

TABLE OF CONTENTS

	Page
SIP Progress Report Signature Sheet	1
Introduction	
SIP Progress Report Narrative	
A. Stakeholder Participation	2
B. Current Performance Towards SIP Improvement Goals	3
C. Strategy and Action Step Status	10
D. Outcomes Measures Needing Improvement	27
E. State and Federally Mandated Child Welfare/Probation Initiatives	29
Attachments	
Five-Year System Improvement Plan Chart	

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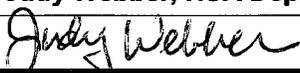
## California's Child and Family Services Review System Improvement Plan

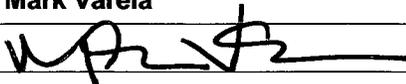
<b>County:</b>	Ventura County
<b>Responsible County Child Welfare Agency:</b>	Human Services Agency Children & Family Services
<b>Period of Plan:</b>	November 30, 2013 – November 30, 2014
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## Introduction

Assembly Bill 636 (Chapter 678, The Child Welfare System Improvement and Accountability Act of 2001) established the Child Welfare Outcomes and Accountability System to improve child welfare outcomes for children and their families in California. The process for achieving this goal is the California Child and Family Services Review (C-CFSR). The review occurs in 5-year cycles during which the performance of each of the state's 58 counties is monitored regularly in five outcome domains: (a) protection of children from abuse and neglect; (b) safety of children not removed from their home; (c) permanence and stability for children in foster care; (d) maintenance of a child's family relationships and connections; and (e) preparation of youth for transition to adulthood.

Outcomes identified as needing improvement have been prioritized for improvement based on recent performance. As a result, plan components to address the following outcome measures and improvement goals will be implemented across the five years of the System Improvement Plan (SIP). This summary report includes progress toward achieving the priority outcome measures selected by Child Welfare and Probation in the SIP.

### **A. Stakeholder Participation**

The Department of Children and Family Services has engaged a variety of community stakeholders as part of Ventura County's implementation of the Core Practice Model (CPM), integrated care and the requirements associated with the Katie A settlement. Implementation of these initiatives is directly related to Priority Outcome Measure 2, as implementation of the CPM and integrated care are expected to increase parent engagement, improve quality of care for children and families and increase the percentage of children who reunify within 12 months of removal.

Stakeholders from Behavioral Health and CFS are part of a collaborative planning structure for Katie A implementation. This planning structure includes staff from the direct service to the executive level, with all workgroups and committees co-led by Children and Family Services and Behavioral Health. In addition, in November 2013, a wider stakeholder process began, in which the County's Katie A planning efforts were introduced to the Partnership for Safe Families and Communities of Ventura County, which serves as the Child Abuse Prevention Council for the county and is comprised of concerned citizens and professionals from business, childcare, education, faith, health, justice, law enforcement mental health and social services communities. Several focus groups were held with youth and caregivers to gather stakeholder input into the Katie A planning and implementation process and the California Core Practice Model development.

The county's Citizen Review Panel (CRP) and its Interagency Placement Expansion Review Committee (IPERC) continue to provide additional stakeholder feedback and guidance related to the SIP, particularly pertaining to the activities and strategies related to Priority Outcome Measures 1 and 2. For example, over the past year, these groups have continued to examine service comprehensiveness and family inclusion in group home services, both of which are critical to placement stability and timely reunification.

The CRP and IPERC consist of public and private partners, including include representatives from the Ventura County SELPA, Ventura County Behavioral Health, Ventura County Probation Agency, Ventura County Human Services Agency, Ventura County Child Abuse Prevention Council and local service providers. The CRP also provided important stakeholder feedback to Ventura County's Katie A implementation process at a site visit by the Katie A Special Master, Rick Saletta.

## **B. Current Performance**

Priority outcome measure performance data has been gathered from reports provided by the Center for Social Services Research (CSSR), University of California, Berkeley<sup>1</sup> that are based on records contained in the California Child Welfare Services/Case Management System (CWS/CMS) through October 2014 (2014 Quarter 2 Extract). Priority outcomes measures targeted for the 2012-2017 SIP are as follows:

### **Child Welfare**

#### **I. Increase the percent of children with two or fewer placements in foster care for 8 days or more, but less than 12 months.**

##### Strategies:

1. Increase placement options for foster children (increase the number of foster family and relative homes).
2. Reinstate Team Decision Making (TDM) for placement changes to promote placement stability.
3. Increase services and supports for foster youth.
4. Engage in early and collaborative concurrent planning with children and families.

#### **II. Increase the percent of children who reunify within 12 months of removal.**

##### Strategies:

1. Parental engagement that is upfront, consistent and continuous will contribute to timely reunification.
2. Identify Behavioral Health engagement points for youth and family services.

Systemic factor targeted for the 2012-2017 SIP:

#### **III. Identify, utilize and create technology options that support staff and business process to manage increased caseload and workload growth.**

##### Strategy:

1. Identify technology options that streamline business process and increase access to resources.

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<sup>1</sup> Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Williams, D., Simon, V., Hamilton, D., Lou, 26 C., Peng, C., Moore, M., Jacobs, L., & King, B. (2011). *Child Welfare Services Reports for California*. Retrieved 1/17/2011, from University of California at Berkeley Center for Social Services Research website. URL: [http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)

## Probation

- IV. Increase the percent of children with two or fewer placements in foster care for at least 12 months, but less than 24 months.**
- V. Increase the percent of children with two or fewer placements who have been in foster care for 24 months or more.**

### Strategies:

1. Enhance family engagement by improving communication between the assigned Probation Officer and the birth parent(s). The Court and Probation's expectations should be discussed with families from the beginning.
2. Enhance family engagement by involving birth families in the planning and decision-making process during the course of the client's placement.
3. Reunification by identifying parent support groups that are available to support families who have children involved in the delinquency court system.
4. Enhance service delivery by referring families to community resources that offer support and contribute to positive placement stability and reunification outcomes including: in-home services, mental health or counseling services, substance abuse services, parenting support, child care, housing, financial assistance and transportation.
5. Improve assessments and case plans to increase placement stability and reunification outcomes.
6. Utilize the Agency's current juvenile risk assessment tool, Compas, to assist youth, families, and assigned Probation Officers to develop realistic case plans.
7. Enhance communication with Juvenile Facilities probation and behavioral health staff to ensure services are delivered as identified in the youth's case plan and to keep staff abreast of youth's placement plans.

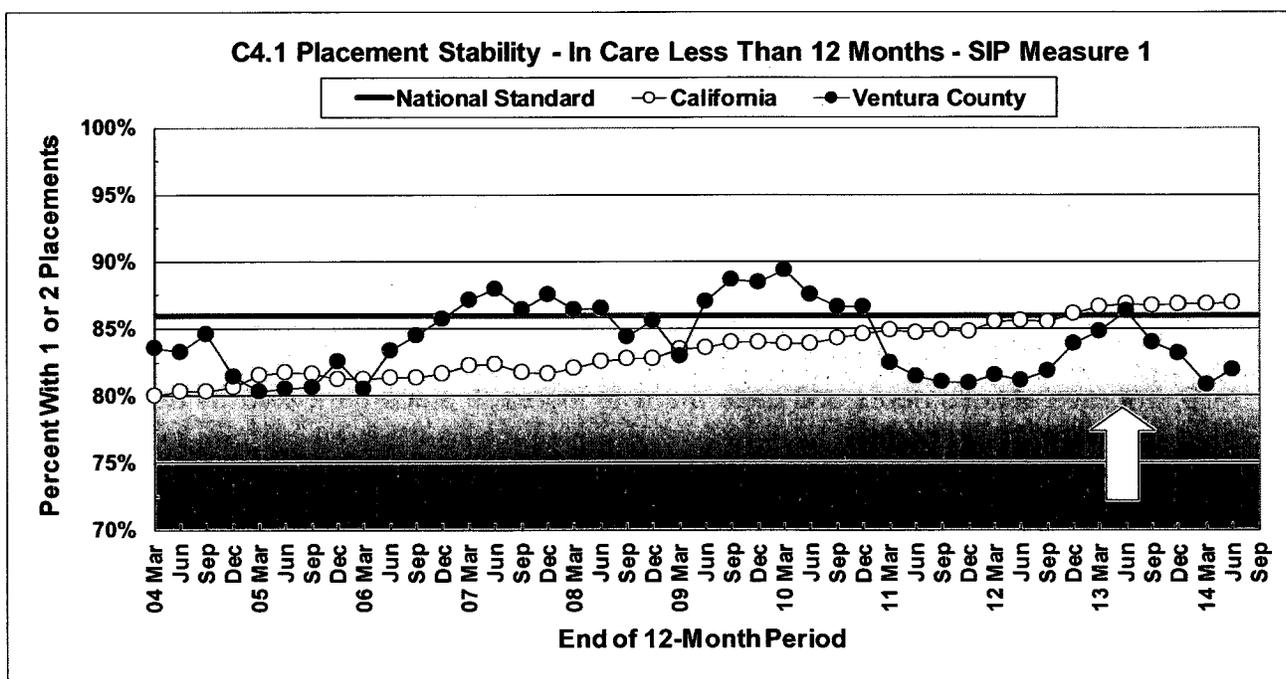
The data reported in this Update are from the Center for Social Services Research (CSSR), University of California, Berkeley and are based on records contained in the California Child Welfare Services/ Case Management System (CWS/ CMS) through October 2014 (2014 Quarter 2 Extract). Results are reported for successive, rolling 12-month periods or for designated points-in-time. The analysis focuses on results since July 2013 (2013 Quarter 1 Extract) the last CSSR update reported in Ventura County's System Improvement Plan.

## Child Welfare Results

- I. Priority Outcome Measure 1 – Placement stability for children in foster care for 8 days or more, but less than 12 months (Measure C4.1).**

The SIP target for **Measure C4.1** is to increase the percentage of children with two or fewer placements in foster care for 8 days or more, but less than 12 months. This measure contributes to the fourth permanency composite.

Recent Performance. Following the submission of the previous progress report, performance (86.3%) met the National Standard during the report period ending with June 2013. However, subsequent performance has declined and 82.0% of all children in foster care, who were in care for at least eight days but less than 12 months, had two or fewer placements during the twelve-month period between July 1, 2013 and June 30, 2014. Fewer Best Match opportunities may have contributed to less placement stability and decreased performance. Ventura County's current performance falls below the National Standard for this measure (86.0%) and remains below statewide performance (86.9%).

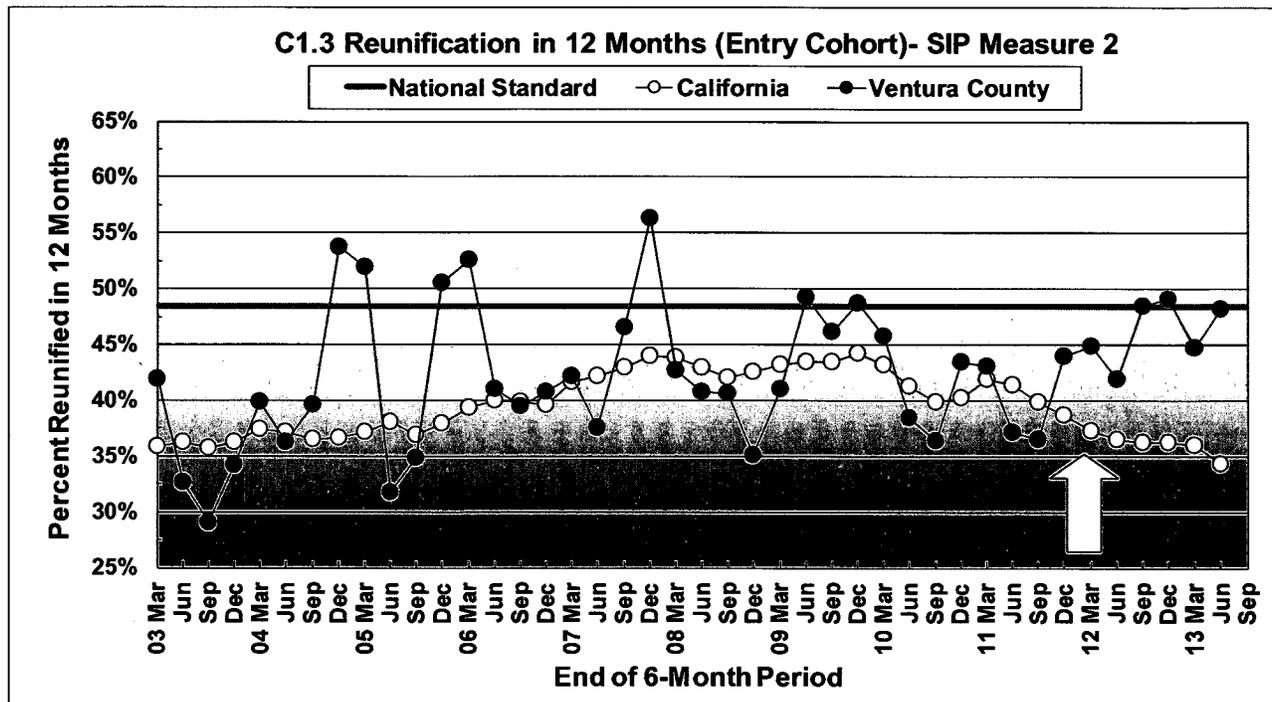


Target Performance. The County of Ventura will improve performance on this measure to a minimum of 86.0%, increasing the percentage of children with two or fewer placements. Strategies selected to improve this measure will positively impact other measures such as median time to reunification, no recurrence of maltreatment, placement in least restrictive setting, and placement stability for children in care more than 12 months.

**II. Priority Outcome Measure 2 – Reunification in 12 months (Measure C1.3).**

The SIP target for **Measure C1.3** is to increase the percent of children who reunify within 12 months of removal. This measure contributes to the first permanency composite and assesses the timeliness of reunification.

Recent Performance. Following the submission of the previous progress report, performance exceeded the National Standard (48.4%) for two report periods before falling just slightly below (48.2%). Performance levels have consistently exceeded statewide results and have trended positively over the past year. Recent results show 48.2% of children reunified within 12 months of removal, compared to only 34.3% statewide.

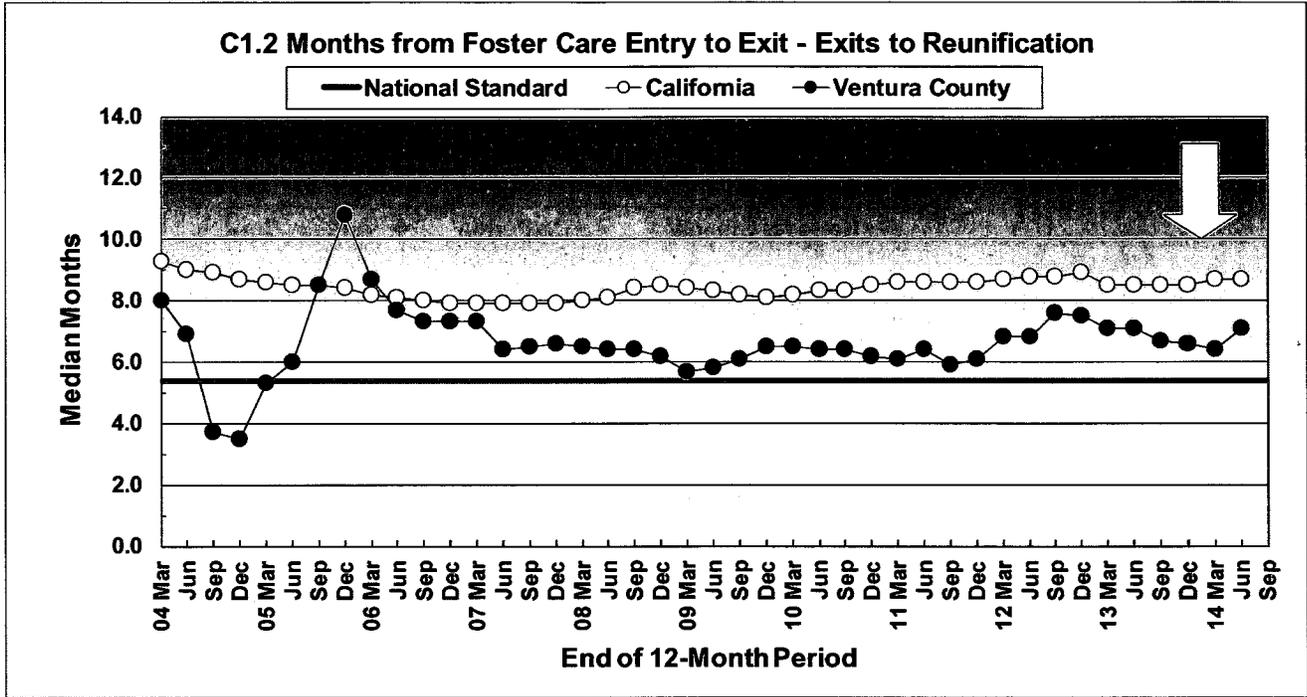


Target Performance. The County of Ventura will improve performance on this measure to a minimum of 49%, increasing the percentage of children who reunify within 12 months. Strategies selected to improve this measure will positively impact other measures such as median time to reunification, decreased recurrence of maltreatment, and placement stability.

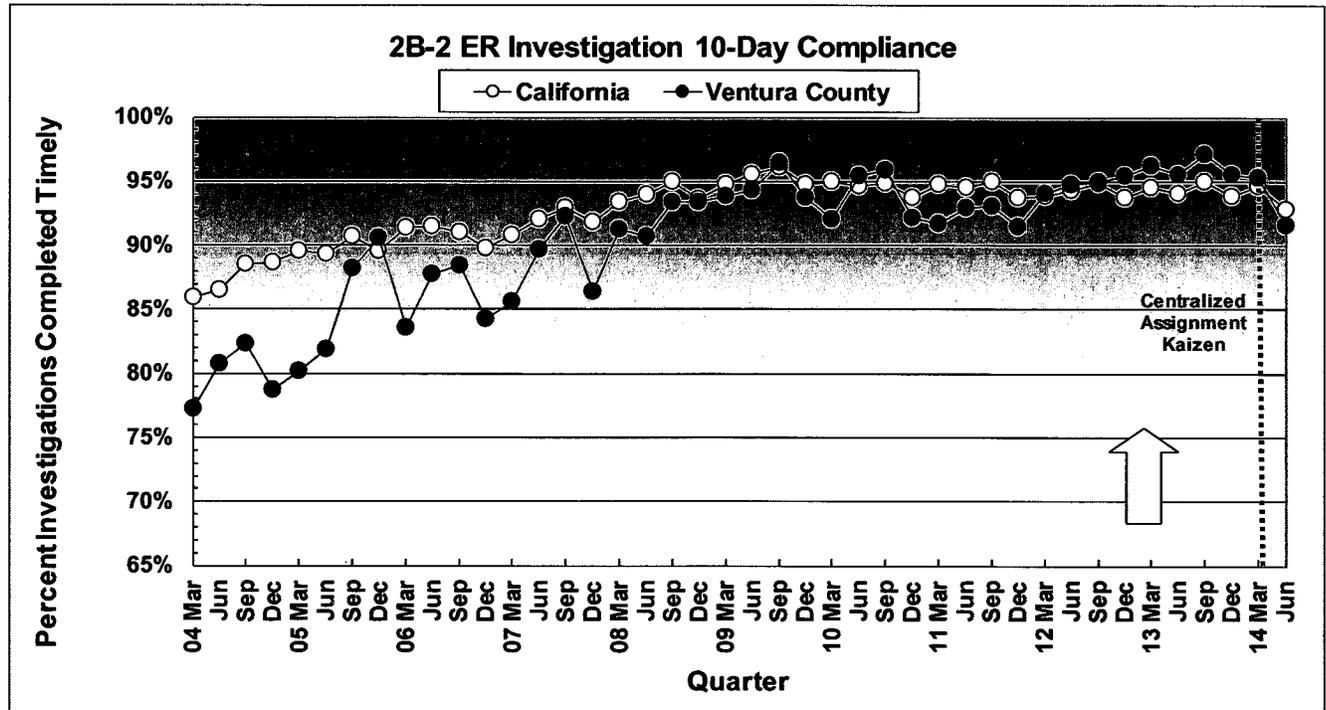
**III. Systemic Factor 3 – Identify, utilize and create technology options that support staff and business process to manage increased caseload and workload growth.**

As identified in the SIP, Ventura County has experienced caseload growth that has adversely impacted the county’s ability to sustain progress and achieve goals for outcome performance. Incorporating technology solutions into current business processes will ultimately have a positive impact on multiple outcome measures including reunification, placement stability and time to investigation.

Recent Performance. Performance for median months to reunification has remained stable since the submission of the previous progress report. Although Ventura County performance has exceeded statewide performance (8.7 months), recent performance (7.1 months) remains above the National Standard (5.4 months).



**Recent Performance.** Investigation compliance for 10-day referrals exceeded statewide performance for the past six report periods. Current performance (91.6%) falls just slightly under the statewide average (92.8%). However, the recent downward trend for 10-day referrals is attributed to delayed data entry into CWS/CMS and subsequent data updates should reflect accurate performance. The implementation of a continuous process improvement event or Centralized Assignment Kaizen (depicted by the blue-lined marker within the chart below) will support improved data entry [Note: A description of the kaizen process can be found later in the document under Priority Outcome Measure 3]. Strategies supporting the systemic factor selected will decrease time to reunification, increase placement stability, and sustain timely investigation for all children in the child welfare system.

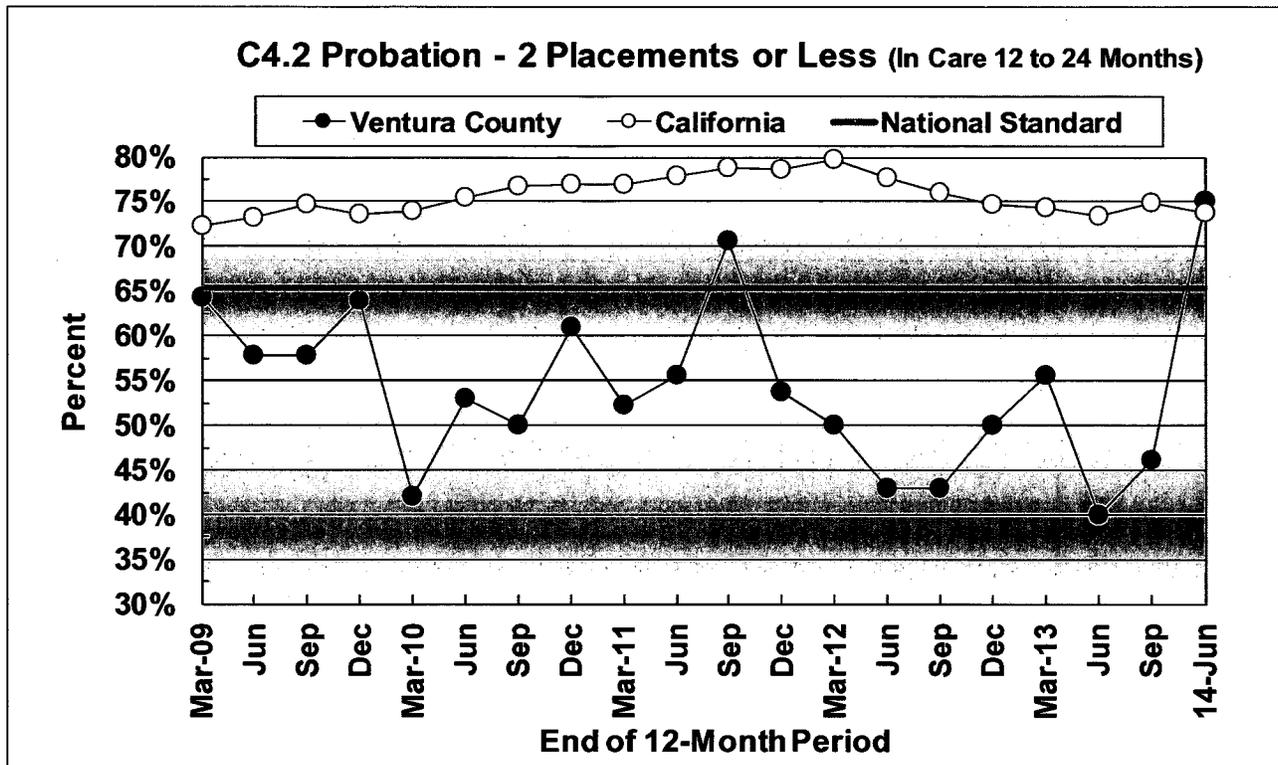


**Probation Results**

**IV. Priority Outcome Measure 4 – Placement stability for children in foster care for at least 12 months, but less than 24 months (Measure C4.2).**

The SIP target for **Measure C4.2** is to increase the percent of children with two or fewer placements in foster care for at least 12 months, but less than 24 months.

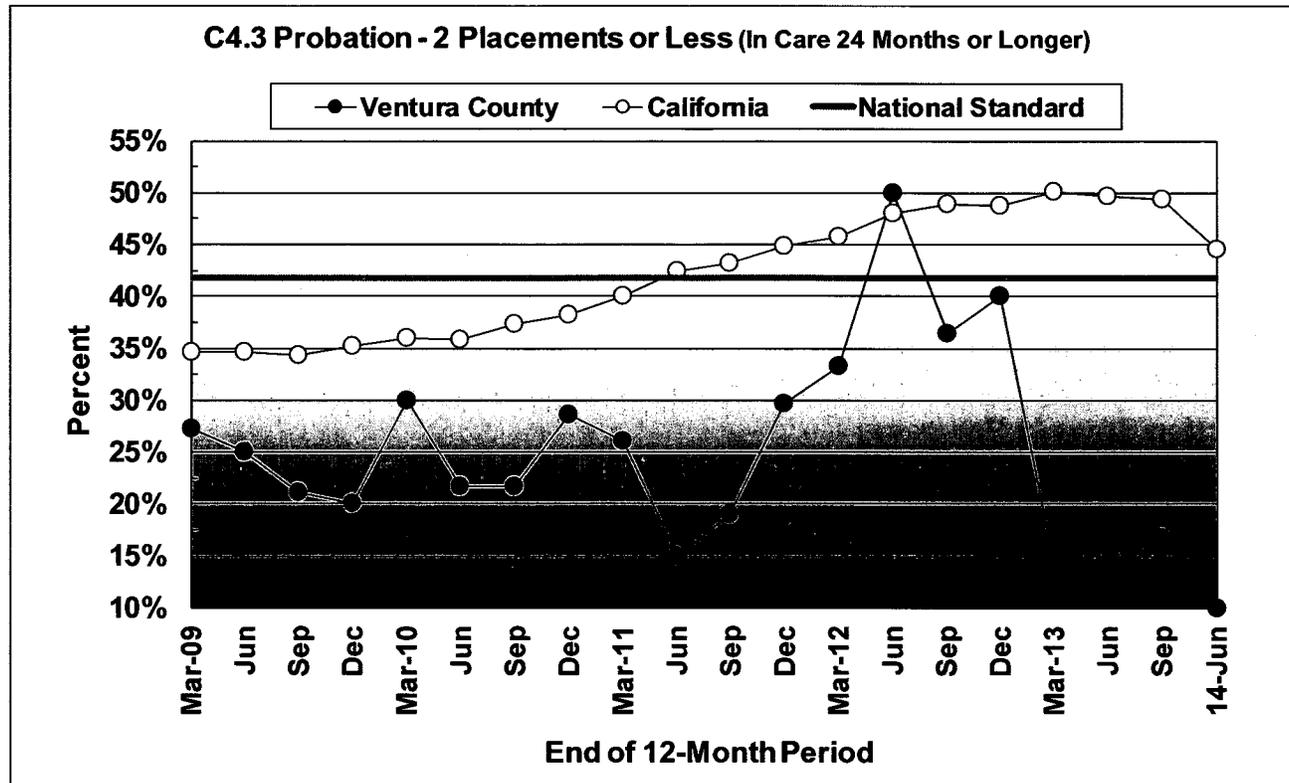
Recent Performance: Probation well exceeded its target performance levels for **Measure C4.2** over the last report period. This is notable as the denominators for Probation youth are small, which causes a greater fluctuation in the data. The current performance (75%) is above the National Standard for this measure (65.4%) and statewide performance (74.7%).



**V. Priority Outcome Measure 5 – Placement stability for children in foster care for 24 months or longer (Measure C4.3).**

The SIP target for **Measure C4.3** is to increase the percent of children with two or fewer placements in foster care for 24 months or longer.

Recent Performance: Performance levels for **Measure C4.3** have remained below statewide performance since March 2008, except in June 2012 when performance exceeded both the National Standard and the State level. Although performance declined thereafter over the several report periods, the denominators for Probation youth are small, which will cause a greater fluctuation in the data. One youth’s placement instability can affect the outcome measure, as a whole. Current performance (10%) falls below the National Standard for this measure (41.8%) and remains below statewide performance (51%).



**Target Performance:** The Ventura County Probation Agency (VCPA) will improve performance on this measure from 10% to 30%.

### **C. Strategy and Action Step Status**

This section includes updates on the status of all strategies and action steps scheduled to start and/or be completed during the second year of the SIP. In addition, explanation of any revisions, barriers, and modifications to a strategy or action step have been summarized along with promising practices encountered during the system improvement process.

#### **Child Welfare**

**Priority Outcome Measure 1: Increase the percent of children with two or fewer placements in foster care for 8 days or more, but less than 12 months. (Measure C4.1).**

**Strategy 1: Increase placement options for foster children (increase the number of foster family and relative homes).**

## **A. Complete recruitment workplan activities:**

### **Action Steps Achieved:**

A1 Streamline the licensing process by reducing hours for licensure. Required hours for licensure have been reduced and additional training hours are provided in-home specific to the placement.

A3 Develop online Informational Session video.

### **Action Steps In Progress:**

A2 Conduct targeted training and recruitment for each placement to support Best Match guidelines.

A4 Analyze recruitment efforts by monitoring net gain in licensed foster homes.

## **Summary**

As of July 2013 through June 2014, 54 new families have committed to open their homes to foster children in Ventura County. On average, approximately 50 children are removed from their homes monthly due to child abuse/neglect. While the majority of these children are placed with their relatives, the remaining children require a foster home. Foster home availability impacts the ability to match children with the foster home that best meets their needs. Foster home capacity is further limited when considering child characteristics such as: special needs, language preferences, city of origin, siblings, and other placement considerations that ensure the best placement for the child.

In support of foster parent recruitment to increase placement options for foster children, the Recruitment, Retention, and Support Unit (RRS) was expanded to increase the number of quality foster homes, to develop infrastructure and resources that support foster and relative caregivers, and to raise awareness of foster care through Ventura County. Beginning in 2013, the Children and Family Services Department launched a two year program of workshops at the bi-monthly Foster Parent Association meeting to improve caregiver knowledge and understanding of the foster care system. Over the past year, the RRS Unit broadened communication and outreach to the foster care community by launching a bi-monthly e-newsletter entitled the "The Foster Network", creating a Ventura Network of Care website, and increased in-person foster parent networking for West County and Spanish speaking foster parents. In addition, the RRS unit created surveys for foster and relative caregivers to collect feedback regarding services they have received to support foster children.

The RRS Unit continues to work with foster parents and the community to enhance foster care recruitment through a variety of initiatives. The Foster Care Ambassador Program has enabled foster parents to share their inspiring recruitment messages with

organizations, faith groups, businesses and events. Additionally, Ventura County's Faith in Motion Initiative establishes faith communities through the County as messengers for foster family recruitment, networking and continued support for the foster care community.

In order to recruit and maintain the highest quality foster caregivers, training has been redesigned to support caregivers. The Quality Parenting Initiative (QPI) has been re-introduced to improve upon the partnership between social workers, caregivers, parents, foster youth and community parents. Furthermore, an increase in respite hours, trauma-informed education, medically-fragile and drug exposed training opportunities and ongoing training enables foster parents to support children in their homes.

Next steps include the addition of three Community Services Coordinators to engage and recruit new foster families, the creation of web-based online videos for targeted recruitment, modification of pre-service training and partnering with local Foster Family Agencies to work towards a joint goal of recruiting 120 new foster families a year.

#### **B. Develop relative approval placement efforts:**

##### **Action Steps Achieved:**

B1 Formalize the structure for Relative Approval training and identify additional training topics as needed.

B2 Align staffing with the Relative Approval workload.

B3 Cross-train the Relative Approval and Licensing staff.

##### **Action Steps In Progress:**

B4 Maintain the Kinship Support Services Program (KSSP)

#### **Summary**

Since the submission of the SIP, two additional Child Welfare Social Workers and one Case Aide have been assigned to the Relative Approval unit as dedicated staff. With the addition of new staff, the limit on regional relative approval requests was lifted beginning in January 2014. Although Relative Approval requests will still require prioritization, the number of requests will no longer be limited. Furthermore, the additional staffing resources have increased capacity to complete relative home reviews annually versus once every two years.

Two Relative Approval staff and three supervisors completed the Licensing Basic Academy in 2014 and most current staff have been cross-trained in licensing. As the unit adds Relative Approval staff, they will learn the basics of Licensing and attend the Academy as offered to maintain a cross-trained unit.

To support relative placements, Kinship Support Services Program (KSSP) services have been continued despite the realignment of program funding. The KSSP provides community based family support services to kinship caregivers and the dependent children placed in their homes by the juvenile court and to those who are at risk of dependency or delinquency. The program also provides post-permanency services to relative caregivers who have become the legal guardian or adoptive parent of formerly dependent children. In addition to support and post-permanency services, the KSSP Housing Fund assists kinship families to obtain/maintain stable living arrangements and to prevent involvement of the Juvenile Court. During FY 13-14 the KSSP Housing Fund provided emergency housing services to 47 children (23 families) in the amount of \$23,232 for the year. Families served through the program received assistance with moving related expenses, utility costs and basic household/furniture essentials.

Next steps include the ongoing maintenance of the KSSP and the monitoring, evaluation, and modification of relative approval activities to ensure relative approval placement efforts increase placement options for foster children.

**C. Support and training for foster parents and relative caregivers using strength-based protective factors approach:**

**Action Steps Achieved:**

C1 Combine Prevention & Early Intervention (PEI) programs with KSSP, explore strength-based training.

C5 Revise current pre-service training to include trauma-informed practice, school of origin and reunification/visitation with biological parents.

**Action Steps In Progress:**

C2 Explore alternative funding for childcare and emergency housing program for relatives.

C3 Work with Ventura County Behavioral Health (VCBH) to prioritize access for caregivers for Triple P parenting.

C4 Provide specialized training to Peer Educators and Trainers to provide enhanced support to caregivers.

**Summary**

Activities to support and train foster parents and relative caregivers have been expanded to include training for Peer Educators and pre-service training. The Peer Educator and Trainer program has been assigned one staff person for program oversight and ten peer mentors have been added in order to provide structured monthly training. Training activities are currently in progress and a survey will be administered to identify program strengths and needs. Additional pre-service in-home training began in July 2014 for foster parents to include trauma-informed practice, school of origin and reunification/visitation with biological parents. The pre-service training is required for foster parents, but optional for relative caregivers.

In addition to training, Ventura County is pursuing support for relatives providing foster care who are not eligible to receive foster care funds. Although some relatives are not Federally eligible to receive foster care funding, providing basic rate funding to relatives through the CalWORKs Approved Relative Caregiver Funding Option (ARCFO) could assist with housing and child care expenses. If ARCFO implementation is approved in Ventura County, these qualifying relative foster care cases could receive the new rate of reimbursement effective January 1, 2015. Next steps include continued work with VCBH to prioritize access for Children and Family Services families for Triple P Parenting.

#### **D. Support and training for specialized populations for foster parents:**

##### **Action Steps In Progress:**

D1 Develop Intensive Treatment Foster Care (ITFC) and integrate into the recruitment continuum.

##### **Summary**

In order to provide support and training for specialized populations of foster parents, both Aspiranet and Casa Pacifica have been identified as service providers that will identify and train ITFC foster parents. The ITFS recruitment plan has been developed in partnership with Children and Family Services, Aspiranet, and Casa Pacifica. The ITFC program provides specialized training to families as a stable alternative to institutional care for children who need a home-based treatment program. ITFC has been integrated into the foster home recruitment continuum. Specialized recruitment efforts began in early 2014 to identify ITFC foster homes. As part of this effort, ITFC information has been integrated into foster parent training, orientation sessions, and foster parent newsletters. Additionally, the ITFC policy has been drafted to include business process, initial staffing structure and oversight activities. Although homes have been identified and potential caregivers have received training, experienced ITFC families have been difficult to recruit and retain. Future efforts will focus on recruiting specialized caregiver populations (e.g. school and medical professionals)

and child specific recruitment. Ventura County will continue to work with families to build ITFC skills and experience.

**Strategy 2: Reinstate Team Decision Making (TDM) for placement changes to promote placement stability.**

**A. Identify staffing resource/ facilitators for Team Decision Making:**

**Action Steps Achieved:**

A1 Explore opportunity to provide facilitator positions to CFS MSW interns.

A2 Develop recruitment process and plan TDM facilitators.

**Action Steps In Progress:**

A3 Implement CFS facilitator training plan and recruitment.

**Summary**

Children and Family Services views TDM meetings as valuable tools for reducing the number of children entering the child welfare system, engaging families to reduce risks contributing to recurrence, and supporting placement stability. Although formal TDM meetings have been suspended since January 2012, informal family meetings have continued over the past couple of years. In the past, TDM participants have encountered resource challenges with the TDM process, however participants also reported value and benefit from the development of support systems and increased communication between the TDM members. A TDM approach will assist in facilitating family preservation and placement stabilization while supporting children, parents, caregivers, staff and partners in a higher quality decision making process. In addition, a TDM approach will also integrate collaborative service planning meetings for the child and family, such as Child and Family Team (CFT) and discharge Coordinated Assessment and Response Team (CART) meetings.

In preparation for the reinstatement of TDM meetings, one TDM Supervisor and two TDM facilitators have been identified and trained. Currently planning is underway to conduct a continuous process improvement event (Lean Six Sigma Workgroup) that will implement removal/risk and placement change TDM meetings. The Lean Six Sigma Workgroup will be conducted during the first week of November to develop the business process, policy, and necessary tools for staff to implement the TDM meetings. The workgroup team has developed a charter that will include the identification of issues to be addressed during the event and measurable outcomes associated with the implementation. The reinstatement of the TDMs will ensure children are placed in the lowest level of care, increase placement stability, reduce the number of children placed in out-of-home care and decrease the number of children that enter the child welfare system.

**B. Provide standardized training for TDM facilitators:**

**Action Steps In Progress:**

B1 Incorporate family strengthening protective factors into TDM meetings.

**Summary**

As mentioned above, a Lean Six Sigma Workgroup will be conducted prior to the TDM meeting implementation. Family strengthening protective factors have been included in the event charter and will be addressed when developing the new process.

**Strategy 3: Increase services and supports for foster youth.**

**A. Maximize foster youth referrals to the Wraparound program:**

**Action Steps Achieved:**

A1 Conduct mapping to identify key triggers, engagement points, and gaps in the Wraparound referral process.

**Action Steps In Progress:**

A2 Assess progress and implementation of the Family Development Matrix (FDM) and core indicators to support Wraparound practice.

**Summary**

Although revised procedures were developed, the Wraparound program continues to struggle with reaching capacity (35 spots available and only 24 spots filled). Next steps include the development of a work aide for staff to provide specific examples of Wraparound eligibility and a listing of behaviors that may place children at risk. Identification of children who are currently residing, or at risk of being placed, in a group home licensed at a rate classification level of 10 or 11 should be reviewed to determine if a referral to the Wraparound program is appropriate.

**C. Provide services and supports targeted to non-minor dependents:**

**Action Steps Achieved:**

C1 Identify specific supports/needs for this population and develop workplan to address service delivery.

**Action Steps In Progress:**

C2 Assess framework for youth development skills using protective factors model.

**Summary**

Children and Family Services staff have been trained in the Five Protective Factors Model. Following training, a matrix was developed to link the Five Protective Factors with the Independent Living Domains. Next steps include the continued assessment of services and supports targeted to non-minor dependents and a review of the curriculum for Transitional Housing Placement Plus foster care and the Supervised Independent Living Placement mentor program to ensure the five protective factors are included in the programs.

Future work will include the development of a Resource Family Approval process that will align and support the Statewide process. Any possible barriers to implementation will be addressed and additional action steps to support strategy will be added as needed.

**Priority Outcome Measure 2: Increase the percent of children who reunify within 12 months of removal (Measure C1.3).**

**Strategy 1: Parental engagement that is upfront, consistent and continuous will contribute to timely reunification.**

**A. Pursue strategies to increase parent and child visitation:**

**Action Steps Achieved:**

B1 Explore opportunity for Behavioral Health (BH) to conduct therapeutic visits.

**Action Steps In Progress:**

B2 Create a workplan to integrate the option for substitute care providers to provide transportation.

B3 Development of criteria for liberalization of visitation based on SDM.

B4 Design program to develop visitation centers in collaboration with BH to include therapeutic services. Develop plans to address opportunities for improvement (Kempe Center Model for therapeutic visitation).

## Summary

Maintaining family connections is an important factor contributing to timely and successful reunification. Efforts to support timely reunification include parent-child visitation in a neutral environment with a therapeutic focus. Current plans include continued work with Behavioral Health to utilize Early Periodic Screening Diagnostic and Treatment (EPSDT) for therapeutic services. Last year staff conducted site visits to identify potential models for a local visitation center that would provide a therapeutic environment for parents and their children. After exploring possible visitation center site options, a house setting was identified as the ideal location. The Family Visitation Center pilot program started in February 2014 to include visitation and trauma informed therapy services. The 26 week program is compiled of sessions including assessment, training, and parent education. The therapeutic component includes individual therapy for parents as well as therapy for the parent with the child. In order to provide a variety of scheduling options, the center provides extended visitation hours including evenings and weekend visits. The action step to develop plans to address opportunities for improvement related to the Kempe Center Model for therapeutic visitation has been moved to Strategy 1 to be in alignment with the development of a visitation center.

In order to expand visitation opportunities, substitute care providers expectations will include supervised visitation and transportation to maintain visits with parents. In addition to staff training, the foster parent orientation, manual and training have been revised to clarify visitation expectations. Next steps include the revision of transportation related forms that clearly detail transportation requirements. To ensure that the criteria to liberalize visitation has been communicated effectively and thoroughly, the completion date for this activity has been extended to December 2015.

### **Strategy 2: Identify Behavioral Health (BH) engagement points for youth and family services.**

#### **A. Support a Behavioral Health integrated service model:**

##### **Action Steps Achieved:**

A1 Conduct a Children and Family Services Department Value Stream Analysis to identify available services through Behavioral Health.

A2 Develop integrated workgroups and implementation structure for the rollout of Katie A. and the Core Practice Model.

##### **Action Steps In Progress:**

A3 Develop and implement workplans to address opportunities for improvement in obtaining mental health services for Katie A. children.

The December 2011 Katie A. court settlement provides intensive home- and community-based mental health services for children in foster care or at risk of removal from their families. As a result, Intensive Care Coordination (ICC) and Intensive Home-Based Services (IHBS) will be made available to certain children meeting specific criteria. Prior to developing an implementation structure for the administration of Katie A., a Value Stream Analysis was conducted to provide a high-level overview of engagement points between Children and Family Services and Behavioral Health. Through this process, engagement points and available services through Behavioral Health were documented and unmet needs were identified.

Building on the information gathered during the Value Stream Analysis, workgroups and committees were formed to address the various aspects of implementation. All workgroups and committees include staff representation from both Children and Family Services and Behavioral Health. The Data Committee, Program Committee and the Fiscal/Contract Committee were the first created to organize key areas of Katie A. implementation. As a result from these key committees, additional workgroups were created including the Sharing of Information, Early Implementation, Coordinated Care ICC/IHBS and Parent Support Services Workgroups. To support the Katie A. infrastructure, all Committees and Workgroups have developed workplans to outline specific activities that will enable successful implementation of Katie A.. In addition to process tools and support structure, the workplans also include training activities and communication strategies.

In addition to workgroup and committee activities, the Steering Committee is currently in the process of identifying resource needs to support implementation. The Data and Program workgroups continue to collect the necessary data for the identification of eligible children, screening, assessment, service delivery, and State reporting. Next steps include continued automation of necessary reports, development of quality assurance and quality control processes, and performance outcome monitoring.

**Systemic Factor 3: Identify, utilize and create technology options that support staff and business process to manage increased caseload and workload growth.**

**Strategy 1: Identify technology options that streamline business process and increase access to resources.**

**A. Utilize technology (tablets and other mobility devices) to streamline data entry:**

**Action Steps Achieved:**

A1 Issue tablets to case carrying staff, provide training and develop utilization policy.

**Action Steps In Progress:**

A2 Review usage and identify areas for improvement.

**Summary**

In response to increased caseload and workload growth, Ventura County has committed to identifying and utilizing technology options that enhance productivity and provide access to desktop systems in the field. In order to streamline business process and increase access to resources, the Mobility Project was developed to deploy iPads to field-based workers. All field-based workers received hands-on training regarding iPad functionality and standard applications. Using the iPad, staff have the ability to access their workstation remotely including internal websites and non-web-based applications such as CWS/CMS. All iPad usage adheres to County confidentiality policies and procedures to ensure safeguards are in place to protect confidential information.

Due to the Mobility Project, field-based staff save a minimum of half an hours a day on transcription and travel, resulting in at least 10 FTEs annually. In addition to time savings, other benefits include: (a) access to key data in case management systems in real time to make informed decisions; (b) ability to provide referrals to needy families in real time; and (c) retrieve critical documents such as warrants that facilitate access to schools for interviews. Additional outcomes to evaluate performance regarding timely data entry and case management are currently under review. Next steps include ongoing training for staff as additional functionality (e.g. application development) is added.

**C. Design technology projects to streamline business process:**

**Action Steps Achieved:**

C1 Develop Foster Parent Recruitment and Retention (FPRR) database.

C5 Develop centralized assignment process via Kaizen process improvement event.

**Action Steps In Progress:**

C2 Implement electronic cross-reporting from law enforcement.

C3 Develop electronic signing process for warrants and court reports.

C4 Enhance Independent Living Program (ILP) database.

C6 Implement Shift Board for After Hours scheduling.

C7 Develop tablet application development/ discovery to streamline business process (e.g. application for staff to access foster home vacancy list)

### **Summary**

To support foster home recruitment and retention, a Foster Parent Recruitment and Retention (FPRR) database has been designed to streamline business process and increase accessibility to foster home data. The database requirements and the User Acceptance Testing phase were completed at the end of 2013. The database is fully functional and Licensing, Placement and Recruitment staff continue to refine system functionality and develop new reports to manage and monitor placement processes.

In addition to innovative technology solutions, continuous process improvement activity has proved to be a valuable promising practice for Ventura County. In 2008, the County of Ventura adopted the Lean Six Sigma continuous process improvement model. Over the past five years, the Human Services Agency has conducted more than 33 Lean Six Sigma rapid process improvement events targeted at streamlining business process and maximizing County resources. The total annual value of these improvement events, including hard and soft savings, exceeds \$1.7 million.

Children and Family Services utilized the Lean Six Sigma business methodology to conduct a Centralized Assignment Kaizen in October 2013 to streamline business process. Prior to the kaizen, Regional Office Supervisors reviewed Hotline decisions and researched all referrals resulting in the duplication of work effort and increased workload. Additionally, the previous referral assignment process was not centralized and allowed for variation in assignment across regions. The new centralized assignment process promotes standardization, improves efficiencies and reduces potential errors in the decision-making process. As a result, the revised process decreased the number of hand-offs between staff, decreased the time to investigation and decreased variation in the completion of the SDM Hotline Tool.

### **Probation**

**Priority Outcome Measure 4 – Placement stability for children in foster care for at least 12 months, but less than 24 months (Measure C4.2).**

**Priority Outcome Measure 5 – Placement stability for children in foster care for 24 months or longer (Measure C4.3).**

**Strategy 1: Enhance family engagement by improving communication between the assigned Probation officer and the birth parent(s). The Court and Probation's expectations should be discussed with families from the beginning.**

### **Action Steps**

A. Engage group home providers, Probation Officers, parents and/or relatives and Parent Partner within 45 days of placement to discuss expectations and goals in

efforts to achieve successful placement and subsequent reunification. Revisions can then be made for those case plans that were initiated prior to the 45 days. Status: Completed and ongoing. Assigned POs and Parent Partner are engaging group home providers, and parents/relatives when possible, within 45 days of placement to discuss expectations and goals. Monitored and evaluated by Senior Deputy Probation Officer (SrDPO).

- B. Develop and implement a revised staff work schedule that permits Probation Officers to be available a few weekend and evening hours to increase meetings with youth and families that cannot meet during regular business hours (weekdays 8 a.m. – 5:00 p.m.). Status: Completed. Placement probation officers maintain flexibility in their work schedules, particularly to meet with families when the need arises. Monitored and evaluated by SrDPO.
- C. Identify family needs based on meetings PO and/or Parent Partner has with family. Seek resources to address those needs using the protective factors framework and funding for families in need of services: e.g. transportation, housing, parenting classes, childcare. Once identified, resources will be accessed by PO and/or Parent Partner to see if appropriate for family. Status: Completed and ongoing. Assigned POs and Parent Partner are aware of resources and funding available for families in need of assistance of listed services. Monitored and evaluated by SrDPO.

**Strategy 2: Enhance family engagement by involving birth families in the planning and decision-making process during the course of the client's placement.**

**Action Steps**

- A. Implement meetings involving the family during the first 45 days to review placement needs and goals, and reunification needs and goals. The assigned Probation Officer and/or Parent Partner will facilitate the meeting. The meetings should include parents, relatives, group home providers, the Parent Partner and the assigned JF probation officer and the assigned placement probation officer. Status: Completed and ongoing. To be monitored and evaluated by SrDPO.
- B. Identify relatives and/or individuals that will offer support to the youth and their parents/guardians during the placement process, and after the youth is reunified with his/her family by using "family finding" through Casa Pacifica (Kindle). Also, assess relatives for potential placement possibility in lieu of youth being placed in a group home setting. Status: Completed and ongoing. Assigned POs and SrDPOs are expending more effort in identifying and engaging birth parents/guardian support during reunification process. Monitored and evaluated by SrDPO.
- C. Implement an increase in the frequency of client visits to exceed the current mandate leading up to reunification to help maintain a stable placement and to facilitate the reunification transition. Status: Completed and ongoing. Another SrDPO was recently added to the unit to assist in increasing the frequency of visits, particularly to facilitate reunification. Monitored and evaluated by SrDPO.

**Strategy 3: Reunification by identifying parent support groups that are available to support families who have children involved in the delinquency court system.**

**Action Steps**

- A. During discussions earlier this year regarding the need to improve this strategy, Probation decided to augment the services provided to placement parents/guardians by partnering them with a community-based support system. As a result, in July 2014, Probation employed a trained Parent Partner, bi-lingual in Spanish and English, to work with the youths' families toward reunification efforts. Status: Completed and ongoing. Probation recently hired a bi-lingual Parent Partner with United Parents, to work with the youth and their families, on a part-time basis. A referral process and Family Reunification Program model was also developed and implemented by Probation and United Parents. Monitored and evaluated by SDPO and SrDPO.
- B. Attend meetings such as the statewide Probation Advisory Committee to receive assistance in identifying successful reunification services and best practices regarding placement stability from other probation departments. The information will be provided to the assigned Probation Officers. Status: Completed and ongoing. Probation Advisory Committee meetings are attended every six weeks in Davis, CA by the placement unit Supervising Deputy Probation Officer (SDPO) or SrDPO. This committee is an excellent networking group that discusses various federal, state and local foster care issues. Monitored and evaluated by SDPO and SrDPO.
- C. Meet with community partners and group home providers to identify supportive services available to biological families. Status: Completed and ongoing. All placement staff, including the Division Manager, attend meetings with community partners and group home providers on a monthly basis to discuss placement issues, including supportive services available to families. These meetings include the Childrens' Services Oversight Committee (CSOC), the Intragency Placement Expansion Review Committee (IPERC) and Wraparound Review Committee (WRC). Monitored by Division Manager (DM) and SDPO.

**Strategy 4: Enhance service delivery by referring families to community resources that offer support, and contribute to positive placement stability and reunification outcomes including: in-home services, mental health or counseling services, substance abuse services, parenting support, child care, housing, financial assistance and transportation.**

**Action Steps**

- A. Obtain resource guides utilized by community partners that include services for foster youth to share with placement youth and their families. Identify effective community-based interventions and programs that emphasize family interactions. Status: Ongoing and pending. Placement officers obtain updated resource guides utilized by community partners on an ongoing basis to identify effective community-

based interventions and programs. The TAY (Transitional Age Youth) Tunnel program is one such program that the placement unit will be exploring to focus on healthy transitions for prospective AB12 youth, which is an increasing population amongst our youth. Monitored and evaluated by SDPO and SrDPO.

- B. Refer families to in-home services such as Therapeutic Behavioral Services (TBS), and Wraparound for youth who are currently in foster care and their families, and for youth who are transitioning home for reunification. Status: Completed and ongoing. Probation placement staff follow-up and monitor all referrals of families to in-home and community services to ensure quality assistance is provided, such as when Wraparound services are provided to a family in the home. These services are typically provided to a family to avoid having a child removed from the home to be suitably placed, or after a child is reunified with his/her family and are in need of aftercare services. Monitored and evaluated by SrDPO.
- C. Update and implement a resource guide for linkages and referrals to services to include information regarding housing, employment, health care, transportation, education, support groups and counseling. The assigned probation officer is to provide this guide to families that reunify and to youth with plans to emancipate. He/she will also educate parents and youth to utilize guide(s) and seek services independently as needed. Status: Pending. Development of resource guide is pending, however, Probation placement staff and our Parent Partner work with reunified families to ensure they are receiving the services they need for successful reunification. Additionally, placement staff works collaboratively with their partner, the Human Services Agency, in providing AB12 services and Independent Living skills to age-appropriate youth who do not reunify with their families. Monitored and evaluated by SrDPO and assigned POs.

**Strategy 5: Improve assessments and case plans to increase placement stability and reunification outcomes.**

**Action Steps**

- A. Revise and implement current placement finding process that occurs while the youth is in custody and before he/she is placed or returned to an out-of-home placement. The process to include birth parents (if available), possible relatives for placement, SrDPOs, and assigned probation officers. Status: Revision of placement finding process complete, engagement of assigned POs and SrDPOs ongoing. Monitored and evaluated by SDPO and SrDPO.
- B. Identify community resources that assist foster youth with challenges that impede placement stability and reunification efforts (substance abuse counseling, anger mgmt., mental health therapy, parenting classes, domestic violence therapy, etc.). A list will then be created, including but not limited to community organizations and websites, to be used by the Probation Officers as needed for each individual case. Status: Completed and ongoing. Community resources identified and list established. Updates to be continuous. Monitored and evaluated by SDPO and SrDPO.

C. Placement Officers to attend specialized training for probation officers working with foster youth, including Placement Officer CORE, case planning and family engagement. In addition, to attend training offered by UC Davis Extension and in-house training provided by Probation and Human Services Agencies. Status: Ongoing. Placement staff has and will be attending the majority of training offered by U.C, Davis, such as Placement Officer CORE, Secrets of Case Planning, Skills and Practices for Permanency Training, and CWS/CMS Data Entry Training. Monitored and evaluated by DM and SDPO.

**Strategy 6: Utilize the Agency's current juvenile risk assessment tool, Compas, to assist youth, families, and assigned Probation Officers to develop realistic case plans.**

A. Probation Officers to use questions in current risk assessment tool to obtain participation from the youth and families to create a case plan with realistic goals and timeframes to help with placement stability and reunification efforts. Status: Completed and pending. Probation placement officers currently use Compas, a risk assessment and case plan-generating tool that was designed and validated for the Probation Agency's use. This tool is comprised of 176 questions and is first utilized at the time the probationer and his/her family first enters the juvenile justice system. Thereafter, the case plan and risk assessment status is updated by the assigned probation officer at least every six months. Additional questions are asked for probationers placed under a suitable placement order, as the tool complies with all Title IVE and Division 31 mandates. The Agency will soon be transitioning to use the Ohio Youth Assessment System tool, which will subsequently replace the current Compas tool. This tool will be integrated with Probation's current client system, which was not possible with the Compas tool. It is unknown at this time when this transition will occur. Monitored and evaluated by DM and SDPO.

B. Develop questions that facilitate early concurrent planning. Identify immediate family members (parents, grandparents, aunts, uncles, great aunts/great uncles, siblings, non-relatives) and educate parents/caregivers about the foster care process. Status: Completed. As noted in the previous section, the Compas has a specific section that addresses probationers in suitable placement, including concurrent planning and identification of immediate family. Monitored and evaluated by SDPO, SrDPOs and DPOs, and with the assistance of the Parent Partner.

**Strategy 7: Enhance communication with Juvenile Facilities (JF) probation and behavioral health staff, public health staff, and all placement unit staff, to ensure services are delivered as identified in the youth's placement plans.**

**Action Steps**

A. Schedule meetings and/or have regular contact with JF probation and behavioral health staff to educate about pending placement youth's risk factors and needs. Status: Completed and ongoing. Field/Institution staff meetings (e.g. Juvenile Probation Oversight Committee (JPOC), JF Critical Case Reviews) are currently

being utilized to educate institution staff regarding placement youth on a monthly basis. Monitored and evaluated by SDPO and SrDPO.

- B. Assigned Probation Officers and all placement unit staff (SRPO, SrDPOs, public health nurse and Parent Partner) meet on a monthly basis to review the progress of all placement youth, case plan objectives, child/family's needs, and potential release (if in custody). The process should also include regular updates with the youth and their families. Status: Completed and ongoing. All placement staff meet every month to discuss the progress of placement youth. Monitored and evaluated by SDPO and SrDPOs.

### **Probation Summary**

Probation focused on placement stability in the 2012-2017 SIP because the decreasing performance trend for youth in care 12 months or longer reflected the need to focus on current practices for serving youth who have been in care for extended periods. Although there have been some improvements made in increasing stability and reducing AWOLs, outcome measures reflecting placement stability during long-term placements still fell below the National Standard and the statewide performance levels for probation-supervised youth.

Data for Measure C4.2 (12 to 24 months in care) from the CWS/CMS 2014 Quarter 2 Extract indicated for report period July 2013 June 2014 that 12 of 16 Probation youth (75%) maintained with two placements or less, an increase well exceeding Probation's target performance of 60%. This level exceeded the National Standard for this measure (65.4%) and the statewide performance level (74.7%). Data for Measure C4.3 (at least 24 months in care) from the CWS/CMS 2014 Quarter 2 Extract indicated for report period July 13 June 14 that 1 of 10 Probation youth (10%) maintained with two placements or less. This level fell short of the National Standard for this measure (41.8%) and below the statewide performance level (51%). Again, the overall small number of youth in placement greatly the outcome data.

Historically, probationers' placement in group homes was used as an alternative sanction when other community and institutional programs failed to adjust delinquent behavior. Consequently, the numbers of probationers in group homes in county, out-of-county and out-of-state increased dramatically. The Ventura County Probation Agency decided to decrease these numbers by narrowing their focus towards probationers who were solely abused, abandoned, or neglected. This created an all time low of 9 probation-supervised youth in group homes in January 2012. In addition to decreasing the numbers, probationers were no longer being placed out-of-state, and more were being placed locally in Ventura County instead of out-of-county. Although this benefited the placement unit due to budgetary concerns and workforce reductions in placement staff, the change in focus adversely affected the trend in the outcome data. The reason – those probationers who were placed because they had been abused, abandoned and/or neglected were typically clients in most cases who did not have a home to return to or the home was inappropriate for their return, particularly within the first 12 months of their placement. An additional factor affecting overall outcomes has been the Agency's increase in its use of alternative detention, where community-based programs

such as Wraparound and juvenile specialty court programs have been successful in keeping probationers from being removed from their homes.

In an effort to improve the delivery of services to placement youth and families, the placement unit, which still employs one supervisor and two probation officers, added another senior probation officer, as well as a Parent Partner. This change will hopefully result in more effective contacts, planning, and reunification.

#### **D. Outcome Measures Needing Improvement**

Priority outcome measure performance data has been gathered from reports provided by the Center for Social Services Research (CSSR), University of California, Berkeley<sup>1</sup> that are based on records contained in the California Child Welfare Services/Case Management System (CWS/CMS) through October 2014 (2014 Quarter 2 Extract). Recent performance levels for the following outcomes fall below statewide standards:

##### **Child Welfare**

- a. Child welfare months to reunification (C1.2). Performance for this outcome has remained an average of one month higher than the National Standard (5.4 months) since the Oct 12-Sep 13 report period. Recent data for the period ending Jun 14 show a median of 7.1 months from foster entry to reunification. Although performance has remained above the National Standard, performance for this outcome has consistently exceeded statewide performance since June 2006.
- b. Re-entry to foster care after reunification (C1.4). Decreasing the percent of children who re-enter foster care following reunification was most recently targeted in the prior 2010-2013 SIP. Consequently, revisions to business process and the Drug Dependency Court policy has positively impacted performance for this outcome. Recent data for the reunification period ending March 2012 shows 10% of children re-entered foster care after reunification. Although performance has remained just slightly above the National Standard (9.9%), performance over the past year shows a decreasing trend and the most recent three report periods exceeded statewide performance.
- c. Child welfare adoption in 12 months (legally freed) (C2.5). Following a downward trend in performance, exits to adoption within 12 months have remained stable over the past year. Recent performance (52.6%) has fallen just below the National Standard for this measure (53.7%) and the statewide average (62.4%). Due to a large caseload increase, several staff positions assigned to the Adoptions Division were reassigned to other programs, leaving fewer resources to manage the Adoptions caseload.

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<sup>1</sup> Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Williams, D., Simon, V., Hamilton, D., Lou, 26 C., Peng, C., Moore, M., Jacobs, L., & King, B. (2011). *Child Welfare Services Reports for California*. Retrieved 1/17/2011, from University of California at Berkeley Center for Social Services Research website. URL: [http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)

- d. Child welfare in care three years or longer (emancipated or turned 18) (C3.3).  
Decreasing the number of youth in care three years or longer was recently targeted in the 2010-2013 SIP. Although significant improvement has been made over the past couple of years, recent performance (47.1%) has exceeded the National Standard (37.5%) and the statewide average (49.4%). The increase caseload and reduced Adoptions staff negatively impacted by performance by increasing time in care.
- e. Child welfare two placements or less (in care 12 to 24 months) (C4.2). Performance levels for children in care between 12 and 24 months has improved over the past year, however, below both the National Standard (65.4%) and the statewide average (69.9%). Recent performance shows that 59.9% of children in care between 12 and 24 had less than two placements during the report period. Although this measure is not specifically targeted in the current SIP, strategies and actions steps that will be completed in the 2012-2017 SIP will positively impact performance for this measure. Decreased opportunity to provide the Best Match for children placed outside their homes increased placement instability for children in care.
- f. Child welfare two placement or less (in care 24 months or longer) (C4.3).  
Performance levels have remained below the level of the statewide average since the period ending Sep 09. Recent performance (33.2%) is consistent with the positive upward trend over the past year. However, levels remain below the National Standard (41.8%) and the statewide average (39.3%). As noted above, strategies and actions steps that will be completed in the 2012-2017 SIP will positively impact performance for this measure. Decreased opportunity to provide the Best Match for children placed outside their homes increased placement instability for children in care.

## Probation

- a. Reunification for exit cohorts (C1.1, C1.2, C1.3, C1.4). The performance measure for these youth was lacking (57.1%). The percentages fell below the National (75.2%) and Statewide (61.9%) levels; however, the low denominator of youth served greatly affected the results. One additional youth reunified under this measure would have reflected a positive outcome.
- b. Adoption (C2.1, C2.2, C2.3, C2.4, C2.5). There were no youth who were adopted either while under a placement order or following care. Probation plans to improve this measure by exploring "Family Finding" programs and improving on seeking out relatives for possible guardianship.
- c. Timely Monthly Caseworker Visits. In comparison to the National standard (90%), Probation youth had monthly caseworker (probation) visits at a rate of 81.2%. This measure has routinely been affected by the number of youth who are AWOL from their group homes. That, in conjunction with the relatively low number of probation

youth in placements for our county, and the fact that Federal guidelines do not currently exclude those AWOL youth in the data outcomes, affect our outcomes in this area.

### **E. State and Federally Mandated Child Welfare/Probation Initiatives**

As previously noted in Priority Outcome Measure 2, Strategy 2, Children and Family Services has been working collaboratively with Behavioral Health to implement Katie A.. As noted in the SIP Chart, integrated workgroups have been created to develop the infrastructure and business process to implement Katie A. and the Core Practice Model.

The only issue at hand for Probation in this section is the Katie A. settlement agreement. Currently, Ventura County Probation and other Probation Departments in California have not implemented Katie A. and the Core Practice Model because it has not been determined if probation placement wards are included in the subclass criteria. The California Department of Social Services is presently exploring the issue of whether a youth under the jurisdiction of the county pursuant only to Section 602 of the Welfare and Institutions Code (WIC) can be considered to be "in foster care" under the subclass definition. If a probation youth is also a dependent of the court under Section 300 of the WIC (i.e., dual jurisdiction), they meet Katie A. subclass criteria as being "in foster care" and are eligible to receive services. Ventura County Children & Family Services and Probation do not have dual jurisdictions.

If the determination is finally made that probation placement wards are included in the subclass criteria, Ventura County Probation is prepared to move forward with implementation. Probation staff have maintained contact with the Ventura County Behavioral Health Department in regards to Katie A. protocols, and Behavioral Health is prepared to assist Probation in the implementation process. A form has already been developed that includes probation youth if and when the determination is made that probation placement wards are included in the subclass criteria.

### **F. System Improvement Plan Chart**

**County of Ventura  
2012-2017 System Improvement Plan Progress Report**

**Priority Outcome Measure 1:** Increase the percent of children with two or fewer placements in foster care for 8 days or more, but less than 12 months (**Child Welfare Only – Measure C4.1**).

**National Standard:** 86.0%

**Current Performance:** According to the CSSR July 2012 Quarter 1 Extract, 80.2% of children in care less than 12 months had two or fewer placements. Performance has remained below the National Standard (86.0%) for the past five most recent report periods. Results reported in Safe Measures show a consistent decline with 81.6% of children having two or fewer placements while in care during the 12 period between July 2011 and June 2012. According to the CSSR October 2014 Quarter 2 Extract, 82.0% of children in care less than 12 months had two or fewer placements. Ventura County's current performance falls below the National Standard for this measure (86.0%) and remains below statewide performance (86.9%).

**Target Improvement Goal:** The County of Ventura will improve performance on this measure from 80.6% to a minimum of 86.0%, increasing the percentage of children with two or fewer placements and resulting in at least 30 or more youth with stable placements.

**County of Ventura  
2012-2017 System Improvement Plan Progress Report**

<p><b>Strategy 1:</b> Increase placement options for foster children (increase the number of foster family and relative homes).</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b>          C1.1 Reunification within 12 months (exit cohort)          C1.2 Median time to reunification (exit cohort)          C1.3 Reunification within 12 months (entry cohort)          C4.2 Placement stability (12 to 24 Months in Care)          C4.3 Placement stability (At Least 24 Months in Care)          4B-1 and 4B-2 Placement in least restrictive setting</p>														
<p><b>Action Steps:</b></p>	<p><b>Timeframe:</b></p>	<p><b>Person Responsible:</b></p>														
<p><b>A. Complete Recruitment Workplan activities:</b>          A1 - Streamline the licensing process by reducing hours for licensure.          A2 - Conduct targeted training and recruitment for each placement to support Best Match guidelines.          A3 - Develop online Informational Session video.          A4 - Analyze recruitment efforts by monitoring net gain in licensed foster homes.          A5 - Identify promising practices and further areas for development.          A6 - Monitor, evaluate, and modify recruitment activities. Continue to analyze gain in licensed foster homes.</p>	<table border="1"> <thead> <tr> <th><u>Implementation</u></th> <th><u>Completion</u></th> </tr> </thead> <tbody> <tr> <td><u>Year 1:</u> A1 December 2012</td> <td>March 2013</td> </tr> <tr> <td>A2 December 2012</td> <td>March 2015</td> </tr> <tr> <td>A3 December 2012</td> <td>December 2013</td> </tr> <tr> <td><u>Year 3:</u> A4 December 2014</td> <td>December 2015</td> </tr> <tr> <td>A5 December 2015</td> <td>December 2016</td> </tr> <tr> <td><u>Year 5:</u> A6 December 2016</td> <td>November 2017</td> </tr> </tbody> </table>	<u>Implementation</u>	<u>Completion</u>	<u>Year 1:</u> A1 December 2012	March 2013	A2 December 2012	March 2015	A3 December 2012	December 2013	<u>Year 3:</u> A4 December 2014	December 2015	A5 December 2015	December 2016	<u>Year 5:</u> A6 December 2016	November 2017	<p>Program Manager, Administration and Program Administrator</p>
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A5 December 2015	December 2016															
<u>Year 5:</u> A6 December 2016	November 2017															
<p><b>B. Develop Relative Approval placement efforts:</b>          B1 - Formalize the structure for Relative Approval training and identify additional training topics as needed.          B2 - Align staffing with the Relative Approval workload.          B3 - Cross-train the relative Approval and Licensing staff.</p>	<table border="1"> <thead> <tr> <th><u>Implementation</u></th> <th><u>Completion</u></th> </tr> </thead> <tbody> <tr> <td><u>Year 1:</u> B4 November 2012</td> <td>November 2017</td> </tr> <tr> <td><u>Year 2:</u> B1 February 2013</td> <td>February 2014</td> </tr> <tr> <td>B2 July 2013</td> <td>July 2014</td> </tr> <tr> <td><u>Year 3:</u> B3 March 2014</td> <td>June 2014</td> </tr> </tbody> </table>	<u>Implementation</u>	<u>Completion</u>	<u>Year 1:</u> B4 November 2012	November 2017	<u>Year 2:</u> B1 February 2013	February 2014	B2 July 2013	July 2014	<u>Year 3:</u> B3 March 2014	June 2014	<p>Program Manager and Program Administrator</p>				
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<u>Year 3:</u> B3 March 2014	June 2014															

**County of Ventura  
2012-2017 System Improvement Plan Progress Report**

<p>B4 - Maintain the Kinship Support Services Program (KSSP). B5 - Monitor, evaluate, and modify relative Approval activities.</p>	<p><u>Year 4/5:</u> B5 August 2014 November 2017</p>	
<p><b>C. Support and training for foster parents and relative caregivers using strength-based protective factors approach:</b> C1 - Combine Prevention &amp; Early Intervention (PEI) programs with KSSP, explore strength-based training. C2 - Explore alternative funding for childcare and emergency housing program for relatives C3 - Work with VCBH First-5 to prioritize access for caregivers CFS-families (with children age 0 to 5) for Triple P Parenting and include Peer Educators and Trainers. C4 - Provide specialized training to Peer Educators and Trainers to provide enhanced support to caregivers. C5 - Revise current pre-service training to include trauma-informed practice, school of origin and reunification/visitation with biological parents. C6 - Monitor, evaluate, and modify training activities.</p>	<p><u>Year 1:</u> C1 December 2012 December 2013 <u>Year 2/3:</u> C2 December 2013 December 2015 C4 December 2013 December 2015 C5 July 2014 June 2015 <u>Year 4:</u> C3 August 2014 December 2016 <u>Year 5:</u> C6 December 2016 November 2017</p>	<p>Program Manager and Program Administrator</p>
<p><b>D. Support and training for specialized populations of foster parents:</b> D1 - Develop Intensive Treatment Foster Care (ITFC) and integrate into the recruitment continuum. D2 - Monitor, evaluate, and modify training activities.</p>	<p><u>Year 1:</u> D1 December 2012 December 2016 <u>Year 4/5:</u> D2 December 2015 November 2017</p>	<p>Program Manager, Administration and Program Administrator</p>

**County of Ventura  
2012-2017 System Improvement Plan Progress Report**

<p><b>E. Structured Decision Making (SDM) tools:</b> E1 – Explore integration of SDM into Team Decision Making (TDM) process. training opportunities to use the Family Strengths and Needs Assessment for placement considerations; used in conjunction with the child needs and services plan. E2 - Monitor, evaluate, and modify training activities.</p>	<p><u>Year 2:</u> E1 December 2014 December 2015</p> <p><u>Year 4/5:</u> E2 December 2016 November 2017</p>	<p>Program Manager and Program Administrator</p>
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<p><b>Strategy 2:</b> Reinstate Team Decision Making (TDM) for placement changes to promote placement stability.</p>	<p><input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A</p>	<p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> S1.1 No recurrence of maltreatment C1.1 Reunification within 12 months (exit cohort) C1.2 Median time to reunification (exit cohort) C1.3 Reunification within 12 months (entry cohort) C4.2 Placement stability (12 to 24 Months in Care) C4.3 Placement stability (At Least 24 Months in Care) 4B-1 and 4B-2 Placement in least restrictive setting</p>
<p><b>Action Steps:</b></p>	<p><b>Timeframe:</b></p>	<p><b>Person Responsible:</b></p>

**County of Ventura  
2012-2017 System Improvement Plan Progress Report**

<p><b>A. Identify staffing resources/ facilitators for Team Decision Making:</b></p> <p>A1 - Explore opportunity to provide facilitator positions to CFS MSW interns.</p> <p>A2 - Develop recruitment process and plan for TDM facilitators <del>MSW interns</del>.</p> <p>A3 - Implement CFS facilitator training plan and recruitment.</p> <p>A4- Reinstate TDM process.</p> <p>A5 - Monitor, evaluate, and modify activities.</p>	<p><u>Year 2:</u> A1 December 2013</p> <p><u>Year 3:</u> A2 August 2014 A3 Sept 2014 A4 October 2014</p> <p><u>Year 4/5:</u> A5 December 2015</p>	<p><u>Completion</u> June 2014</p> <p>September 2014 December 2015 November 2014</p> <p>November 2017</p> <p>Program Manager and Program Administrator</p>
<p><b>B. Provide standardized training for TDM facilitators:</b></p> <p>B1 - Incorporate family strengthening protective factors into TDM meetings.</p> <p>B2 - Coordinate training to maintain at least three regional TDM facilitators concurrently.</p> <p>B3 - Monitor, evaluate, and modify training activities.</p>	<p><u>Year 3:</u> B1 Sept 2014</p> <p><u>Year 4:</u> B2 December 2015</p> <p><u>Year 4:</u> B3 June 2016</p>	<p><u>Completion</u> December 2015</p> <p>June 2016</p> <p>November 2017</p> <p>Program Manager and Program Administrator</p>

<p><b>Strategy 3:</b> Increase services and supports for foster youth.</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>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b></p> <p>C1.1 Reunification within 12 months (exit cohort)</p> <p>C1.2 Median time to reunification (exit cohort)</p> <p>C1.3 Reunification within 12 months (entry cohort)</p> <p>C4.2 Placement stability (12 to 24 Months in Care)</p> <p>C4.3 Placement stability (At Least 24 Months in Care)</p> <p>4B-1 and 4B-2 Placement in least restrictive setting</p>
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County of Ventura  
2012-2017 System Improvement Plan Progress Report

C3 - Monitor, evaluate, and modify training activities.								
<p><b>Strategy 4:</b> Engage in early and collaborative concurrent planning with children and families.</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b>            C1.1 Reunification within 12 months (exit cohort)            C1.2 Median time to reunification (exit cohort)            C1.3 Reunification within 12 months (entry cohort)            C4.2 Placement stability (12 to 24 Months in Care)            C4.3 Placement stability (At Least 24 Months in Care)            4B-1 and 4B-2 Placement in least restrictive setting</p>						
<b>Action Steps:</b>	<b>Timeframe:</b>	<b>Person Responsible:</b>						
<p><b>A. Maintain the concurrent planning model to decrease the number of placement moves while in foster care:</b></p> <p>A1 - Conduct data review to determine concurrent planning best practices</p> <p>A2 - Revise policy and procedure as needed and implement.</p> <p>A3 - Monitor, evaluate, and modify concurrent planning activities.</p>	<table border="0"> <tr> <td><u>Implementation</u></td> <td><u>Completion</u></td> </tr> <tr> <td>Year 3: A1</td> <td>December 2014 December 2015</td> </tr> <tr> <td>Year 4/5: A2 A3</td> <td>December 2015 December 2016 November 2016 November 2017</td> </tr> </table>	<u>Implementation</u>	<u>Completion</u>	Year 3: A1	December 2014 December 2015	Year 4/5: A2 A3	December 2015 December 2016 November 2016 November 2017	<p>Program Manager and Program Administrator</p>
<u>Implementation</u>	<u>Completion</u>							
Year 3: A1	December 2014 December 2015							
Year 4/5: A2 A3	December 2015 December 2016 November 2016 November 2017							
<p><b>B. Develop a Resource Family Approval Unified Home Study process:</b></p> <p>B1 – Plan, develop and implement the Resource Family Approval process. Conduct a process improvement event to standardize the unified home study business process and develop related</p>	<table border="0"> <tr> <td><u>Implementation</u></td> <td><u>Completion</u></td> </tr> <tr> <td>Year 3: B1</td> <td>January 2016 December 2017</td> </tr> <tr> <td>Year 4: B2</td> <td>January 2016 December 2017</td> </tr> </table>	<u>Implementation</u>	<u>Completion</u>	Year 3: B1	January 2016 December 2017	Year 4: B2	January 2016 December 2017	<p>Program Manager and Program Administrator</p>
<u>Implementation</u>	<u>Completion</u>							
Year 3: B1	January 2016 December 2017							
Year 4: B2	January 2016 December 2017							

**County of Ventura  
2012-2017 System Improvement Plan Progress Report**

<p><del>policy and procedure.</del></p> <p>B2 - Identify appropriate staffing resources.</p> <p>B3 - Monitor and evaluate performance via metrics established in the process improvement event to maximize performance outcomes.</p>	<p align="center">Year 5: B3</p> <p align="center">January 2016      December 2017</p>
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<p><b>Priority Outcome Measure 2:</b> Increase the percent of children who reunify within 12 months of removal (<b>Child Welfare Only – Measure C1.3</b>).</p> <p><b>National Standard:</b> 48.4%</p> <p><b>Current Performance:</b> According to the CSSR July 2012 Quarter 1 Extract, 45% of children reunified within 12 months of removal. Although levels have varied widely since the beginning of recorded performance, more recent performance reflects a downward trend. Performance has remained below the National Standard (48.4%) for the past five most recent report periods. Results reported in Safe Measures show that 38.1% of children were reunified in 12 months for the entry period ending June 2011. According to the CSSR October 2014 Quarter 2 Extract, 48.2% of children reunified within 12 months or removal. Ventura County's current performance falls just slightly below the National Standard for this measure (48.4%) and exceeds statewide performance (34.3%).</p> <p><b>Target Improvement Goal:</b> The County of Ventura will improve performance on this measure from 45% to a minimum of 49%, increasing the percentage of children who reunify within 12 months of removal and resulting in at least 9 or more youth reunifying timely.</p>
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<p><b>Strategy 1:</b> Parental engagement that is upfront, consistent and continuous will contribute to timely reunification.</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>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b></p> <p>S1.1 No recurrence of maltreatment</p> <p>C1.1 Reunification within 12 months (exit cohort)</p> <p>C1.2 Median time to reunification (exit cohort)</p> <p>C4.1 Placement Stability (12 months or less)</p> <p>C4.2 Placement stability (12 to 24 Months in Care)</p> <p>C4.3 Placement stability (At Least 24 Months in Care)</p>
<p><b>Action Steps:</b></p>	<p><b>Timeframe:</b></p>	<p><b>Person Responsible:</b></p>

**County of Ventura  
2012-2017 System Improvement Plan Progress Report**

<p><b>A. Combine the Emergency Response (ER) and Court Investigation Units to support early parent engagement:</b></p> <p>A1 - Develop pilot project to assess capacity, resources, and business process strategies.</p> <p>A2 - Create a workplan to integrate ER and Court activities. Revise policy and procedure as needed.</p> <p>A3- Monitor, evaluate, and activities.</p>	<p><u>Year 3:</u> A1 December 2014</p> <p><u>Year 4:</u> A2 June 2015</p> <p><u>Year 5:</u> A3 September 2015</p>	<p><u>Completion</u> June 2015</p> <p>September 2015</p> <p>November 2017</p>	<p>Program Manager and Program Administrator</p>
<p><b>B. Pursue strategies to increase parent and child visitation:</b></p> <p>B1 - Explore opportunity for Behavioral Health (BH) to conduct therapeutic visits.</p> <p>B2 – Create a workplan to integrate Explore the option for substitute care providers to provide supervised visitation and transportation.</p> <p>B3 – Development of criteria for liberalization of visitation based on SDM.</p> <p><del>B3—Engage Parents With Purpose at TDM Meetings.</del></p> <p>B4 - Design program to develop visitation centers in collaboration with BH to include therapeutic services. Develop plans to address opportunities for improvement (Kemp Center Model for therapeutic visitation).</p> <p>B5 - Monitor, evaluate, and modify activities.</p>	<p><u>Year 1:</u> B1 December 2012</p> <p><u>Year 2:</u> B2 February 2013 B3 February 2013 B4 June 2013</p> <p><u>Year 4/5:</u> B5 December 2014</p>	<p><u>Completion</u> December 2013</p> <p>February 2015 December 2015 February 2015</p> <p>November 2017</p>	<p>Program Manager and Program Administrator</p>

**County of Ventura  
2012-2017 System Improvement Plan Progress Report**

	<u>Year 3:</u> C1  <u>Year 4:</u> C2  <u>Year 5:</u> C3	<u>Implementation</u>  December 2014  February 2015  December 2015	<u>Completion</u>  February 2015  July 2015  November 2017
<p><b>C. Integrate Parents as Leaders (PAL) Parents with Purpose parent support into standard reunification practices:</b></p> <p>C1 - Identify mentorship opportunities</p> <p>C2 - Develop structured engagement and referral processes</p> <p>C3 - Monitor, evaluate, and modify activities.</p>		<p>Program Manager and Program Administrator</p>	

**County of Ventura  
2012-2017 System Improvement Plan Progress Report**

<p><b>Strategy 2:</b> Identify Behavioral Health (BH) engagement points for youth and family services.</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b></p> <p>S1.1 No recurrence of maltreatment          C1.1 Reunification within 12 months (exit cohort)          C1.2 Median time to reunification (exit cohort)          C4.1 Placement Stability (12 months or less)          C4.2 Placement stability (12 to 24 Months in Care)          C4.3 Placement stability (At Least 24 Months in Care)</p>
<p><b>Action Steps:</b></p>	<p><b>Timeframe:</b></p>	<p><b>Person Responsible:</b></p>
<p><b>A. Support a Behavioral Health integrated service model:</b></p> <p>A1 - Conduct a Children and Family Services Department Value Stream Analysis to identify available services through BH.</p> <p>A2 – Develop integrated workgroups and implementation structure for the rollout of Katie A and the Core Practice Model (2013 Update).  <del>Develop workgroups to identify BH points of engagement and prioritize opportunities for improvement.</del></p> <p>A3 – Develop and implement workplans to address opportunities for improvement in obtaining mental health services for Katie A. children (<del>Kemper-Center Model for therapeutic visitation</del>).</p> <p>A4 - Identify measurable outcomes to monitor functioning.</p>	<p><u>Year 1:</u>          A1 December 2012          A2 March 2013</p> <p><u>Year 2/3:</u>          A3 June 2013</p> <p><u>Year 4/5:</u>          A4 December 2014</p>	<p><u>Implementation</u>          March 2013          September 2013</p> <p><u>Completion</u>          December 2014          November 2017</p> <p>Program Manager, Administration and Program Administrator</p>
<p><b>B. Prioritize access to resources:</b></p> <p>B1 - Work with First 5 and Behavioral Health to prioritize access for Children and Family Services Department families for Triple P parenting at the trial home visit.</p> <p>B2 - Identify necessary process changes, develop</p>	<p><u>Year 3:</u>          B1 December 2013</p> <p><u>Year 4/5:</u>          B2 June 2015</p>	<p><u>Implementation</u>          June 2015</p> <p><u>Completion</u>          June 2015          November 2017</p> <p>Administration</p>

**County of Ventura  
2012-2017 System Improvement Plan Progress Report**

<p>process and procedure, and implement changes B3 - Monitor, evaluate, and modify activities.</p>	<p>B3      December 2015      November 2017</p>	
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**Systemic Factor 3:** Identify, utilize and create technology options that support staff and business process to manage increased caseload and workload growth (Child Welfare Only).

**National Standard:** N/A

**Current Performance:** As identified in the County Self Assessment (CSA), Ventura County has experienced a caseload growth that has adversely impacted the county's ability to sustain progress and achieve goals for outcome performance. Incorporating technology solutions into current business processes will maximize staff time, reduce data entry, and support quality case management.

**Target Improvement Goal:** The County of Ventura will improve data entry timeliness for Immediate Response and 10-day referral investigation compliance performance measures (2B-1 & 2B2).

County of Ventura  
2012-2017 System Improvement Plan Progress Report

<p><b>Strategy 1:</b> Identify technology options that streamline business process and increase access to resources.</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b></p> <p>C1.1 Reunification within 12 months (exit cohort)          C1.2 Median time to reunification (exit cohort)          C4.1 Placement Stability (12 months or less)          C4.2 Placement stability (12 to 24 Months in Care)          C4.3 Placement stability (At Least 24 Months in Care)          2B Timely response</p>
<p><b>Action Steps:</b></p>	<p><b>Timeframe:</b></p>	<p><b>Person Responsible:</b></p>
<p><b>A. Utilize technology (tablets and other mobility devices) to streamline data entry:</b></p> <p>A1 - Issue tablets to case carrying staff, provide training and develop utilization policy.          A2 - Review usage and identify areas for improvement (e.g. electronic signature capability, iPad dictation to Contacts, Non-Use reporting)          A3 - Monitor, evaluate, and modify activities.</p>	<p><u>Implementation</u></p> <p><u>Year 1:</u>          A1 December 2012          A2 June 2013</p> <p><u>Year 2-5:</u>          A3 December 2013</p>	<p><u>Completion</u></p> <p>June 2013          December 2013          November 2017</p> <p>Program Manager and Program Administrator</p>
<p><b>B. Utilize HSA Net to streamline service matching and referral to services (Maximize 211 database resources):</b></p> <p>B1 - Identify necessary services          B2 - Engage community partners and match resources          B3 - Monitor, evaluate, and modify activities.</p>	<p><u>Implementation</u></p> <p><u>Year 3:</u>          B1 December 2014</p> <p><u>Year 4/5:</u>          B2 June 2015          B3 December 2016</p>	<p><u>Completion</u></p> <p>June 2015          December 2016          November 2017</p> <p>Program Manager and Program Administrator</p>
<p><b>C. Design technology projects to streamline business process:</b></p> <p>C1 - Develop Foster Parent Recruitment and Retention (FPRR) database.</p>	<p><u>Implementation</u></p> <p><u>Year 1:</u>          C1 December 2012          C2 December 2012</p>	<p><u>Completion</u></p> <p>June 2014          December 2014</p> <p>Program Manager and Program Administrator</p>

**County of Ventura  
2012-2017 System Improvement Plan Progress Report**

<p>C2 - Implement electronic cross-reporting from law enforcement.</p> <p>C3 - Develop electronic signing process for warrants and court reports.</p> <p>C4 - Enhance Independent Living Program (ILP) database.</p> <p>C5 - Develop centralized assignment process via process improvement event (Kaizen). <del>tool (White Board).</del></p> <p>C6 - Implement Shift Board for After Hours scheduling.</p> <p>C7 - Develop tablet application development/discovery to streamline business process (e.g. app. for staff to access foster home vacancy list)</p> <p>C8 - Monitor, evaluate, and modify activities.</p>	<p><u>Year 2/3:</u> C3 June 2014 C4 June 2014 C5 October 2013 C6 December 2013 C7 December 2013</p> <p><u>Year 5:</u> C8 December 2014</p> <p>November 2017</p>	<p>December 2014 December 2014 December 2014 December 2014 November 2017</p>
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**Priority Outcome Measure 4:** Increase the percent of children with two or fewer placement in foster care for 12 to 24 months in care) (Probation Only – Measure C4.2)

**National Standard:** 65.4%

**Current Performance:** According to the CSSR CWS/CMS 2012 Quarter 1 Extract, data indicated for report period Oct-10-Sep-11 that 9 of 17 (53%) of Probation youth maintained with two placements or less. During report periods Jan-11-Dec-11 and Apr-11-Mar-12, 6 of 13 (46%) and 6 of 14 (43%) youth respectively maintained with two placements or less. This reflects a downward trend over the last three most recent report periods with the last report period showing a 43% rate of placement stability. Probation well exceeded its target performance levels for Measure C4.2 over the last report period. This is notable as the denominators for Probation youth are small, which causes a greater fluctuation in the data. The current performance (75%) is above the National Standard for this measure (65.4%) and statewide performance (74.7%).

**Target Improvement Goal:** The county will improve performance on this measure from 43% to 60%, resulting in two to three more youth with stable placements.

**Target Improvement Goal:** The county will improve performance on this measure from 43% to 60%, resulting in two to three more youth with stable placements. **Updated Goal:** Maintain the performance (75%), or stay above the statewide performance (74.7%).

**County of Ventura  
2012-2017 System Improvement Plan Progress Report**

**Priority Outcome Measure 5:** Increase the percent of children with two or fewer placements in foster care for 24 months in care or longer (**Probation Only - Measure C4.3**)

**National Standard:** 41.8%

**Current Performance:** According to the CSSR CWS/CMS 2012 Quarter 1 Extract, data indicated for report period Oct 10-Sep 11, that 4 of 21 (19%) of Probation youth maintained with two placements or less. During report periods Jan 11-Dec 11 and Apr 11-Mar 12, 5 of 27 (18.5%) and 4 of 21 (19%) youth respectively maintained with two placements or less. This reflects that the rate of placement stability held steady at roughly 19% over the last three most recent report periods. Performance levels for **Measure C4.3** have remained below statewide performance since March 2008, except in June 2012 when performance exceeded both the National Standard and the State level. Although performance declined thereafter over the several report periods, the denominators for Probation youth are small, which will cause a greater fluctuation in the data. Current performance (10%) falls below the National Standard for this measure (41.8%) and remains below statewide performance (51%).

**Target Improvement Goal:** The county will improve performance on this measure from 19% to 33%, resulting in two to three more youth with stable placements.

<p><b>Strategy 1:</b> Enhance family engagement by improving communication between the assigned Probation officer and the birth parent(s). The Court and Probation's expectations should be discussed with families from the beginning.</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b></p> <p>C1.1 Reunification within 12 months (exit cohorts)                  C4.2 Placement Stability (12 to 24 Months in Care)                  C4.3 Placement Stability (At Least 24 Months in Care)</p>
<p><b>Action Steps:</b></p> <p>A. Engage group home providers, Probation Officers, parents and/or relatives and Parent Partner within 45 days of placement to discuss expectations and goals in efforts to achieve successful placement and subsequent reunification. Revisions can then be made for those case plans that were initiated prior to the 45 days.</p>	<p><b>Timeframe:</b></p> <p>Implementation: Qtr. 4/2012      Qtr. 4/2013                  Reassess/Adjust: Qtr. 4/2013      Qtr. 4/2015                  Monitor/modify: Qtr. 4/2015      Qtr. 4/2017</p>	<p><b>Person Responsible:</b></p> <p>Senior Deputy Probation Officers                  Assigned Probation Officers</p>

**County of Ventura  
2012-2017 System Improvement Plan Progress Report**

<p>B. Develop and implement a revised staff work schedule that permits Probation Officers to be available a few weekend and evening hours to increase meetings with youth and families that cannot meet during regular business hours (weekdays 8 a.m. – 5:00 p.m.)</p>	<p>Implementation: Reassess/Adjust: Monitor/modify:</p>	<p>Start Qtr. 4/2012 Qtr. 4/2013 Qtr. 4/2015</p> <p>End Qtr. 4/2013 Qtr. 4/2015 Qtr. 4/2017</p> <p>Placement Supervisor Senior Deputy Probation Officer</p>
<p>C. Identify family needs based on meetings PO and/or Parent Partner has with family. Seek resources to address those needs using the protective factors framework and funding for families in need of services: e.g. transportation, housing, parenting classes, childcare. Once identified, resources will be accessed by PO and/or Parent Partner to see if appropriate for family.</p>	<p>Seek resources and explore funding: Reassess funding streams/add new sources if necessary: Monitor/modify:</p>	<p>Start Qtr. 4/2012 Qtr. 4/2013 Qtr. 4/2015</p> <p>End Qtr. 4/2013 Qtr. 4/2015 Qtr. 4/2017</p> <p>Senior Deputy Probation Officers</p>
<p>D. Ensure on a quarterly basis that assigned Probation Officers have engaged with birth parent(s), if available, and attempt to rectify any barriers that exist if the parents are resistant to being involved. Evaluate strategy by reviewing PO chrono entries for information gathered from meetings between families and PO.</p>	<p>Implementation: Ongoing quarterly Assessment: Ongoing quarterly Assessment:</p>	<p>Start Qtr. 4/2012 Qtr. 4/2013 Qtr. 4/2015</p> <p>End Qtr. 4/2013 Qtr. 4/2015 Qtr. 4/2017</p> <p>Placement Supervisor Senior Deputy Probation Officers</p>

<p><b>Strategy 2:</b> Enhance family engagement by involving birth families in the planning and decision-making process during the course of the client's placement.</p>	<p><input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A</p>	<p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> C1.1 Reunification within 12 months (exit cohorts) C4.2 Placement Stability (12 to 24 Months in Care) C4.3 Placement Stability (At Least 24 Months in Care)</p>
<p><b>Action Steps:</b> A. Implement <del>team</del> meetings involving the family during the first 45 days <del>intake-process</del> to review placement needs and goals, and reunification needs and goals. The assigned Probation Officer and/or Parent Partner will facilitate the meeting. The <del>eam</del> meetings should include parents,</p>	<p><b>Timeframe:</b> Implementation: Reassess/Adjust: Monitor/modify:</p>	<p><b>Person Responsible:</b> Senior Deputy Probation Officers Assigned Probation Officers</p>

**County of Ventura  
2012-2017 System Improvement Plan Progress Report**

<p>relatives, group home providers, the Parent Partner assigned <del>if probation officer</del> and the assigned placement probation officer.</p>		
<p>B. Identify relatives and/or individuals that will offer support to the youth and their parents/guardians during the placement process, and after the youth is reunified with his/her family by using "family finding" through Casa Pacifica (Kindle). Also, assess relatives for potential placement possibility in lieu of youth being placed in a group home setting.</p>	<p>Implementation: Qtr. 4/2012 Qtr. 4/2013 Qtr. 4/2015                      Assess/Adjust: Qtr. 4/2013 Qtr. 4/2015                      Monitor/modify: Qtr. 4/2015 Qtr. 4/2017</p>	<p>Senior Deputy Probation Officers Assigned Probation Officers</p>
<p>C. Implement an increase in the frequency of client visits to exceed the current mandate leading up to reunification to help maintain a stable placement and to facilitate the reunification transition.</p>	<p>Implementation: Qtr. 4/2012 Qtr. 4/2013 Qtr. 4/2015                      Reassess/Adjust: Qtr. 4/2013 Qtr. 4/2015                      Monitor/modify: Qtr. 4/2015 Qtr. 4/2017</p>	<p>Assigned Probation Officers</p>
<p>D. Ensure on a quarterly basis that assigned Probation Officers are involving parents and any available relatives in the planning and decision-making of the client's placement and reunification transition. Evaluate strategies by reviewing PO chrono entries from family meetings with Parent Partner and PO.</p>	<p>Implementation: Qtr. 4/2012 Qtr. 4/2013 Qtr. 4/2015                      Quarterly Assessment: Qtr. 4/2013 Qtr. 4/2015                      Quarterly assessment: Qtr. 4/2015 Qtr. 4/2017</p>	<p>Placement Supervisor Senior Deputy Probation Officers</p>

<p><b>Strategy 3:</b> Reunification by identifying parent support groups that are available to support families who have children involved in the delinquency court system.</p>	<p><input type="checkbox"/> CAPIT  <input type="checkbox"/> CBCAP  <input type="checkbox"/> PSSF  <input checked="" type="checkbox"/> N/A</p>	<p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b>                      C1.1 Reunification within 12 months (exit cohorts)                      C4.2 Placement Stability (12 to 24 Months in Care)                      C4.3 Placement Stability (At Least 24 Months in Care)</p>
<p><b>Action Steps:</b></p>	<p><b>Timeframe:</b></p>	<p><b>Person Responsible:</b></p>

**County of Ventura  
2012-2017 System Improvement Plan Progress Report**

<p>A. Attend meetings with the Children's Services Oversight Committee (CSOC) to receive input in identifying services that promote timely reunification, best practices, gaps in services that support placement stability and reunification, and to evaluate the roles and expectations of group home providers that promote family participation. The information will be provided to the assigned Probation Officers. Employ a trained Parent Partner, bi-lingual in Spanish and English, to work with the youths' families toward reunification efforts.</p>	<p>Implementation: Reassess/Adjust: Monitor/modify:</p>	<p>Start Qtr. 3/2014 Qtr. 4/2014 Qtr. 4/2015</p> <p>End Qtr. 4/2014 Qtr. 4/2015 Qtr. 4/2017</p> <p>Juvenile Division Manager Placement Supervisor</p>
<p>B. Attend meetings with the statewide Probation Advisory Committee to receive assistance in identifying successful reunification services and best practices regarding placement stability from other probation departments. The information will be provided to the assigned Probation Officers.</p>	<p>Implementation: Reassess/Adjust: Monitor/modify:</p>	<p>Start Qtr. 4/2012 Qtr. 4/2013 Qtr. 4/2015</p> <p>End Qtr. 4/2013 Qtr. 4/2015 Qtr. 4/2017</p> <p>Placement Supervisor Senior Deputy Probation Officers</p>
<p>C. Meet with community partners and group home providers to identify supportive services available to biological families.</p>	<p>Implementation: Reassess/Adjust: Monitor/modify:</p>	<p>Start Qtr. 4/2012 Qtr. 4/2013 Qtr. 4/2015</p> <p>End Qtr. 4/2013 Qtr. 4/2015 Qtr. 4/2017</p> <p>Juvenile Division Manager Placement Supervisor</p>
<p>D. Evaluate identified services and best practices received from this strategy on a quarterly basis to see if applicable for this agency's supervised youth and if so, provide information to assigned Probation Officers. Evaluate quarterly the effectiveness of services by having POs report out at staff meetings.</p>	<p>Implementation: Quarterly assessment: Quarterly assessment:</p>	<p>Start Qtr. 4/2012 Qtr. 4/2013 Qtr. 4/2015</p> <p>End Qtr. 4/2013 Qtr. 4/2015 Qtr. 4/2017</p> <p>Placement Supervisor</p>

<p><b>Strategy 4:</b> Enhance service delivery by referring families to community resources that offer support and contribute to positive placement stability and reunification outcomes including: in-home services, mental health or counseling</p>	<p><input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A</p>	<p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> C1.1 Reunification within 12 months (exit cohorts) C4.2 Placement Stability (12 to 24 Months in Care) C4.3 Placement Stability (At Least 24 Months in Care)</p>
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**County of Ventura  
2012-2017 System Improvement Plan Progress Report**

<b>Action Steps:</b>	<b>Timeframe:</b>	<b>Person Responsible:</b>		
<p>services, substance abuse services, parenting support, child care, housing, financial assistance and transportation.</p>				
<p>A. Obtain resource guides utilized by community partners that include services for foster youth. Identify effective community-based interventions and programs that emphasize family interactions.</p>	<p>Implementation: <u>Start</u> Qtr. 4/2012 <u>End</u> Qtr. 4/2013                      Reassess/Adjust: Qtr. 4/2013 Qtr. 4/2015                      Monitor/modify: Qtr. 4/2015 Qtr. 4/2017</p>	<p>Placement Supervisor Senior Deputy Probation Officers</p>		
<p>B. Refer families to in-home services such as Therapeutic Behavioral Services (TBS), Intensive Family Services (IFS), and Wraparound for youth who are at-risk for removal from the home, for youth currently in foster care and their families, and for youth who are transitioning home for reunification.</p>	<p>Implementation: <u>Start</u> Qtr. 4/2012 <u>End</u> Qtr. 4/2013                      Reassess/Adjust: Qtr. 4/2013 Qtr. 4/2015                      Monitor/modify: Qtr. 4/2015 Qtr. 4/2017</p>	<p>Senior Deputy Probation Officers Assigned Probation Officer</p>		
<p>C. Design and implement a resource guide for linkages and referrals to services to include information regarding housing, employment, health care, transportation, education, support groups and counseling. The assigned probation officer is to provide this guide to families that reunify and to youth with plans to emancipate. He/she will also educate parents and youth to utilize guide(s) and seek services independently as needed.</p>	<p>Implementation: <u>Start</u> Qtr. 4/2012 <u>End</u> Qtr. 4/2013                      Assess resources and modify: Qtr. 4/2013 Qtr. 4/2015                      Assess resources and modify: Qtr. 4/2015 Qtr. 4/2017</p>	<p>Senior Deputy Probation Officers Assigned Probation Officer</p>		
<p>D. Evaluate identified services on a quarterly basis to ensure the services offered are active and potentially successful for referred youth and their families. Evaluate quarterly the effectiveness of services by having POs report out at staff meetings.</p>	<p>Implementation: <u>Start</u> Qtr. 4/2012 <u>End</u> Qtr. 4/2013                      Quarterly assessment: Qtr. 4/2013 Qtr. 4/2015                      Quarterly assessment: Qtr. 4/2015 Qtr. 4/2017</p>	<p>Placement Supervisor Senior Deputy Probation Officers</p>		



**County of Ventura  
2012-2017 System Improvement Plan Progress Report**

<p><b>Strategy 6:</b> Utilize the Agency's current juvenile risk assessment tool, Compas, to assist youth, families, and assigned Probation Officers to develop realistic case plans. Transition to new assessment tool, Ohio Youth Assessment System, when preparations for implementation are complete (unknown date at this time).</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b></p> <p>C1.1 Reunification within 12 months (exit cohorts)          C4.2 Placement Stability (12 to 24 Months in Care)          C4.3 Placement Stability (At Least 24 Months in Care)</p>
<p><b>Action Steps:</b></p>	<p><b>Timeframe:</b></p>	<p><b>Person Responsible:</b></p>
<p>A. Probation Officers to use questions in current risk assessment tool to obtain participation from the youth and families to create a case plan with realistic goals and timeframes to help with placement stability and reunification efforts.</p>	<p>Implementation: Qtr. 4/2012 Qtr. 4/2013 Qtr. 4/2015          Reassess/Adjust: Qtr. 4/2013 Qtr. 4/2015          Monitor/modify: Qtr. 4/2015 Qtr. 4/2017</p>	<p>Assigned Probation Officers</p>
<p>B. Develop questions that facilitate early concurrent planning. Identify immediate family members (parents, grandparents, aunts, uncles, great aunts/great uncles, siblings, non-relatives) and educate parents/caregivers about the foster care process.</p>	<p>Implementation: Qtr. 4/2012 Qtr. 4/2013 Qtr. 4/2015          Reassess/Adjust: Qtr. 4/2013 Qtr. 4/2015          Monitor/modify: Qtr. 4/2015 Qtr. 4/2017</p>	<p>Placement Supervisor          Senior Deputy Probation Officers          Assigned Probation Officers</p>
<p>C. Ensure quarterly that the Agency's risk assessment tool is being used by the Probation Officers to create realistic case plans with the youth and their immediate family members, if available.</p>	<p>Implementation: Qtr. 4/2012 Qtr. 4/2013 Qtr. 4/2015          Quarterly assessment: Qtr. 4/2013 Qtr. 4/2015          Quarterly assessment: Qtr. 4/2015 Qtr. 4/2017</p>	<p>Senior Deputy Probation Officers</p>

County of Ventura  
2012-2017 System Improvement Plan Progress Report

<p><b>Strategy Z:</b> Enhance communication with Juvenile Facilities (JF) probation and behavioral health staff, public health staff and all Probation placement staff to ensure services are delivered as identified in the youth's case plan and to keep staff abreast of youth's placement plans.</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b></p> <p>C1.1 Reunification within 12 months (exit cohorts)            C4.2 Placement Stability (12 to 24 Months in Care)            C4.3 Placement Stability (At Least 24 Months in Care)</p>
	<p><b>Action Steps:</b></p>	<p><b>Timeframe:</b></p>
<p>A. Schedule meetings and/or have regular contact with JF probation and behavioral health staff to educate about pending placement youth's risk factors and needs. <del>Other meetings regarding the youth may involve the placement supervisor and/or the senior probation officer, who will then forward the information to JF staff.</del></p>	<p>Implementation: Qtr. 4/2012 Qtr. 4/2013            Reassess/Adjust: Qtr. 4/2013 Qtr. 4/2015            Monitor/modify: Qtr. 4/2015 Qtr. 4/2017</p>	<p>Placement Supervisor            Senior Deputy Probation Officers</p>
<p>B. Assigned Probation Officers and JF all placement unit staff (SDPO, SRDPOs, public health nurse and Parent Partner) <del>to begin meeting on a bi-monthly basis to review youth's the progress of all placement youth while in custody, case plan objectives, child/family's needs, and potential release (if in custody). The process should also include regular updates with the youth and their families. parents and they should be involved in at least one meeting per month if available.</del></p>	<p>Implementation: Qtr. 3/2014 Qtr. 4/2014            Reassess/Adjust: Qtr. 4/2014 Qtr. 4/2015            Monitor/modify: Qtr. 4/2015 Qtr. 4/2017</p>	<p>Senior Deputy Probation Officers            Assigned Probation Officers</p>
<p>C. Ensure quarterly that meetings are being conducted between placement staff, Parent Partner and the public health nurse on a monthly basis. And that contact with and JF staff <del>and that communication regarding placement youth between all parties involved remains open. Meet and/or have contact with JF supervisors,</del></p>	<p>Implementation: Qtr. 3/2014 Qtr. 4/2014            Quarterly assessment: Qtr. 4/2014 Qtr. 4/2015            Quarterly assessment: Qtr. 4/2015 Qtr. 4/2017</p>	<p>Placement Supervisor</p>

**County of Ventura  
2012-2017 System Improvement Plan Progress Report**

<p>Behavioral Health, Public Health, and the Parent Partner (<del>Probation and Behavioral Health</del>) quarterly to evaluate communication effectiveness and rectify any issues that may exist.</p>		
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