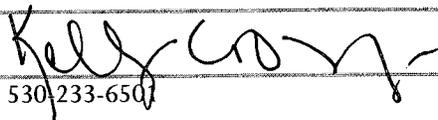


California – Child and Family Services Review Signature Sheet

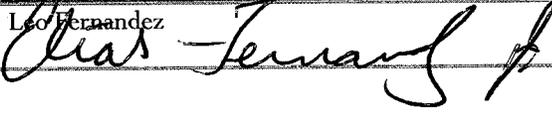
For submittal of: CSA SIP Progress Report

County	Modoc
SIP Period Dates	2014-2019
Outcome Data Period	2011-2014

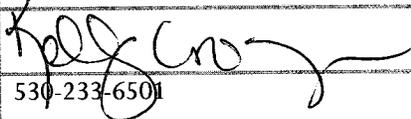
County Child Welfare Agency Director

Name	Kelly Crosby
Signature*	
Phone Number	530-233-6501
Mailing Address	120 North Main St. Alturas, CA 96101

County Chief Probation Officer

Name	Leo Hernandez
Signature*	
Phone Number	530-233-6360
Mailing Address	326 South Main St. Alturas, CA 96101

Public Agency Designated to Administer CAPIT and CBCAP

Name	Kelly Crosby
Signature*	
Phone Number	530-233-6501
Mailing Address	120 North Main St. Alturas, CA 96101

Board of Supervisors (BOS) Signature

BOS Approval Date	
Name	

Mail the original Signature Sheet to:

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

*Signatures must be in blue ink

Signature*

Contact Information

Child Welfare Agency	Name	Carole McCulley
	Agency	Modoc County Social Services
	Phone & E-mail	530-233-6501, carolemcculley@co.modoc.ca.us
	Mailing Address	120 North Main St. Alturas, CA 96101
Probation Agency	Name	Monica Seevers
	Agency	Modoc County Probation Department
	Phone & E-mail	530-233-6360
	Mailing Address	326 South Main St. Alturas, CA 96101
Public Agency Administering CAPIT and CBCAP (if other than Child Welfare)	Name	
	Agency	
	Phone & E-mail	
	Mailing Address	
CAPIT Liaison	Name	
	Agency	
	Phone & E-mail	
	Mailing Address	
CBCAP Liaison	Name	
	Agency	
	Phone & E-mail	
	Mailing Address	
PSSF Liaison	Name	
	Agency	
	Phone & E-mail	
	Mailing Address	

California Child and Family Services Review

Annual SIP Progress Report

2014-2019



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SIP Progress Narrative

INTRODUCTION

The California Child and Family Services Review (C-CFSR), an outcomes-based review mandated by the Child Welfare System Improvement and Accountability Act (Assembly Bill 636), was passed by the state legislature in 2001. The goal of the C-CFSR is to establish and subsequently strengthen a system of accountability for child and family outcomes resulting from the array of services offered by California's Child Welfare Services (CWS). In January 2014, Modoc County started this process, leaving six months to meet the goal of having the process complete. This process included conducting a Peer Review (PR) and subsequently resulted in completing the County Self-Assessment (CSA) as well as the System Improvement Plan (SIP). The short amount of time allotted for this process was not ideal but was beyond the control of the current leadership who took over December 2014.

The CSA is a comprehensive review of each county's Child Welfare System (CWS) and the Probation Department's youth in care and affords an opportunity for the quantitative analysis of child welfare data. The purpose of the CSA is to comprehensively assess the full array of child welfare and probation programs from prevention and protection through permanency and aftercare. The CSA is the primary means by which counties determine the effectiveness of current practice, programs and resources across the continuum of child welfare and probation placement services and identifies areas to target for system improvement.

Modoc County held its PR as part of the CSA process. Although Modoc County Child Welfare Services retains overall accountability for conducting and completing this assessment, the process also incorporates input from various child welfare constituents and reviews the full scope of child welfare and juvenile probation services provided within the county. The CSA is developed every five years by the lead agencies in coordination with their local community and prevention partners, whose fundamental responsibilities align with CWS' view of a continual system of improvement and accountability. The CSA includes a multidisciplinary needs assessment to be conducted once every five years. Largely, information gathered from both the CSA and the PR serves as the foundation for the County System Improvement Plan.

After incorporating data collected through the PR and the CSA, the next component of the C-CFSR is the SIP. The SIP serves as the operational agreement between the county and state, outlining how the county will improve its system to provide better outcomes for children, youth and families. The SIP includes a coordinated service provision plan for how the county will utilize prevention, early intervention and treatment funds (CAPIT/CBCAP/PSSF) to strengthen

and preserve families, and to help children find permanent families when they are unable to return to their families of origin.

Modoc County CSA was finalized June 2014 and did not require a Board of Supervisors approval but was approved by California Department of Social Services (CDSS), Outcomes and Accountability and Office of Child Abuse Prevention Departments. After the CSA was complete the final process of the C-CFSR was to complete the SIP. Modoc County's SIP was finalized and approved by Outcomes and Accountability as well as Child Abuse Prevention Departments on January 15, 2015, and was approved by Modoc County Board of Supervisors on January 27, 2015.

Due to the late finalization of the SIP, the time was limited between finalizing the SIP and due date of the first Progress Report. Even though both Probation and Social Services Departments had less than six months to meet the progress benchmarks both departments have been successful in completing steps towards fulfilling the operational agreement for the current five year SIP plan.

STAKEHOLDERS PARTICIPATION

During the timeframe of the C-CFSR process Modoc County was going through major changes as a whole. Specifically the CWS Department has experienced drastic internal changes in the last several years, which represented a challenge in developing a strong leadership team for the C-CFSR process in Modoc County. These changes have impacted the entire community and service array for children and families in Modoc County. Due to administrative changes, many of the collaborative networks that were in place in the county were not utilized in the last year and a half. These included the following:

- Strengthening Families Program
- Juvenile Delinquency Court
- Healthy Beginnings
- Family Wellness Court
- Katie A Implementation Team
- Community Collaborative

Due to being in such a rebuilding process within the CWS Department as well as the County as a whole, it was determined that in lieu of holding separate stakeholder meetings, the county would utilize each of the above referenced planning or collaborative meetings to review SIP goals and build a new system as holistically as possible, making the best use of existing time and resources. There has been extensive stakeholder input on the development of the SIP throughout the CSA and PR process in these meetings. This quality assurance process will continue through the ongoing data and program reviews in the SIP Progress Report process as well.

Since November 2013 it has been the goal of Social Services to reestablish new collaborative networks that are positive for clients. Recently, Family Wellness Court, Healthy Beginnings, and Katie A. Implementation Team have been re-implemented and a representative from Child Welfare participates in Juvenile Delinquency Court and Community Collaborative. The past year has been dedicated to rebuilding relationships with Stakeholders as well as building services for clients and families to utilize. Stakeholder input is continuously being taken into consideration during ongoing collaborative meetings indicated above.

CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS

The outcome areas indicated below were either performing under the national goal or had significant fluctuation during the time period since the last C-CFSR cycle that call into question what services or strategies can be used to improve performance long term and help support the children and families of Modoc County. Modoc County has chosen three primary strategies, two for CWS and one for Probation, to implement in the two systems of care in efforts to improve the performance in all four outcome data measures chosen for improvement over the current 5- Year SIP cycle.. During our SIP, data was analyzed to determine the focus areas and ultimately was used to determine the 2014-19 SIP improvement goals. Below each focus area is explained and then a comparison study of the current data and baseline data is analyzed.

Child Welfare Focus Areas

(1) S1.1 No Recurrence of maltreatment

There have been many changes within the Modoc Child Welfare Department since the last C-CFSR cycle, primarily administration and philosophy changes as well as a lack of available services. As a result the overall data during the current cycle has fluctuated. There are multiple factors which caused Modoc County to fall below the national average during 3 of the last 5 quarters for which data is currently available. The major factor is that there has been a lack of services available to clients while engaged in the department's voluntary or court ordered case plan. This is due to the suspension of multiple collaborative networks that worked together to serve clients as a whole. Also, the Child Welfare system is set up to connect clients with services and service providers maintain in a client's life after their child welfare case is dismissed. There was a time period that clients were not being referred to services that help implement change and families did not receive the services necessary to stabilize situations or determine that children were not at risk anymore. Therefore the recurrence of maltreatment has fluctuated in Modoc County.

Another key factor that affects this measure is that every referral that enters the Child Welfare Department is entered into the system, even if a child is already in a CWS case. It has been reported that in the past if a family was already engaged in a case and a new

allegation of child abuse was reported it would not be entered as a new referral. Currently each referral, even if already engaged in a case, is entered into the system and either evaluated out or investigated to determine the disposition. This practice started approximately January 2014. If the new allegation of child abuse is substantiated, it is then presented to the court as a subsequent or supplemental petition (Welfare & Institutions Code, 342 or 387).

The County intends to use DR as a primary strategy to address this outcome area in hopes that access to services for a graduated response, such as front end prevention programs, would allow for a lower level response for families in crisis. This would likely reduce the number of families that enter or re-enter the system.

(2) C1.4 Re-entry following reunification

Reentry Following Reunification is an area of critical concern for Modoc County CWS and was the focus of the 2014 Peer Review. Data analysis spanning the time period from Modoc County's last County Self-Assessment (June 2009) to December 2013, reveals that Modoc County CWS data has fluctuated in this outcome measure. Quarter 3 2008 data shows a performance of 22.2% (4 out of 18 children) and Quarter 3 2013 data shows a performance of 0% (0 out of 3 children). Data extracted from the April 2015 Quarterly report shows a performance of 25% representing 3 foster children. This was a sibling group that was placed with their father after their mother died. The father had failed reunification services in a prior Child Welfare case. Currently, the way the department functions this would disqualify this Father for placement unless there was a change of circumstances. A JV-180 to have the children placed with the father was filed and was evaluated by Modoc Superior Court. Subsequently, the siblings were placed with the father. The placement with this father was unstable and therefore the sibling set reentered the system. Due to Modoc County's small numbers of (3 out of 12) reentry rate this occurrence skewed the data dramatically.

Though the county performed above the national goal in 2012, such small data sets and huge changes in staff and leadership have presented a challenge for the county in maintaining performance in this area. A single family or larger sibling set can significantly change the outcomes for a given time period. As such, the County Re-entry as one of its focus areas to look at strategies that will help to prevent entry and re-entry, further stabilizing this outcome area. The County use SOP as a primary strategy to address this outcome area.

Probation Department Focus Area

(1) C1.3 Reunification Within 12 Months

Since the last C-CFSR cycle, the Probation Department's juvenile officers, when fully staffed, consists of one juvenile probation officer and one placement officer who also

handles the higher risk juvenile caseload. Over the past year and half there have been significant changes in staffing in that a seasoned placement officer left the Department. Subsequently, two new and inexperienced juvenile probation officers were then tasked with handling a complicated case load. In addition, one adult probation officer who assisted with supervision of the juvenile officers, was out due to medical issues. Hence, supervision and availability of training for the new officers was greatly impacted.

Fortunately, in March 2015, the experienced placement officer was rehired. With updated training, together with filling a current vacant juvenile officer position, Probation is in hopes of improving this percentage for the next review period.

Data analysis spanning the time period from Modoc County's last County Self-Assessment (June 2009 to December 2013), reveals that Modoc County Probation data has not fluctuated in this outcome measure. Quarter 3 2013 data shows a performance of 0% (0 out of 3 children) and Quarter 3 2013 data shows a performance of 0% (0 out of 1 child).

Data analysis from April 2015 report for Quarter 4 2014 shows a performance of 0% (0 out of 2 children).

Akin to CWS, such small data sets and a huge change in staff has presented a barrier for Probation in maintaining performance in this area. Specific behavioral issues of each youth can significantly change the outcomes for a given time period; such as if the youth is a sex offender, has significant mental health issues or is violent, dictates the level of care and length of program which in most cases warrants placement in programs that are a minimum of 12 months. In addition, abscond youth also greatly affect the outcome data. As such, Probation chose reunification within 12 months as one of its focus areas in the 2014 Peer Review to explore strategies that will help to facilitate timely reunification in hopes of stabilizing this outcome area.

Priority Outcome Measure or Systemic Factor: S1.1 No Recurrence of Maltreatment

All children who were victims of a substantiated maltreatment allegation during the selected six-month period, what percent were not victims of another substantiated allegation within the following six months?
More.

National Standard: 94.6%

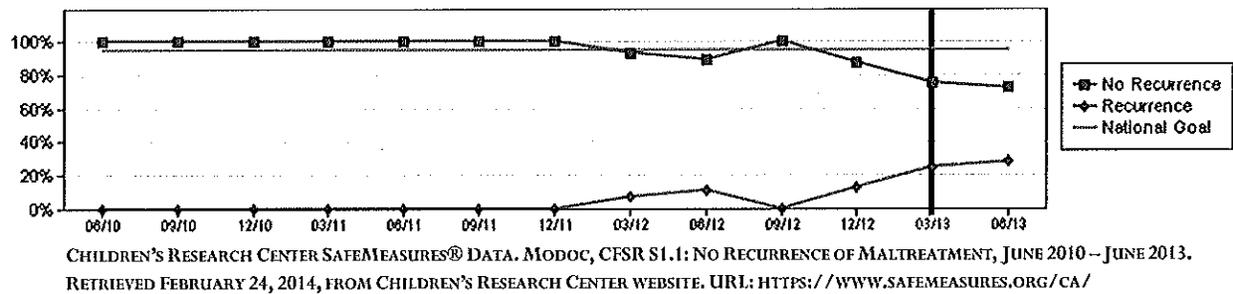
CSA Baseline Performance:

75% (January 2014 data report for Q3 2013 data extract for study timeframe 10-1-2012 to 3-31-2013)

There have been many changes within the Modoc Child Welfare Department since the last CSA was conducted mainly including administration and philosophy changes as well as lack of services. As a result the overall data during this C-CFSR cycle varied as follows:

- Q1 2014: 100%
- Q4 2013: 69.6%
- Q3 2013: 75%
- Q2 2013: 87.1%
- Q1 2013: 100%

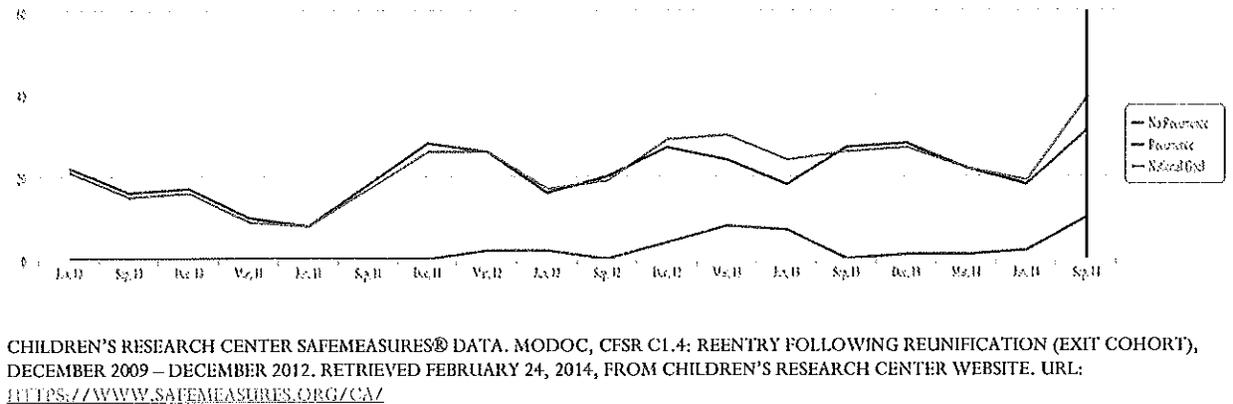
Given the above fluctuation in data, Modoc County has chosen this measure as a focus area.



Target Improvement Goal: 100%

Most Current Data: Q4 2014 90%

Includes: All referrals involving children who were victims of a substantiated maltreatment allegation during the six-month period between 04/01/2014 and 09/30/2014.



Performance Since CSA Baseline Performance:

Q2 2014 : 95.7%

Q3 2014: 90%

When analyzing the data in this focus area there are many factors that could be making the data fluctuate. These factors include:

- Deferential Response not fully implemented
- Lower evaluate out rate for referrals
- All new information is treated like a new referral and inputted into the system as of January 2014.

With the short amount of time between getting the County's SIP approved and the SIP progress report due there has been limited amount of time for implementation of Deferential Response. We are on track with our implementation goals but are still in the implementation process. Also, within the last year it has been the goal of the Child Welfare Department to improve on consistency. Not only consistency within leadership but also how referrals are processed and investigated. Historically, if a family was already engaged in a case and if a new allegation of abuse or neglect was reported it would not be inputted into the CWS/CMS system. Currently, all new allegations of abuse or neglect are treated like a new referral. Evaluate rates has been a tremendous concern within the department because abuse and neglect were not being investigated at the current rate. This area has improved so there are more referrals being investigated as well as more thorough investigations are being conducted.

Child Welfare Focus Area #2: Implement Safety Organized Practice

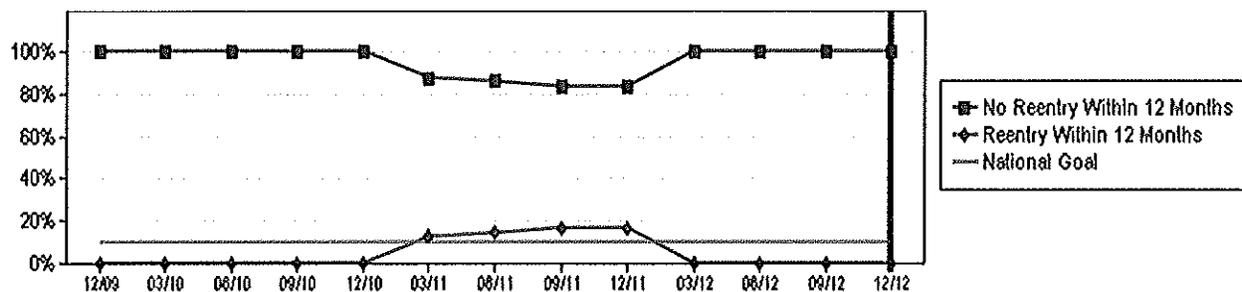
Priority Outcome Measure or Systemic Factor: C1.4 Re-entry following reunification

National Standard: 9.9%

CSA Baseline Performance:

0% (January 2014 data report for Q3 2013 data extract for study timeframe 10-1-2012 to 3-31-2013)

Reentry Following Reunification is an area of critical concern for Modoc County CWS and was the focus of the 2014 Peer Review. Data analysis spanning the time period from Modoc County's last County Self-Assessment (June 2009) to December 2013, reveals that Modoc County CWS data has fluctuated in this outcome measure. Quarter 3 2008 data shows a performance of 22.2% (4 out of 18 children) and Quarter 3 2013 data shows a performance of 0% (0 out of 3 children). The graph below shows the trend line in comparison to the National standard (9.9%) over the past three years.

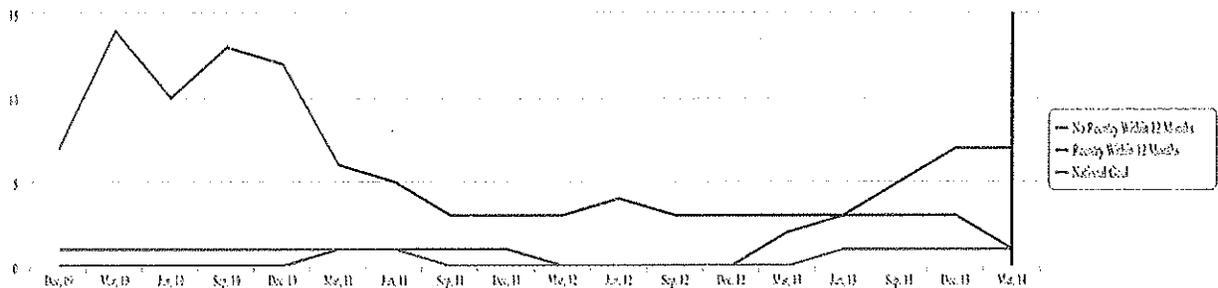


CHILDREN'S RESEARCH CENTER SAFEMEASURES® DATA. MODOC, CFSR C1.4: REENTRY FOLLOWING REUNIFICATION (EXIT COHORT), DECEMBER 2009 – DECEMBER 2012. RETRIEVED FEBRUARY 24, 2014, FROM CHILDREN'S RESEARCH CENTER WEBSITE. URL: [HTTPS://WWW.SAFEMEASURES.ORG/CA/](https://www.safemeasures.org/ca/)

Target Improvement Goal: Consistently perform at or above the national goal/standard.

Most Current Data: Q4 2014 25% This specific data, included a sibling set of three that was placed with their father who failed reunification services in a prior Child Welfare case. This placement occurred under prior leadership and with current best practices this father would not have been eligible for placement. Also, due to the low numbers of children entering foster care during the timeframe analyzed a sibling set of three dramatically skewed the data. This display shows the number of children who had a new foster care episode within 12 months of reunification. Because the measure looks forward from the date of reunification, data are not displayed for the most recent 12 months.

Includes: All children whose episode ended in reunification during the 12-month period between 04/01/2013 and 03/31/2014.



CHILDREN'S RESEARCH CENTER SAFEMEASURES® DATA. MODOC, CFRS C1.4: REENTRY FOLLOWING REUNIFICATION (EXIT COHORT), DECEMBER 2009 -- DECEMBER 2012. RETRIEVED FEBRUARY 24, 2014, FROM CHILDREN'S RESEARCH CENTER WEBSITE. URL: [HTTPS://WWW.SAFEMEASURES.ORG/CA/](https://www.safemeasures.org/ca/)

Not only has consistency been a huge part of investigating referrals but services are being offered to clients who are engaged in court ordered services. There was a timeframe that services were not being offered because of interpersonal relationships between prior leadership within the Child Welfare Department as well as the local Behavioral Health Department. The goal is to fully implement Safety Organized practices which will engage families in services as well as solving their own problems. This ultimately will result in a lower number of children that have a new foster care episode within 12 months of reunification.

Probation Focus Area #1: Family Engagement

Priority Outcome Measure or Systemic Factor 1: C1.3 Reunification within 12 Months (Entry Cohort)

National Standard: 48.4%

CSA Baseline Performance: 0% (January 2014 data report for Q3 2013 data extract for study timeframe 04/01/12 to 09/30/12)

Probation Department performance was 0% which represents 0 out of 3 youth who reunified within 12 months of coming into care. Due to the small number of placement cases in Modoc County, it is difficult to adequately use data for this measure to reflect practice. In the time frame selected, there were a total of 3 youth who were in out of home care. Two reunified, but not within the 12 month timeframe and the third is still in care. The challenge for Probation to reunify within 12 months is that Probation youth are in placement due to their offenses and often, they are removed from the home to enter a placement facility, like a group home or treatment home, that can address the behavioral issues they are facing. These youth rarely are able to get into and complete a program within 12 months, and subsequently do not meet the timeline for this measure.

Target Improvement Goal: Increase percentage to 33% over the next 5 years (1 in 3 youth). Though this is the range for target improvement over the next five years, there is concern about the feasibility of achieving these goals. Probation has such small placement numbers that this improvement would require at least one youth meet this outcome goal for a given time period. This is possible, but there is little practice change that can impact this measure, since so much of the barrier to reunification here is the completion of a treatment program, which is traditionally set at 12 months or more. Additionally, there are many resource issues within the county and often, there is a need to travel 100-150 miles or more to access services.

Most Current Data: Q4 2014 (reflects dates of July 2013 – December 2013) 0%

Probation Department performance was 0% which represents 0 out of 2 youths who reunified within 12 months of coming into care.

Probation did not meet the National Standard which was impart due to cases not being closed timely in CWS/CMS, loss of experienced placement officer, lack of experienced replacement staff and lack of training. In addition, this data set is affected by those youth who do not successfully complete a treatment program and are subsequently committed to a period of confinement in juvenile hall.

While Probation agrees with the 0% of youth reunifying within 12 months; internal records reflect approximately six youth were in care during the 12 month period and are detailed as follows: one of the youth was not a first time placement, one is still currently in placement, two aged out of care, one was terminated and committed to juvenile hall and one was placed with her grandparents under a guardianship. These youth were all in care for short periods of time during the 12 month period reflected in the Q4 2014 data.

In March 2015, the experienced placement officer was rehired. With updated training, together with filling a current vacant juvenile officer position, Probation is in hopes of improving this percentage for the next review period.

Probation Focus Area # 2: Family Engagement

Priority Outcome Measures or Systemic Factor 2: 4B Least Restrictive Placement (Point in Time: Relative)

National Standard: N/A

CSA Baseline Performance: 0% (January 2014 data report for Q3 2013 data extract for study timeframe 10/01/13 to 10/01/13). On this point time measure, there were no youth in a relative placement, with only one youth in care at the time.

Probation department performance was 0% for this measure, but this is representative on only one youth in care at the time, who was in a treatment facility. One of the challenges for probation in this measure is that probation youth are often in need of treatment or have extreme behavioral issues and are not always appropriate for relative placement. The second issue is identifying, approving and maintaining placements with relatives. If the department can identify a relative, then they must pass the background and home checks and be willing to offer placement and work with the youth with their behavioral issues. This is difficult with each case and with so few families, it is difficult to develop supports for these families on an ongoing basis.

Target Improvement Goal: The Probation Department would like to work on engaging families and increasing their practice around family finding, which should impact the number of family members that the department can

identify as possible placement options.

Most Current Data: Q4 2014 (January 2015) 0%

CSA Baseline Performance: 0% (January 2015 data report for Q4 2014 data extract for study timeframe 1/1/15 to 1/1/2015). On this point time measure, there were no youth in a relative placement, with three youth in care at the time.

Needs of the youth at this timeframe are such that two are sex offenders and the other has a high level of aggression; therefore, all are not appropriate for relative placement. In addition, due to the untimeliness of CWS/CMS placement episode closures the present data is not correctly reflect the actual numbers during this time period. This was corrected March/April 2015.

The experienced placement officer was recently re-hired and with updated training, together with filling a current vacant juvenile officer position with an experienced person; Probation is in hopes of improving this percentage for the next review period.

(1) C1.3 Reunification within 12 Months (Entry Cohort)

In looking at performance regarding reunification, Probation found several areas where practice changes could positively impact the timeliness for returning youth home. First, increasing structure, training and policies around the use of family finding would help to improve the number of youth who are placed with family or the number of supportive family members that can be identified to support the family. Furthermore, the use of additional engagement efforts, some basic tools and court direction would help Probation officers to complete required Juvenile Court forms that would help the youth to be detained in or released to a less restrictive environment. The third area that could be impacted is the use of increased family engagement in the planning and creation of the case plan which would include behavioral health services, parenting programs, and other community resources to support the parent(s) in reunification and to provide stability within the home.

(2) 4B Least Restrictive Placement (Point in Time, Relative)

By targeting the family engagement efforts of family finding, Probation can target family members as placement options, supporting the goal on maintaining the least restrictive placements. Additionally, targeting the supportive services offered to help youth in placement while engaging families in the planning for these services should also help support maintaining the least restrictive placements.

However, the thought of utilizing Family Unity meetings was found to be unsuccessful for a variety of reasons; either parents are unwilling to engage in the process and or divulge names and whereabouts of extended family members. In addition, the parents, and often the extended family members are themselves unwilling and/or incapable of properly supervising the youth due to their own criminality, lack of parenting type skills,

or due to the nature of the youth's offense(s). At times the extended family member has already had history with the youth and due to the youth's combative behavior and other issues is therefore unwilling to have the youth in their home.

Another barrier to meeting the 12 month timeline is the youth tend to adhere to their case plans especially if placed in a group home/treatment environment that keeps the youth compliant with time frames. However, most parents fall short of meeting case plan goals and timelines as there is no sanction other than verbal reprimand by the probation officer. Furthermore, the parents and extended family members tend to blame the youth for their predicament and resent being subject to the case plan parameters. In regards to the youth meeting the 12 month timeline there are barriers when addressing specific aberrant behaviors (sexual and violent offenses) as these require specific treatment programs that most often have a length a minimum of 12 months.

STRATEGIES STATUS

CHILD WELFARE SERVICES

Strategy 1: Implementation of Differential Response

To meet the goals set for July 2015 for implementation of Differential Response the following actions steps have been completed.

A. Establish Local Teams to Explore DR

A.1 Establish and convene a Core County Differential Response Team comprised of county staff and outside partners in order to support expand and sustain the focus, momentum and energy of DR and other efforts geared toward improving CWS and outcomes for children and families.

A.2 Establish and convene a CWS County Differential Response Team to focus on DR as the new intake structure; members include CWS, partner agencies and CBO staff. This team determines the nature and scope of the policy, program and practice issues in implementing DR and address cultural competence as well as fairness and equity issues.

The team consists of TEACH INC., Child Welfare Supervisor and Program Manager. Child Welfare staff has been involved with brainstorming at staff meetings. TEACH Inc. has also included the parenting educator in the planning process.

Strategy 2: Implementation of Safety Organized Practices

To meet the goals set for July 2015 for implementation of Safety Organized Practices the following action steps needed to be completed.

- A. Presentation of SOP strategies and guiding principles to leadership and key stakeholders

- B. Establish implementation team consisting of leadership and social workers. This core group will develop understanding of the full scope of practices being implemented, help develop strategies for implementation, make recommendations to management regarding timing and staff selection for subgroups, and serve as overall ambassadors for this change to their peers and the rest of the organization.
- C. Provide the Foundational Training for all child welfare staff including supervisors, social workers, Probation officers and others. Work with UCD to coordinate time and date.

There has been a delay with meeting these action steps because of scheduling trainings. There was a training set for June 2015 but due to scheduling it did not work out. So we are in the process of planning a training with Northern Training Academy for staff as well as for service providers and collaborative partners. This training will take place January 8&9, 2016

Strategy 3: Develop Policies and Procedures

To meet the goals set for implementation of Developing Policies and Procedures the following action steps needed to be completed.

- A. Obtain approval from the Board of Supervisors to hire an independent contractor to write formalized, written policies and procedures based upon Division 31 regulations. The developed product will serve as a training and resource document for staff.
- B. Contact peer counties that have policies and procedures in place for recommendations regarding independent contractors to consider hiring for this project. Also contact the Northern California Children & Family Services Training Academy for referrals
- C. Hire an independent contractor to complete the manual.

Steps toward developing policies and procedures have been taken but the plan for implementation has changed. Since the finalization of the SIP there has been separation of duties between the Child Welfare Supervisor and Program Manager Position which will allow the time to have this project completed in house. Therefore the Program Manager will create Policies and Procedures instead of hiring a contractor. The Department has utilized policy and procedures from another County to use as a template. Changing the action steps to implementation of Policy and Procedures has not delayed the implementation process and has only changed the process.

PROBATION DEPARTMENT

Strategy 1: Improve Family Engagement Efforts

In order to improve family engagement efforts for Probation, Probation would like to implement, train staff and develop policies and procedures around the ongoing use of Family Finding for all probation youth facing possible out of home placement. Probation has purchased access to Lexis-Nexis, and has trained staff to be able to use the tool to its potential. The belief is that the increased family finding will not only improve placement options for youth going into out of home care, but also so Probation Officers can use this tool to also help identify supportive

relatives that can be permanent connections or resources for the youth. **A. Contact LexisNexis and set up trainings for staff to use Family Finding Tool**

LexisNexis was contacted and both on-demand and live training were made available.

In addition to utilizing LexisNexis, the Probation Department has entered into a Parent Locator Service Security Memorandum of Understanding with the California Department of Child Support Services. This will allow the search of a youth's noncustodial parent(s) for assessment and potential placement. It allows the basic contact information of a youth's relative to be accessed by probation to locate a youth's potential relative caregiver.

B. Review use of Family Finding tool and evaluate for any noticed improvements of engagement. If tool not working, look at other service providers.

The LexisNexis tool has been used for several years; however, in May 2015, more detailed training was provided as to how to extract more data in an effort to locate the youth's relative family members. Gleaning information can be somewhat time consuming as there is not a large number of incoming placement youth to run through the tool which would allow the officer to become more proficient in its use.

The Parent Locator Service was first utilized in June 2015. As the title states, this tool is only for locating the youth's parents. The turnaround time from submission of the request to receipt of information was less than two weeks.

Both tools have been in use only a short time; therefore, it is too soon to evaluate its effectiveness. Thus far neither tool has provided additional relative family members. However, these tools, along with the officer speaking with the youth and known family members, does contribute to due diligence in the search for relative family.

BARRIERS TO IMPLEMENTATION

CHILD WELFARE

Strategy 1: Implementation of Differential Response

There have been not barriers to implementation for Differential Response.

Strategy 2: Implementation of Safety Organized Practices

Barriers for implementation of Safety Organized Practices include scheduling a date that works both The Northern Training Academy and Child Welfare. Once a timeframe is set for training

the implementation will quickly occur. Currently the anticipated date for the training is January 8&9, 2016 Our County as well staff is ready and prepared for the training. Since the finalization of the SIP it has been determined that Safety Organized Practices Family Meetings will be the foundation for the Katie A. family inclusion portion of the Katie A. Process. Therefore the collaboration piece of implementation has already been established.

Strategy 3: Develop Policies and Procedures

At this point there are not barriers for implementation but since the SIP was completed the strategy for implementation has changed. Policies and Procedures will be created in house.

PROBATION DEPARTMENT

Strategy 1: Improve Family Engagement Efforts

The CSA was finalized less than one year ago; thus not allowing enough time to properly implement this strategy.

Barriers for implementation of family engagement efforts include recent staff changes and lack of sufficient staff to afford periods of time to allow effective review of the process and time to discuss the impact of the Family Finding tool.

OTHER SUCCESSES/PROMISING PRACTICES

CHILD WELFARE

Since the SIP was created Modoc County has made huge improvements with their collaborative partnerships such as Behavioral Health, Probation, TEACH Inc., CalWorks, SARB, Public Health, Drug Courts, and School Districts. Prior years these collaborative relationships were very strained but have been reconnected by joint efforts. Also within the last year we have had six in house trainings provided by Northern Training Academy. These trainings included topics of CWS/CMS, SDM, Civil Rights, Foster Care Eligibility, and Confidentiality. We also had another training County wide training that promoted fun in the work place. These trainings are not only allowing staff to gain the tools needed to be successful in their job duties but it has provided an environment that promotes team work. Overall the feedback that is received about the staff moral and working environment is positive. This positive work environment is the foundation that is needed to build a strong program as well as to successfully implement the SIP strategies.

PROBATION DEPARTMENT

Probation has recently commenced participation in the CWS/CMS Probation Forum calls which are held on a monthly basis. This provides updated information regarding newly implemented procedures and/or changes within CWS/CMS. Furthermore, the recently re-hired experienced

placement officer is in the process of re-vitalizing Delinquency Court which utilizes a collaborative team to engage in services with youth and family. With these implementations, Probation is in hopes of improving outcomes for the next review period.

OUTCOME MEASURES NOT MEETING STATE/NATIONAL STANDARDS

According to the CWS Systems Summary from Q4 2014 outcome measures that do not meet the State/National Standard include:

C4.2 Placement Stability (12to 24 Months In Care): The National Standard is 65.4 % and Modoc County average is 14.3 %. Often children who are placed for this timeframe are older therefore the rate of runaway is higher resulting in a change of placement. Also, if a child is placed in a group home often their behavior triggers a seven day notice resulting in a change of placement. Modoc County does have a low number of Foster Care Homes and often children are placed in a home that is not necessarily a permanent plan and later and as the case progresses the child moves placements to create permanency.

2F Monthly Visit (Out Of Home): The National Average is 90% and Modoc County average is 44.4%.

2F Monthly Visits in Residence (Out Of Home): The National Average is 50% and Modoc County average is 25%.

The lack of performance in the measures indicated above is a result of data entry issues. These issues started because there was only one Child Welfare Social Worker and one in training. At that point the Department got behind in inputting the data necessary to depict the work that was being completed. As a Department we are trying to resolve the back log of data input created by having low number of Social Workers. In 2014 we hosted CWS/CMS training for Social Workers. Hoping this would help with the data entry issue by giving the Social Workers the tools to navigate the system easier. It is the goal of the Department to improve in data entry by working with each Social Worker individually. This strategy will provide the Social Workers with the tools necessary to input data in a timely manner. With the recent changes in creating a new Supervisor position this goal is obtainable.

State and Federally Mandated Child Welfare/Probation Initiatives

KATIE A. As of January 2014, a collaborative team comprised of three Behavioral Health Clinicians, Clinician Supervisor, Behavioral Health Co- Director, four Child Welfare Social

Workers, and a Social Worker Supervisor was established to begin implementation of Katie A. requirements. This collaboration has initiated a plan of implementation. This implementation process includes a referral system for an initial Katie A. assessment as well as a reassessment. The collaborative meets on a monthly basis to staff the cases that have been identified to need ongoing mental health counseling. It is a goal of the collaborative and a requirement of the initiative that family and other service providers are a part of the staffing/updating process. Recently, to fulfill the mandate of including families and family members in the KATIE A. process it has been identified that utilizing the Family Team Meetings will be beneficial for everyone. Since the SIP was completed, foster children who meet the criteria for KATIE A. services have been placed out of county. Therefore, Modoc County is not providing services through Modoc County Behavioral Health. These foster children are either not in need of Katie A. services or they are currently residing out of county

Family Wellness Court is a drug court that is housed and overseen by Modoc Superior Court and initiates collaboration between Behavioral Health, Child Welfare, Strong Family Health Center (Cedarville Rancheria), Cal Works and Probation. The Family Wellness Court was disassembled in 2012 due to staffing issues prior management philosophy and was reestablished in 2014. Currently, we have four Dependency families participating in the program that provides wraparound services to clients with substance abuse issues. Currently there are two families being served by the Family Wellness Court but this number fluctuates.

<p>Differential Response Team to focus on DR as the new intake structure; members include CWS, partner agencies and CBO staff. This team determines the nature and scope of the policy, program and practice issues in implementing DR and address cultural competence as well as fairness and equity issues.</p> <p>This team has been established and constantly revisiting the structure of DR. We also have been working together to solve the problem of hiring an TEACH Inc. employee who has the experience and knowledge to perform DR duties. As of August 2015 an employee was hired who has prior Child Welfare experience as an Emergency Response Social worker in Siskiyou County.</p>			
<p>B. Create Agency Policies and Procedures</p> <p>Create policy and procedures and other operation material to be consistent with DR and to reflect the Path 1 and Path 2 referral process.</p>	<p>October 2015</p>		<p>CWS in collaboration with CBOs</p>
<p>C. Build Workforce and Service Capacity</p> <p>C.1 Identify, hire and train staff as needed in order to implement DR.</p> <p>C.2 Train all CWS staff and CBOs on DR including any other community partners (court, tribes, faith based organizations etc.). Collaborate with UCD on training needs.</p>	<p>December 2015</p>	<p>June 2016</p>	<p>CWS and CBOs</p> <p>CWS, CBOs in collaboration with the child welfare training academy</p>

<p>D. Identify Agencies to Sustain and Support Services</p> <p>D.1. Identify and designate CBOs and the services they will provide. Establish partner agency responsibilities to include who will:</p> <ul style="list-style-type: none"> ▪ Report back to CWS whether the family followed through with the referral and participated in services, per county agreement. ▪ Re-refer to CWS if the family situation rises to the level of a mandated report. 	April 2016	October 2016	Core County Differential Response Team
<p>E. Begin Utilizing Differential Response Process Protocol</p> <p>All referrals that are received are responded to utilizing DR. (Based on current county statistics, it is anticipated that the county will receive approximately 12-15 referrals per month)</p>	October 2016	April 2017	CWS Staff
<p>F. Ongoing Training</p> <p>Provide training to staff and community partners on topics that relate to DR, such as:</p> <ul style="list-style-type: none"> ▪ Mandated reporting laws ▪ Confidentiality laws pertinent to child welfare, particularly those geared toward community partners and their unique roles ▪ Interagency and community partners understanding of their roles, the roles of CWS and how they differ, including how 	June 2016	Ongoing until end of 5 year cycle	CWS, CBOs in collaboration with the child welfare training academy

<p>CWS will focus on ascertaining facts related to safety, risk and protective capacity of the family</p> <ul style="list-style-type: none"> Strength-based and family engagement training. 			
<p>G. Evaluation</p> <p>Establish Evaluation procedure to include:</p> <ul style="list-style-type: none"> Track referred families through monthly reports received from CBOs and other providers. Gather and evaluate data received from CWS/CMS, SDM and other data sources. Continue to analyze progress and needs of CBO and CWS staff in DR implementation. Continue to analyze progress and needs of CBO and CWS staff in DR implementation. Determine and implement any changes as needed. Collaborate with UCD on training needs. Continue evaluation of program: Survey families and measure family safety and level of progress. Also evaluate family satisfaction with program. 	<p>October 2016</p>	<p>Ongoing until end of 5 year cycle</p>	<p>Core County Differential Response Team</p>
<p>Child Welfare Services</p> <p>Strategy 2: Implement Safety Organized Practice</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>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>Child Welfare: S1.1 No Recurrence of Maltreatment C1.4 Re-entry following reunification</p> <p><input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project</p>	

Action Steps	Implementation Date	Completion Date	Person Responsible
<p>A. Presentation of SOP strategies and guiding principles to leadership and key stakeholders This task was completed by utilizing the KATIE A., Stakeholders Meetings, Prevention Collaborative, and Drug Court meetings</p>		December 2014: Completed	CWS Leadership, supervisors, staff.
<p>B. Establish implementation team consisting of leadership and social workers. This core group will develop understanding of the full scope of practices being implemented, help develop strategies for implementation, make recommendations to management regarding timing and staff selection for subgroups, and serve as overall ambassadors for this change to their peers and the rest of the organization. This team consists of Social Workers, Behavioral Health Staff, TEACH Inc. staff, and Probation Department.</p>		January 2015: Completed	Team to be developed, but should include CWS leadership and social worker(s)
<p>C. Provide the Foundational Training for all child welfare staff including supervisors, social workers, Probation officers and others. Work with UCD to coordinate time and date. This training was scheduled for June 2015 but was not executed because of scheduling difficulties with The Northern Training Academy. The Department is working with The Northern Training Academy currently</p>			CWS

to find a date that accommodates the academy and department.			
D. Begin utilizing SOP	To begin immediately following SOP Foundational (November 2014 – January 2015)	Ongoing until end of 5 year cycle	CWS
D. Hold monthly, regular coaching sessions with SOP coach through UC Davis. All social workers and supervisors will receive both group and individual coaching.	To begin immediately following SOP Foundational (November 2014 – January 2015)	February 2015, then as needed.	CWS
E. Begin to review and revise policies and procedures as needed to support the practice.	January 2015	June 2015	CWS
F. Develop a plan to support supervisors and/or coaches to support the practice long term. This includes attending the Coaching Institute for Child Welfare Supervisors.	July 2015	January 2016	CWS
G. Identify Family Team Meeting Facilitator and training plan for him/her. Also Identify facilitator or process for Probation for FTM. This has been delayed due to scheduling the initial training.	February 2015	April 2015	CWS

H. Begin roll-out of Family Team Meetings using the consultation framework tool.	May 2015	November 2015	CWS
I. Begin use of group supervision and consultation framework tool. This has been delayed due to scheduling the initial SOP training with Northern Training Academy.	February 2015	August 2015	CWS
J. Ongoing training to include the following classes.	All existing staff to attend all classes by December 2015	Ongoing through life of SIP (2019)	CWS
K. Ongoing training and coaching for new and career staff.	January 2016 – December 2018	Ongoing through life of SIP (2019)	CWS
L. Ongoing CQI review of practice to look at effectiveness and needed modifications for improvement.	January 2016	Ongoing through life of SIP (2019)	CWS
Child Welfare Services Strategy 3: Develop Policies and Procedures	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): Child Welfare: S1.1 NO RECURRENCE OF MALTREATMENT C1.4 RE-ENTRY FOLLOWING REUNIFICATION <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	

Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Obtain approval from the Board of Supervisors to hire an independent contractor to write formalized, written policies and procedures based upon Division 31 regulations. The developed product will serve as a training and resource document for staff. It has been determined that since the Social Worker Supervisor position was split into a Social Worker Supervisor and Program Manager position that the Program Manager can complete the task of writing policies and procedures in accordance with Division 31 regulations.	May 2015	May 2015	CWS
B. Contact peer counties that have policies and procedures in place for recommendations regarding independent contractors to consider hiring for this project. Also contact the Northern California Children & Family Services Training Academy for referrals.	Jan. 2015- May 2015	May 2015	CWS
C. Hire an independent contractor to complete the manual. This task is going to be completed by the current Program Manager therefore this step is not necessary.	June- July 2015	July 2015	CWS
D. an outline of the Policy and Procedures Manual. The current Program Manager obtained a template of policies and procedures from Alpine County. These policies and procedures have been approved by CDSS and will be used as a template.	Sept. – Oct. 2015	October 2015	Contractor

E. The outline will be circulated to staff and management for review.	October 2015	October 2015	CWS/Contractor
F. A draft of the manual will be circulated to staff and management for review.	November 2015	November 2015	CWS/Contractor
G. The manual will be finalized and printed for distribution.	December 2015	December 2015	CWS
H. A complete Policy and Procedures Operating Manual will be printed and placed in each unit within CWS.	January 2016	January 2016	CWS
I. Each CWS Supervisor will train their staff on CWS policies and procedures.	January – February 2016	January – February 2016	CWS
J. Supervisors will have all staff trained and sign a Staff Development Form.	March 2016	March 2016	CWS

Probation Strategy 1: Improve Family Engagement Efforts for Probation	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Probation: C1.3 Reunification within 12 months (entry cohort) & 4B Least restrictive placement (Point in time: Relative)	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Contact Lexis/Nexus and set up trainings for staff to use Family Finding Software.	December 2014	June 2015	Assistant Chief Probation Officer or Placement Probation Officer
B. Review use of Family Finding tool and evaluate for any noticed improvements of engagement. If tool not working, look at other service providers.	July 2015	October 2015 (Review ongoing to ensure tool is useful)	Assistant Chief Probation Officer or Placement Probation Officer
C. Meet to develop a family finding template for probation officers to use during intake, detention, and dispositional interviews. Develop training on family mapping and its use.	October 2015	January 2016	Assistant Chief Probation Officer or Placement Probation Officer
D. Finalize Family Finding Template	January 2016	March 2016	Assistant Chief Probation Officer or Placement Probation Officer
E. Format the inclusion of family finding efforts into court reports and review the results with the Chief Probation Officer.	March 2016	June 2016	Assistant Chief Probation Officer or Placement Probation Officer

F. Implement the Family Finding Template and assess for improvements.	June 2016	December 2016	Assistant Chief Probation Officer or Placement Probation Officer
G. Review results of family findings and implement additional changes as necessary.	January 2017	July 2017	Assistant Chief Probation Officer or Placement Probation Officer
H. Identify JV forms for Family/Relative Finding for Court. Develop guide/policy on use of Family finding and JV forms for staff.	December 2016	March 2016	Assistant Chief Probation Officer or Placement Probation Officer
I. Train staff and use in all Juvenile Cases; create checklist of items to be in case, and templates of mailer packets and letter for relatives.	April 2016	October 2016	Assistant Chief Probation Officer or Placement Probation Officer
J. Review cases to ensure forms being used in all cases. Adapt any training to fill in identified gaps and then repeat annually to ensure quality control.	November 2016	May 2017, annually thereafter.	Assistant Chief Probation Officer or Placement Probation Officer
K. Work with Behavioral Health and CWS to integrate Probation youth into Katie A. meetings; begin with agreements between Directors.	December 2015	March 2016	Chief Probation Officer and Assistant Chief Probation Officer or Juvenile Placement Officer

L. Develop plan for implementation with Katie A. Team, including referral, process.	April 2016	October 2016	Assistant Chief Probation Officer or Placement Probation Officer
M. Train PO's to use Katie A. process/referrals and attend Katie A. meetings.	November 2016	May 2017	Assistant Chief Probation Officer or Placement Probation Officer
N. Review Katie A. cases to ensure that PO's and Katie A. team are serving youth, review outcomes annually. Refine process as necessary.	June 2017	December 2017	Assistant Chief Probation Officer or Placement Probation Officer
O. Develop plan for implementation of above process for AOD and MH referrals, not Katie A. related.	January 2018	June 2018	Assistant Chief Probation Officer or Placement Probation Officer
P. Train PO's to use AOD/MH process.	July 2018	December 2018	Assistant Chief Probation Officer or Placement Probation Officer
Q. Review AOD/MH cases to ensure that PO's are serving youth, review outcomes annually. Refine process as necessary.	January 2019	June 2019	Assistant Chief Probation Officer or Placement Probation Officer