soft requirement" for relative/NREFM caregivers. Our county values the kinship care providers stepping forward to take the responsibility of caring for these children. We understand the relative connection with the children is very important and we do not want to create additional barriers for these placements. Our soft requirement states the kin provider will take the kinship training while the child is placed with them and if they do not complete the training, they will not get placement the next time a kinship placement comes available to them.

Tehama County CWS staff continues to offer assistance to relative and NREFM caregivers through training offered in the community, books, DVDs and transportation if needed. Tehama County CWS hosts a Caregivers Meet and Greet several times a year. There has also been a tracking database created for tracking all relative and NREFM applications. This will help the placement support team to keep track of applications better and allow the supervisor to assist with the process when the licensing social worker is out. This should help cut down the length of time for approving relative and NREFM applicants.

STRATEGY SIX

Probation: Ensure data that needs to be collected in order to achieve improvement goal is accomplished. A new case management system upgrade will be rolled out November 2012 and new data collection processes will be introduced. Collection of Outcome Measure 8A will be one of the numerous data elements to be collected. Additionally, data entry into the CMS/CWS system will be reviewed to ensure all required information is collected.

- a. Probation Supervisors, Placement Officer, Division Director, and Support Staff will be trained in the use of the new case management upgrade (Timeframe: February 2013).
- b. CWS/CMS and case management upgrade implementation will be reviewed by Probation Supervisors and Division Director (Timeframe: March 2013- Ongoing).
- c. Ongoing Supervision will include review of CWS/CMS and the case management system upgrade with the Placement Officer and Support Staff (Timeframe: March 2013- Ongoing).
- d. Establish baseline data for Exit Outcomes for Youth Aging out of Foster Care (Timeframe: March 2013).

Summary:

In November of 2012 the Tehama County Probation Department upgraded its case management system (CMS). It has been a more challenging process than anticipated. Mainly due to the expansion of data collection needed by the department and added to that task the new and ever changing data collection required from AB109 legislation. Therefore, building data collection cues within the new case management system has been more difficult than anticipated. Additionally, the proprietary company of our CMS has been slow in remedying issues and fixes delaying the department's ability to "get to the next step." The department is working with the case management provider to improve communication and response time.

As mentioned Probation's data collection was first focused on adult requirements due to AB109 legislation. It continues to be the primary focus of the department do to funding and formulation of funding potentials. Therefore, juvenile data collection has been less timely but steady. Additionally, transitioning from a new and different juvenile assessment has added to our deliberate approach. But as expected gathering the data for measurement 8A was found to be correctable through training of probation placement staff and understanding how to correctly input data into the CWS/CMS system.

OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION

2B-2 Timely 10-Day Response

Workload has been an ongoing issue in making progress in Measure 2B-2 Timely 10-Day Response compliance. There has been a slight increase in the number of referrals, however the investigation process is taking longer and as a result investigations are staying open longer, causing the number of investigations to increase for the Immediate Responses (IR) social workers. The number of open investigations as referenced on [page 7](#) of this document has also been a big barrier in making the 10-day responses timely. CWS Leadership Team has been looking at the issue and will make some staffing changes in the next fiscal year.

An IR Checklist form was created to help newer workers ensure that they had all forms and processes completed with families during the investigation process. The CWS Leadership team also continues to review old policies and procedures and create new ones for issues that have not been addressed in regards to 10-day response referrals. Between January 1, 2013 and December 31, 2013 there were 48 more immediate referrals than in the year prior. On average, that turns out to be about four (4) extra immediate referrals per month in 2013 compared to 2012. The amount of 10-day response referrals was also up slightly. Between January 1, 2013 and December 31, 2013 there were 19 more 10-day referrals than in the year prior, which only averages out to be about 1.5 additional referrals per month, which is not a very high impact on workload in terms of 10-day responses.

4B-Least Restrictive Placement at Entry

Another challenge is increasing the number of children placed in approved relative/NREFM homes at entry. In 2011 we had a big increase in the number of children placed with relative/NREFMs. But over the past few quarters, this has decreased. The relative approval process can be lengthy and since Tehama County does not have a receiving home, children are usually placed in foster care until a relative or NREFM home can be approved. Barriers include conducting the home inspection and getting all necessary paperwork filled out; this is especially true after hours. The CWS Leadership team is looking at ways to speed up the process without compromising the safety of the child. Leadership continues to place an emphasis on the importance of placing with kin.

Based on reports retrieved from Business Objects, between January 1, 2013 and December 31, 2013, there were 194 immediate referrals made. Of those referrals, 40 (20%) of them were after hours. 24 removals (consisting of 33 children) occurred after hours and seven (7) of those children were placed with relatives and the rest were placed in foster homes.

PROMISING PRACTICES/OTHER SUCCESSES

Federal Measure 2F, Timely Monthly Caseworker Visits

In September 2013 CWS staff began looking at Federal Measure 2F. At that time, the Tehama County's performance indicated that only 79.6% of visits had been made during the reporting period. This was concerning since staff was making their required contacts. Upon further review of the individual cases, there were about seven (7) children with *Tehama County Child Welfare* listed as the worker and that the percent of completed contacts was at zero. We were able to determine that those were children who had been adoptions cases that needed to be closed out. These were cases that had been shifted from the State to Tehama County in July of 2012. The State was contacted and those cases were closed. This brought the performance percentage up to 84.4%. In addition to the seven (7) there were 10 Non-Dependent Legal Guardianship (NDLG) cases showing up as requiring 12 visits and only having two (2) recorded, this was clearly an error since they should not have been counted in the denominator for Measure 2F. The 10 cases either did not have their placement episode ended after dependency was dismissed (reflecting the incorrect legal authority) or the placement home type was incorrect. Those fixes brought the percentage up to 93% as of June 2014 (data retrieved from SafeMeasures). Tehama County CWS is now compliant in Measure 2F.

Improved Use of Child Welfare Services/Case Management System (CWS/CMS)

Tehama County Probation had follow up CWS/CMS training in September of 2013 from UC Davis to train new staff and serve as a refresher course for staff needing additional guidance.

Probation staff joined CWS staff on October 23, 2013 for the Child Welfare Technology Conference and after the conference had the opportunity to discuss how data entry was working with CWS/CMS and any other issues that they were having. During this meeting, problems with tokens were identified and a plan to fix the problem was made. As a result, Probation staff received additional guidance in managing their assigned tokens, which included replacing broken tokens and reassigning tokens to different staff. CWS also designated a "super user" to be a contact person for Probation if they have any data entry questions in the future.

TCDS and Probation staff also met in June 2014 to discuss additional data requirements like Group Home Reassessments as directed in ACL 13-86 and ACL 13-87 to ensure that assessments are being completed and entered into the CWS/CMS. It has been evident that training and access to individuals from each respective agency has only enhanced our knowledge and understanding of the statistical information collected and recorded within the CWS/CMS system.

Promoting Safe and Stable Families

This fiscal year we will be putting more funding in the Adoption Promotion and Support component towards direct services to adoptive families. In previous years, the County has kept this funding component in house to be used for our CWS Social Services Aide charged with the role of encouraging adoption from foster care and supporting families who are or have adopted from foster care. Starting in Fiscal Year 2013–2014, only a small portion of this funding was used for time study. A majority of the funding was used to go directly to support events and training for adoptive homes. In fiscal year 2014–2015, the goal will be similar. The adoptions team plans to bring more training to adoptive families in Tehama County as well as more support events for families to get to know other families and Tehama County staff to broaden their network of support.

Safety Organized Practice Update

Tehama County Child Welfare Services began implementation of Safety Organized Practice (SOP) back in 2011. Since then, the team has been through countless coaching sessions with Brad Seiser from UC Davis to strengthen their skills in using the tools of SOP.

SOP focuses on keeping children safe within the family system. It uses a variety of evidence-informed practices which includes:

- Group supervision,
- Signs of Safety,
- Motivational Interviewing, and
- Solution-focused treatment.

On November 5-7th, 2013 there was an SOP Foundational Institute training held at the Community Center in Red Bluff. There were around 35 workers in attendance from both TCDS5 and surrounding counties. Almost all Tehama County CWS social workers and social services aides have now gone through the SOP foundational Institute.

Foster Parent Recruitment

In September 2013, foster parent recruitment became a priority as the number of foster homes had been declining in recent years. Judge McGlynn joined members of the CWS Placement Support Team to create a presentation to present at local service organizations and community groups to spread the word about the need for loving foster homes in Tehama County. There is also an emphasis placed on the need for relative and NREFMs to step forward when a child they know has been taken out of their home due to abuse and/or neglect.

OUTCOME MEASURES NOT MEETING STATE/NATIONAL GOALS

CWS CFSR Measure C1.4

Reentry Following Reunification (Exit Cohort)

In the 2013 SIP Update, the county reported not meeting the national goal for Measure C1.4, Reentry Following Reunification (Exit Cohort). Tehama County continues to underperform in measure C1.4; however, there has been a slight improvement. In August 2013, the county reported that between April 1, 2011 and March 31, 2012, 33 out of 145 children, or 22.8%, reentered care within 12 months of being reunified. According to the Berkeley Dynamic Reporting System, between April 1, 2012 and March 31, 2013, 24 out of 109 children, or 22% reentered care within 12 months of being reunified. This is a drop by .8 percentage points.

The national goal is 9.9%, which has not been met by Tehama County since 2008. The best performance since 2008 was between October 1, 2010 and September 30, 2011 with a reentry rate of 11.3%. One of the things that could lead to this is that Tehama County tends to have a high percentage of children who were reunified with their families within 12 months. According to the Berkeley Dynamic Reporting System, between October 1, 2010 and March 31, 2011, Measure C1.3 Reunification within 12 Months (Entry Cohort), reflects that 72.1% of children were reunified within 12 months of removal. At that time, that was the fifth highest rate in the State of California; counties of similar sizes were at a much lower percentage. In looking at client level data, the children who are in care for 12 months or less and are subsequently returned home are more likely to re-enter the system within the following 12-month period than those who are in care for 12 months and longer. This is something that supervisors will need to pay close attention to with staff when looking at returning children home. They need to ensure that the parents have had enough time to make changes that are sustainable to avoid having their children re-enter care.

CWS CFSR Measure 2B-2

Timely Response 10-Day Response Compliance

Tehama County CWS has not met the national goal of 90% for Measure 2B 10-day Timely Response compliance, but with the upcoming staffing changes, the hope is to bring this performance up to standard. This measure continues to be a primary focus with CWS Leadership and strategies for improvement are discussed regularly. One change as a result of this ongoing discussion was to adjust one of the weekly IR meetings that occur with all IR workers to now occur only with each supervisor and their respective IR workers. This will provide the supervisor and worker more time to go over pending referrals and what needs to be prioritized so that contacts are made timely.

Needell, B., Webster, D., Arnijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Sandoval, A., Yee, H., Mason, F., Benton, C., Pixton, E., Lou, C., Peng, C., King, B., & Lawson, J. (2014). *CCWIP reports*. Retrieved 7/10/2014, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

STATE AND FEDERALLY MANDATED CHILD WELFARE/PROBATION INITIATIVES

Core Practice Model Implementation & Katie A. (Mental Health Services to Children)

Child Welfare joined the Tehama County Department of Health Care Services staff in August of 2013 for the California External Quality Review of the 2013/2014 Tehama County Mental Health Plan. CWS staff joined the Katie A. Implementation session to discuss progress in connecting Katie A. Class and Subclass members to critical mental health services. CWS and MH staff continues to meet to discuss and revisit the progress of ensuring that all children receive the mental health services that they need. An implementation guide, screening tool and subclass eligibility form have been created and are being used to ensure consistency in the process.

All referrals for assessment are filtered through a CWS clerical support staff that coordinates with mental health staff to schedule assessments when a child is identified as needing mental health services and is not currently receiving them.

There is also a weekly meeting with the CWS Placement Social Worker and Supervisor and mental health supervisors to review all children in group homes to review services.

Foster Youth Credit Reports (California Senate Bill No. 1521)

California Senate Bill No. 1521 (Chapter 847, Statutes of 2012) amends Welfare and Institutions Code 10618.6 and requires County Welfare and Probation Departments to request credit reports annually for youth in foster care ages 16 and 17. Tehama County CWS has elected to participate in the CDSS electronic batch process. The agency has established electronic accounts with all three credit reporting agencies: Equifax, TransUnion, and Experian for the purpose of requesting credit reports for foster youth as directed by CDSS in All County Letter 14-23. The CWS analyst checks the Child Welfare Data County extranet site regularly as a new batch file is released to reflect which youth have a credit history. Full reports are then requested and provided to the youth's social worker to review and resolve any inaccuracies if necessary. Non-Minor Dependents are being assisted by their on-going social worker and by county's Independent Living Program to request their credit report and resolve inaccuracies as necessary. A policy and procedure is currently in progress and near completion.

Reassessing Youth in Group Homes (Assembly Bill 74)

Tehama County typically averages about five (5) youth in group home care during a month. There has been a conscious effort to make group homes the very last placement resort after all other options or interventions have been exhausted. The CWS analyst checks SafeMeasures on a weekly basis to see if there are any youth that require a 60-day reassessment (per ACL 13-87) and the analyst keeps a running spreadsheet to track the ages of youth and how long they have been in group care within the current placement episode. When youth are identified as needing an assessment, the analyst works with the social worker and their supervisor to ensure that the reassessment is conducted and documented in the case an in CWS/CMS. So far, CWS staff has had to complete three (3) reassessments, which have all been reviewed and are in accordance to the instructions in ACL 13-86 and ACL 18-37.

ATTACHMENTS

FIVE YEAR SIP CHART

Priority Outcome Measure or Systemic Factor: CWS: CFSR Measure S1.1 No Recurrence of Maltreatment. Of all children who were victims of a substantiated maltreatment allegation during the first 6 months of the year, what percent were not victims of another substantiated allegation within the next 6-month period?

National Standard: 94.6%

Current Performance: According to data retrieved from the UC Berkeley Dynamic Reporting System from 1/1/13 through 6/30/2013 (2013 Quarter 4 extract), Tehama County's no recurrence of maltreatment rate was 94.3%. This data reflects that five (5) out of 88 children were maltreated within six months of having a substantiated referral.

Target Improvement Goal: Tehama County will improve performance on this measure from 87.5% to 90% by January 20, 2014. Tehama County will increase 1.6% more each subsequent year of the plan to attain a 94.6% quarterly average by June 20, 2017.

Priority Outcome Measure or Systemic Factor: CWS: CFSR Measure 2B-2 Timely Response, Emergency Response 10-Day compliance

National Standard: 90%

Current Performance: According to the data from the UC Berkeley Dynamic Reporting System from 10/01/13 through 12/31/2013 (2013 Quarter 4 extract), of the 91 referrals assigned for 10-day response, 71 were completed within the 10-day requirement. This is a 78% completion of timely 10-day responses.

Target Improvement Goal: Tehama County will improve performance on this measure from 76.9% to 84% by June 20, 2014. With subsequent annual increases of 2%, 2%, 1%, and 1%, Tehama County will attain a 90% quarterly average by June 20, 2017.

Priority Outcome Measure or Systemic Factor: CWS: CFSR Measure 4B-1 Least Restrictive (Entries First Placement: Relative) The level of restrictiveness of a foster care placement reflects the extent to which the placement provides and supports normalized daily living activities for children in a community-based, family setting.

National Standard: N/A

Current Performance: According to the data from the UC Berkeley Dynamic Reporting System from 01/01/2013 through 12/31/2013 (2013 Quarter 4 extract), 16 out of 95 of children were placed with kin for their first placement. This is 16.8% of children being placed in the least restrictive placement at entry.

Target Improvement Goal: Tehama County will improve performance on this measure from 13.7% to 24% by March 20, 2014. Tehama County will increase 1% more each subsequent year of the plan to attain a 27% quarterly average by June 20, 2017.

Priority Outcome Measure or Systemic Factor: Probation: 8A Completed High School or Equivalency; Obtained Employment; Have Housing Arrangements; Received ILP Services; Permanency Connection with an Adult

National Standard: N/A

Current Performance: The Tehama County Probation Department continues to improve its data collection regarding measurement 8A. The department has received training as planned since the 5 year plan for the SIP came into effect. The department found that data was not being recorded into the CWS/CMS system correctly. We have trained new support staff and exposed current staff to the issues and importance of ensuring our data is recorded. We have reviewed and entered data for quarters 2012 and 2013 which showed data for youth completing high school or equivalency, having housing arrangements, receiving ILP services, and receiving permanency connection with an adult. This is an obvious improvement from past years.

Target Improvement Goal: After establishing a baseline, Probation will increase the percentage of youth completing or receiving the following services and/or milestones from 0% to 5% by 2017:

1. Completing High School or Equivalency
2. Obtaining Employment
3. Having Housing Arrangements
4. Receiving ILP services
5. Receiving Permanency Connection with an Adult

This goal will be supplemented by improved data collection and tracking, coinciding with the rollout of a new case management system.

Strategy 1: CWS: Increase the use of Safety Organized Practice	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): S1.1 No Recurrence of Maltreatment. Of all children who were victims of a substantiated maltreatment allegation during the first 6 months of the year, what percent were not victims of another substantiated allegation within the next 6-month period.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Continued Safety Organized Practice (SOP) training for workers to help with keeping focus on safety.	January 2013 – Ongoing	Supervisors, Social Workers, Program Manager
B. Consistent supervision of cases to ensure that safety threats have been fully addressed.	January 2013 – Ongoing	Supervisors and Social Workers
C. Use of SOP tools with families to develop natural supports and community partners so they have resources prior to transitioning from institutional supports.	March 2013 - Ongoing	Social Workers
D. Educate community partners regarding SOP to develop a clear understanding of the safety issues.	August 2013 - Ongoing	Social Workers & Supervisors

Strategy 2: Surround children and families with support so there is no recurrence of maltreatment	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): S1.1 No Recurrence of Maltreatment. Of all children who were victims of a substantiated maltreatment allegation during the first 6 months of the year, what percent were not victims of another substantiated allegation within the next 6-month period.
	<input type="checkbox"/> CBCAP	
	<input checked="" type="checkbox"/> PSSF	
	<input type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Consistent referrals to community partners for Functional Family Therapy prior to reunification or adoption, and during family maintenance for stabilization.	January 2013 – Ongoing	Social Workers & Supervisors
B. Consistent referrals to community partners for Functional Family Therapy for families that have successfully reunified, but may need services to prevent recurrence of maltreatment.	January 2013 – Ongoing	Social Workers & Supervisors
C. Wraparound program referrals will pair families with a Parent Partner, to enhance stabilization during the transition from institutional supports to natural supports when reunifying.	January 2013 – Ongoing	Social Workers & Supervisors
D. Timely and consistent monthly visits to the family to ensure safety of child at time of reunification.	May 2013 – Ongoing	Community Partners, Social Workers, Supervisors & Program Manager
E. Utilize Safe Measures to monitor timeliness of monthly Social Worker visits.	January 2013 – Ongoing	Supervisors
F. Require Social Workers to work with the parents to identify a family safety network while developing a Case Plan.	September 2013 - Ongoing	Social Workers & Parents
G. Evaluate results of strategy to determine whether No Recurrence of Maltreatment measure has improved.	June 2013 - Annually	Analyst

Strategy 3: CWS: Implement use of Safe Measures tool on a regular basis	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 2B-2 Timely Response, Emergency Response 10-Day compliance
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. CWS Management Team will be trained in the use of Safe Measures	December 2012-March 2013 <i>Completed</i>	Program Manager to arrange
B. Develop guide on which measures should be reviewed regularly	April 2013 October 2013 <i>Completed</i>	Program Manager, Supervisors and Analyst
C. CWS Management Team will complete the intensive Supervisory Effectiveness Program training series	September 2012 - April 2013 <i>Completed</i>	Program Manager, Supervisors
D. Ongoing Supervision will include Safe Measures review with Social Workers.	April 2013 - Ongoing	Supervisors
E. Safe Measures will be reviewed by Supervisors and Program Manager during meetings.	April 2013 - Ongoing	Program Manager
F. Evaluate impact of Safe Measures on timely response for 10-day referrals. Coordinate with OAB consultant on a quarterly basis to develop additional ongoing strategies to increase timely response.	June 2013 - Quarterly	Analyst

Strategy 4: CWS: Improve timely response.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 2B-2 Timely Response, Emergency Response 10-Day compliance
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Develop a guide for necessary information to include on referrals and timelines.	March 2013 – May 2013 September 2013-November 2013 <i>Completed</i>	Program Manager, Supervisors and Analyst
B. Develop a policy to include timeframe for response time and entering contact information in CWS/CMS.	March 2013 – May 2013 September 2013 - November 2013 <i>August 2014-November 2014</i> <i>In progress</i>	Program Manager, Supervisors and Analyst
C. Implement policy for Social Workers to respond timely and enter contact information in CWS/CMS within 48 hours of contact.	May 2013 <i>Completed</i>	Supervisors
D. Monitoring of caseload during monthly supervision.	May 2013 - Ongoing	Supervisors with Social Workers
E. Evaluate results of strategy by assessing if timely responses have increased.	January 2014 - Annual	Analyst

Strategy 5: Increase relative placements	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 4B-1 Least Restrictive (Entries First Placement: Relative) The level of restrictiveness of a foster care placement reflects the extent to which the placement provides and supports normalized daily living activities for children in a community-based, family setting.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Continue to use LexisNexis family search database to locate and connect with families on behalf of clients	January 2013 - Ongoing	Placement Team
B. Social Worker to request family member names and contact information from clients during investigation.	January 2013 - Ongoing	Social Workers
C. Develop a form for Supervisor to sign off showing that possible family has been searched for & TDM Family Team Meetings (FMTs) are scheduled on all in-custodies and to approve child to go to Foster Care.	June 2013 - September 2013 <i>September 30, 2014</i> <i>In Progress</i>	Program Manager, Supervisors, and Analyst
D. Implement form and ensure that Imminent Risk of Removal TDMs or FMTs are arranged at time of investigation.	October 2013 - Ongoing	Supervisors, Social Workers, and Placement Team
E. Provide transportation services for children to enhance placement stability by allowing them to maintain their same routines and connections	February 2013 - Ongoing	Program Manager and Supervisors to arrange
F. Evaluate results of strategy by assessing whether placements have increased significantly since implementation	March 2014 - Annual	Analyst

<p>Strategy 6: Ensure data that needs to be collected in order to achieve improvement goal is accomplished. A new case management system upgrade will be rolled out November 2012 and new data collection processes will be introduced. Collection of Outcome Measure 8A will be one of the numerous data elements to be collected. Additionally, data entry into the CMS/CWS system will be reviewed to ensure all required information is collected.</p>	<input type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): Probation: 8A Completed High School or Equivalency; Obtained Employment; Have Housing Arrangements; Received ILP Services; Permanency Connection with an Adult</p>
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
<p>Action Steps:</p>	<p>Timeframe:</p>	<p>Person Responsible:</p>
<p>A. Probation Supervisors, Placement Officer, Division Director, and Support Staff will be trained in the use of the new case management upgrade.</p>	<p>February 2013 September 2013 Completed-July 2014</p>	<p>Probation Supervisors, Placement Officer, Division Director, and Support Staff</p>
<p>B. CWS/CMS and case management upgrade implementation will be reviewed by Probation Supervisors and Division Director.</p>	<p>March 2013—Ongoing Completed-June 2014-On going process</p>	<p>Probation Supervisors and Division Director.</p>
<p>C. Ongoing Supervision will include review of CWS/CMS and the case management system upgrade with the Placement Officer and Support Staff.</p>	<p>March 2013—Ongoing Completed-March 2014-On going process</p>	<p>Probation Supervisors</p>
<p>D. Establish baseline data for Exit Outcomes for Youth Aging Out of Foster Care.</p>	<p>March 2013 September 2013 July 2015-On going</p>	<p>Division Director</p>