

California - Child and Family Services Review

Annual SIP Progress Report

JUNE 2014 – JUNE 2015



A Tradition of Stewardship
A Commitment to Service



California – Child and Family Services Review Signature Sheet

For submittal of: CSA SIP Progress Report

County Child Welfare Agency Director	
County	NAPA
SIP Period Dates	JUNE 4, 2013 – JUNE 3, 2018
Outcome Data Period	APRIL 2015 DATA EXTRACT, QUARTER 4 2014, RETRIEVED 3/25/15
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*Signatures must be in blue ink

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Introduction

BACKGROUND – CHILD AND FAMILY SERVICES REVIEW

IN 1994, AMENDMENTS TO THE SOCIAL SECURITY ACT (SSA) AUTHORIZED THE U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES (HHS) TO REVIEW STATE CHILD AND FAMILY SERVICE PROGRAMS' CONFORMITY WITH THE REQUIREMENTS IN TITLES IV-B AND IV-E OF THE SSA. IN RESPONSE, THE FEDERAL CHILDREN'S BUREAU INITIATED THE CHILD AND FAMILY SERVICES REVIEWS (CFSR) NATIONWIDE IN 2000. IT MARKED THE FIRST TIME THE FEDERAL GOVERNMENT EVALUATED STATE CHILD WELFARE SERVICE PROGRAMS USING PERFORMANCE-BASED OUTCOME MEASURES IN CONTRAST TO SOLELY ASSESSING INDICATORS OF PROCESSES ASSOCIATED WITH THE PROVISION OF CHILD WELFARE SERVICES. CALIFORNIA WAS FIRST REVIEWED BY THE FEDERAL HEALTH AND HUMAN SERVICES AGENCY IN 2002 AND BEGAN ITS FIRST ROUND OF THE CFSRS IN THE SAME YEAR. ULTIMATELY, THE GOAL OF THESE REVIEWS IS TO HELP STATES ACHIEVE CONSISTENT IMPROVEMENT IN CHILD WELFARE SERVICE DELIVERY AND OUTCOMES ESSENTIAL TO THE SAFETY, PERMANENCY, AND WELL-BEING OF CHILDREN AND THEIR FAMILIES.

CALIFORNIA CHILD AND FAMILY SERVICES REVIEW (C-CFSR)

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). AS A STATE-COUNTY PARTNERSHIP, THIS ACCOUNTABILITY SYSTEM IS AN ENHANCED VERSION OF THE FEDERAL OVERSIGHT SYSTEM MANDATED BY CONGRESS TO MONITOR STATES' PERFORMANCE, AND IS COMPRISED OF MULTIPLE ELEMENTS.

QUARTERLY OUTCOME AND ACCOUNTABILITY DATA REPORTS

THE CALIFORNIA DEPARTMENT OF SOCIAL SERVICES (CDSS) ISSUES QUARTERLY DATA REPORTS WHICH INCLUDE KEY SAFETY, PERMANENCY AND WELL-BEING OUTCOMES FOR EACH COUNTY. THESE QUARTERLY REPORTS PROVIDE SUMMARY-LEVEL FEDERAL AND STATE PROGRAM MEASURES THAT SERVE AS THE BASIS FOR THE C-CFSR AND ARE USED TO TRACK PERFORMANCE OVER TIME. DATA ARE USED TO INFORM AND GUIDE BOTH THE ASSESSMENT AND PLANNING PROCESSES, AND ARE USED TO ANALYZE POLICIES AND PROCEDURES. THIS LEVEL OF EVALUATION ALLOWS FOR A SYSTEMATIC ASSESSMENT OF PROGRAM STRENGTHS AND LIMITATIONS IN ORDER TO IMPROVE SERVICE DELIVERY. LINKING PROGRAM PROCESSES OR PERFORMANCE WITH FEDERAL AND STATE OUTCOMES HELPS STAFF TO EVALUATE THEIR PROGRESS AND MODIFY THE PROGRAM OR PRACTICE AS APPROPRIATE. INFORMATION OBTAINED CAN BE USED BY PROGRAM MANAGERS TO MAKE DECISIONS ABOUT FUTURE PROGRAM GOALS, STRATEGIES, AND OPTIONS. IN ADDITION, THIS REPORTING CYCLE IS CONSISTENT WITH THE NOTION THAT DATA ANALYSIS OF THIS TYPE IS BEST VIEWED AS A CONTINUOUS PROCESS, AS OPPOSED TO A ONE-TIME ACTIVITY FOR THE PURPOSE OF QUALITY IMPROVEMENT.

COUNTY SELF-ASSESSMENT AND PEER REVIEW

THE COUNTY SELF-ASSESSMENT (CSA) IS A COMPREHENSIVE REVIEW OF EACH COUNTY'S CHILD WELFARE SERVICES (CWS) AND AFFORDS AN OPPORTUNITY FOR THE QUANTITATIVE ANALYSIS OF CHILD WELFARE DATA. EMBEDDED IN THIS PROCESS IS THE PEER REVIEW (PR), FORMERLY KNOWN AS THE PEER QUALITY CASE REVIEW (PQCR). THE DESIGN OF THE PR IS INTENDED TO PROVIDE COUNTIES WITH ISSUE-SPECIFIC, QUALITATIVE INFORMATION GATHERED BY OUTSIDE PEER EXPERTS. INFORMATION GARNERED THROUGH INTENSIVE CASE WORKER INTERVIEWS AND FOCUS GROUPS HELPS TO ILLUMINATE AREAS OF PROGRAM STRENGTH, AS WELL AS THOSE IN WHICH IMPROVEMENT IS NEEDED.

IN SEPTEMBER 2012, NAPA COUNTY COMPLETED ITS PEER REVIEW. THOUGH NAPA 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, AND REQUIRES BOARD OF SUPERVISOR (BOS) APPROVAL. LARGELY, INFORMATION GATHERED FROM BOTH THE CSA AND THE PR SERVES AS THE FOUNDATION FOR THE COUNTY SYSTEM IMPROVEMENT PLAN.

SYSTEM IMPROVEMENT PLAN

INCORPORATING DATA COLLECTED THROUGH THE PR AND THE CSA, THE FINAL COMPONENT OF THE C-CSFR IS THE SYSTEM IMPROVEMENT PLAN (SIP). THE SIP SERVES AS THE OPERATIONAL AGREEMENT BETWEEN THE COUNTY AND STATE, OUTLINING HOW THE COUNTY WILL IMPROVE ITS SYSTEMS TO PROVIDE BETTER OUTCOMES FOR CHILDREN, YOUTH AND FAMILIES. QUARTERLY COUNTY DATA REPORTS, QUARTERLY MONITORING BY CDSS, AND ANNUAL SIP PROGRESS REPORTS ARE THE MECHANISM FOR TRACKING A COUNTY'S PROGRESS. THE SIP IS DEVELOPED EVERY FIVE YEARS BY THE LEAD AGENCIES IN COLLABORATION WITH THEIR LOCAL COMMUNITY AND PREVENTION PARTNERS. THE SIP INCLUDES SPECIFIC ACTION STEPS, TIMEFRAMES, AND IMPROVEMENT TARGETS AND IS APPROVED BY THE BOS AND CDSS. THE PLAN IS A COMMITMENT TO SPECIFIC MEASURABLE IMPROVEMENTS IN PERFORMANCE OUTCOMES THAT THE COUNTY WILL ACHIEVE WITHIN A DEFINED TIMEFRAME INCLUDING PREVENTION STRATEGIES. COUNTIES, IN PARTNERSHIP WITH THE STATE, UTILIZE QUARTERLY DATA REPORTS TO TRACK PROGRESS. THE PROCESS IS A CONTINUOUS CYCLE AND THE COUNTY SYSTEMATICALLY ATTEMPTS TO IMPROVE OUTCOMES. THE SIP IS UPDATED YEARLY AND THUS, BECOMES ONE MECHANISM THROUGH WHICH COUNTIES REPORT ON PROGRESS TOWARD MEETING AGREED UPON IMPROVEMENT GOALS. THIS REPORT IS OUR SECOND ANNUAL REPORT ON OUR PROGRESS.

SIP Progress Narrative

A. STAKEHOLDERS PARTICIPATION

NAPA COUNTY CHILD WELFARE SERVICES (CWS) EMPLOYS A BATTERY OF CHECKS AND BALANCES TO REVIEW IN DETAIL THE IMPLEMENTATION AND MONITORING OF OUR SYSTEM IMPROVEMENT PLAN (SIP). WE HAVE DEVELOPED A THREE PRONGED APPROACH WHICH BEGINS WITH OUR OWN INTERNAL MONTHLY REVIEW AND IMPLEMENTATION WITHIN OUR CHILD LEADERSHIP TEAM. AT THIS TIME WE REVIEW ACTION STEPS, STATUS OF IMPLEMENTATION STEPS, AND TIMELINES FOR CURRENT ACTION STEPS AND THOSE PENDING IN THE FUTURE. THE SECOND PRONG IS THROUGH THE TECHNICAL ASSISTANCE OF CDSS AND THE QUARTERLY MONITORING MEETINGS WE HAVE JOINTLY WITH THE OUTCOMES AND ACCOUNTABILITY DIVISION AND NAPA COUNTY JUVENILE PROBATION. THE THIRD PRONG IS AN ANNUAL CONVENING OF STAKEHOLDERS TO REVIEW IMPLEMENTATION OF SIP STRATEGIES FOR EFFICACY AND FIDELITY.

FOR THIS REPORTING PERIOD, WE DECIDED TO CONVENE A CLUSTER OF STAKEHOLDERS TO REVIEW SPECIFIC SIP STRATEGIES THAT WE HAVE MADE THE MOST PROGRESS TOWARDS COMPLETING. WE OPTED TO CONVENE A SMALLER GROUP IN AN ATTEMPT TO GET A MORE TARGETED ASSESSMENT OF THE WORK THAT WE'VE DONE AND TO ELICIT INFORMATION ON HOW WE COULD POTENTIALLY CONTINUE BUILDING ON THE STEPS THAT WE'VE TAKEN. THIS YEAR WE REVIEWED STRATEGY 4, OUR DOMESTIC VIOLENCE COLLABORATIVE, STRATEGY 5, OUR CONCURRENT PLANNING POLICY, AND STRATEGY 9, THE PROGRAM DEVELOPMENT AROUND OUR NEW IN HOUSE ADOPTIONS PROGRAM. WE INVITED STAKEHOLDERS WHO HAD LOGICAL AND PROFESSIONAL CONNECTIONS TO THESE EFFORTS INCLUDING MEMBERS FROM THE NAPA POLICE DEPARTMENT, NAPA EMERGENCY WOMEN'S SERVICES (NEWS), LILLIPUT CHILDREN'S SERVICES, COPE FAMILY CENTER, ALDEA CHILDREN AND FAMILY SERVICES, AND PARENTSCAN.

WE UTILIZED THIS OPPORTUNITY TO GIVE A BRIEF UPDATE ON THE CURRENT STATUS OF OUR SIP AND WHERE WE STAND IN THE PROCESS. WE DECIDED TO USE THE MODEL OF A SMALLER GATHERING OF A SELECT GROUP OF STAKEHOLDERS IN AN ATTEMPT TO KEEP THE MEETING CANDID AND HELPFUL. IT IS OUR OPINION THAT THIS METHODOLOGY IS AND WAS THE BEST MODEL FOR US TO GATHER THE INFORMATION WE NEED TO CONTINUE TO IMPROVE SERVICES TO NAPA COUNTY. NO LARGE CONVENING OF STAKEHOLDERS IS ANTICIPATED AT THIS TIME BEFORE OUR NEXT COUNTY SELF ASSESSMENT (CSA) CYCLE. WE WILL CONTINUE TO PULL STAKEHOLDERS FROM THE LARGER GROUP WHO PARTICIPATED IN OUR CSA FOR THIS CYCLE IN THIS FASHION.

IN THIS REPORTING PERIOD, NAPA COUNTY JUVENILE PROBATION HAS CONTINUED TO WORK WITH LOCAL AGENCIES AND COMMUNITY PROVIDERS TO IMPROVE THE DELIVERY OF SERVICES TO YOUTH WHO ARE AT RISK OF OUT OF HOME CARE AND TO YOUTH WHO RETURN TO THE COMMUNITY FROM OUT OF HOME CARE. WE

HAVE RECOGNIZED THE NEED FOR EARLIER IMPLEMENTATION OF OUR WRAP-AROUND PROGRAM, NEXUS, TO BETTER PREVENT PLACEMENT AND TO EXPLORE METHODS OF IDENTIFYING THESE YOUTH AND FAMILIES SOONER. WE HAVE INCREASED OUR USE OF NEXUS TO FACILITATE EARLIER REUNIFICATION FOR YOUTH IN PLACEMENT. WE HAVE HAD ONGOING DISCUSSIONS WITH THE PLACEMENT PROGRAMS WE USE TO HELP THEM UNDERSTAND OUR PHILOSOPHY REGARDING TIMELY REUNIFICATION. PLACEMENT OFFICERS HAVE FOUND THESE CONVERSATIONS TO BE WELL RECEIVED AS THE PROGRAMS WE CHOOSE TO WORK WITH ARE BECOMING INCREASINGLY KNOWLEDGEABLE ABOUT CURRENT RESEARCH AND EVIDENCE BASED PRACTICES.

THE STRONG COLLABORATIVE RELATIONSHIPS WE HAVE WITH CWS, VOICES, ALDEA, NCOE, AND NVUSD, CONTINUE TO BE AN IMPORTANT PART OF OUR STRATEGIES AND WE HAVE ADDED TO THOSE EFFORTS THIS PAST YEAR WITH THE DEVELOPMENT AND IMPLEMENTATION OF THE PATHWAYS TO WELL-BEING PROGRAM, (FORMERLY KATIE A.) AND A NEW COMMUNITY COLLABORATION TO IDENTIFY AND TREAT COMMERCIALY SEXUALLY EXPLOITED CHILDREN (CSEC).

NO STAKEHOLDER CONVENING IS ANTICIPATED AT THIS TIME AS THE FEEDBACK FROM OUR COMMUNITY PARTNERS IS ONGOING AND HAS BEEN POSITIVE. HOWEVER, WE HAVE HAD DISCUSSIONS ABOUT DEVELOPING A SURVEY TO SOLICIT INPUT FROM PARENTS AND CARE PROVIDERS, AS WELL AS YOUTH, WHO HAVE BEEN THROUGH THE JUVENILE PROBATION PLACEMENT PROCESS. WE RECOGNIZE THAT THEIR EXPERIENCES, OPINIONS, AND PERSPECTIVES CAN HELP US IMPROVE OUR PRACTICES.

B. CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS

CHILD WELFARE SERVICES

FOR THE PURPOSES OF THIS SECTION OF THIS REPORT:

1. ALL BASELINE DATA IS TAKEN FROM CALIFORNIA CHILD WELFARE INDICATORS PROJECT: NEEDELL, B., WEBSTER, D., ARMIJO, M., LEE, S., DAWSON, W., MAGRUDER, J., EXEL, M., CUCCARO-ALAMIN, S., PUTNAM-HORNSTEIN, E., KING, B., MORRIS, Z., SANDOVAL, A., YEE, H., MASON, F., BENTON, C., & PIXTON, E. (2015). *CCWIP REPORTS*. OCTOBER 2012 QUARTERLY DATA REPORT, QUARTER 2, RETRIEVED 9/27/12, FROM UNIVERSITY OF CALIFORNIA AT BERKELEY CALIFORNIA CHILD WELFARE INDICATORS PROJECT WEBSITE. URL: [HTTP://CSSR.BERKELEY.EDU/UCB_CHILDWELFARE](http://cssr.berkeley.edu/ucb_childwelfare)
2. ALL CURRENT PERFORMANCE DATA IS TAKEN FROM CALIFORNIA CHILD WELFARE INDICATORS PROJECT: NEEDELL, B., WEBSTER, D., ARMIJO, M., LEE, S., DAWSON, W., MAGRUDER, J., EXEL, M., CUCCARO-ALAMIN, S., PUTNAM-HORNSTEIN, E., KING, B., MORRIS, Z., SANDOVAL, A., YEE, H., MASON, F., BENTON, C., & PIXTON, E. (2015). *CCWIP REPORTS*. APRIL 2015 DATA EXTRACT, QUARTER 4 2014, RETRIEVED 3/25/15, FROM UNIVERSITY OF CALIFORNIA AT

BERKELEY CALIFORNIA CHILD WELFARE INDICATORS PROJECT WEBSITE. URL:
[HTTP://CSSR.BERKELEY.EDU/UCB_CHILDWELFARE](http://cssr.berkeley.edu/ucb_childwelfare)

C1.1: REUNIFICATION WITHIN 12 MONTHS (EXIT COHORT)

BASELINE PERFORMANCE - OF ALL CHILDREN DISCHARGED FROM FOSTER CARE TO REUNIFICATION, FROM JULY 1ST 2011 THROUGH JUNE 30TH 2012, WHO HAD BEEN IN FOSTER CARE FOR 8 DAYS OR LONGER, 65.3% OR 32 OUT OF 49, WERE REUNIFIED IN LESS THAN 12 MONTHS FROM THE DATE OF THE LATEST REMOVAL FROM HOME.

CURRENT PERFORMANCE - OF ALL CHILDREN DISCHARGED FROM FOSTER CARE TO REUNIFICATION, FROM JANUARY 1ST 2014 THROUGH DECEMBER 31ST 2014, WHO HAD BEEN IN FOSTER CARE FOR 8 DAYS OR LONGER, 46.9% OR 15 OUT OF 32, WERE REUNIFIED IN LESS THAN 12 MONTHS FROM THE DATE OF THE LATEST REMOVAL FROM HOME. THIS IS BELOW THE NATIONAL STANDARD OF ABOVE 75.2% OR A DIFFERENCE OF 9 MORE CASES REUNIFYING WITHIN 12 MONTHS. THIS IS A DECREASE IN PERFORMANCE FROM OUR BASELINE PERFORMANCE AND FURTHER FROM OUR TARGET IMPROVEMENT GOAL OF 75.5%.

ANALYSIS – THIS IS THE SECOND COUNTY SIP WITH THIS MEASURE AS AN AREA OF FOCUS. IT HAS BEEN OUR EXPERIENCE THAT, AS A COUNTY SERVING RELATIVELY SMALL NUMBERS OF FAMILIES, OUR PERFORMANCE IN CERTAIN MEASURES SUCH AS THIS ONE, TENDS TO BE VOLATILE AND CAN SHOW SIGNIFICANT FLUCTUATIONS WHEN JUST A FEW FAMILIES FALL BELOW THE STANDARD.

IN ANALYZING OUR CURRENT PERFORMANCE, WE NOTED SEVERAL FACTORS AFFECTING THIS MEASURE. WE HAVE SEEN AN INCREASE IN ENTRIES FOR THE SECOND CONSECUTIVE YEAR AS WELL AS A DRAMATIC INCREASE IN BOTH OUR IN-CARE RATES FROM JULY 1, 2014 AND OUR SUBSTANTIATION RATES FOR CALENDAR YEAR 2014. THERE IS A CORRELATION BETWEEN INCREASED ENTRIES AND MORE CHILDREN IN CARE WITH OUR MEDIAN TIME TO REUNIFICATION. THEY INCREASE OR DECREASE IN DIRECT RELATION TO EACH OTHER. WITH MORE KIDS IN CARE, THE NUMBER OF CASES PER WORKER RISES. THIS MEANS THERE IS AN INCREASE IN WORKLOAD. WITH INCREASED WORKLOAD, STATISTICALLY SPEAKING, COMES MORE OPPORTUNITY FOR DELAYS.

ALTHOUGH WE SEE A SLIGHT INCREASE IN THE MEDIAN TIME TO REUNIFICATION IT IS IMPORTANT TO NOTE THAT OUR AVERAGE IS JUST OVER 12 MONTHS AT 12.5 MONTHS. WE HAVE CONTINUED TO SEE THE EXACT SAME TREND FOR THE PAST THREE YEARS WHERE WE HAVE EXPERIENCED A SIGNIFICANT INCREASE IN CONTESTS AND CONTINUANCES IN JUVENILE COURT. AN IMPORTANT TASK EARLY IN A CASE IS FOR THE PARENT TO PARTICIPATE IN A JURISDICTIONAL INTERVIEW AND A DISPOSITIONAL INTERVIEW. AS EXPECTED, IN THE BEGINNING OF MANY CASES, PARENTS ARE MORE DIFFICULT TO ENGAGE IN THESE INTERVIEWS. THEY OFTEN DO NOT SHOW FOR THEIR APPOINTMENTS, THUS THERE IS NO ABILITY TO GATHER THE NECESSARY INFORMATION FOR THE COURT REPORTS. THIS THEN LEADS TO A REQUEST TO CONTINUE THE JURISDICTION

AND/OR DISPOSITION HEARINGS TO ALLOW FOR THE PARENT TO PARTICIPATE IN THIS INTERVIEWING AND FACT GATHERING PROCESS AS IT IS PART OF THEIR DUE PROCESS. ADDITIONALLY, OUR COURT PROCESS CAN BE QUITE ADVERSARIAL, LEADING TO MANY CONTESTED JURISDICTION (AND SOMETIMES DISPOSITION) HEARINGS. BOTH OF THESE FACTORS LEAD TO THE DELAY WHICH APPEARS TO BE RELATED TO PERFORMANCE ON THIS MEASURE. WE HAVE BEEN GRADUALLY SWITCHING OUR SOCIAL WORK PRACTICE MODEL MORE TOWARDS SAFETY ORGANIZED PRACTICE(SOP) IN AN ATTEMPT TO BETTER CONNECT SERVICES TO THE ORIGINAL BEHAVIORS THAT LED TO REMOVAL IN THE FIRST PLACE. IT IS OUR HOPE THAT THIS CLOSER LINK WILL HELP PARENTS SEE THEIR WAY THROUGH THE PROCESS TOWARDS MORE TIMELY AND LASTING REUNIFICATION.

C1.4: Re-entry Following Reunification

BASELINE PERFORMANCE - OF ALL CHILDREN DISCHARGED FROM FOSTER CARE TO REUNIFICATION FROM JULY 1ST 2010 THROUGH JUNE 30TH 2011, 6.0%, OR 3 OUT OF 50, REENTERED FOSTER CARE IN LESS THAN 12 MONTHS FROM THE DATE OF THE EARLIEST DISCHARGE TO REUNIFICATION.

CURRENT PERFORMANCE - OF ALL CHILDREN DISCHARGED FROM FOSTER CARE TO REUNIFICATION FROM JANUARY 1ST 2013 THROUGH DECEMBER 31ST 2013, 17.9%, OR 5 OUT OF 28, REENTERED FOSTER CARE IN LESS THAN 12 MONTHS FROM THE DATE OF THE EARLIEST DISCHARGE TO REUNIFICATION. THIS IS ABOVE THE NATIONAL STANDARD OF BELOW 9.9%, OR A DIFFERENCE OF 3 LESS CASES RE-ENTERING. THIS IS A DECREASE IN PERFORMANCE FROM OUR BASELINE PERFORMANCE AND IS FURTHER FROM OUR TARGET IMPROVEMENT GOAL OF 4.0%.

ANALYSIS –IN 2010, OUR RE-ENTRY RATE WAS 0%. WE HAVE SINCE THEN SEEN OUR NUMBERS REMAIN ABOVE THE STANDARD FOR TWO CONSECUTIVE YEARS. IT IS IMPORTANT TO NOTE, HOWEVER, THAT THIS MEASURE IS A ROLLING 12 MONTH TIME PERIOD. THIS MEANS THAT RE-ENTRY CASES SHOW UP FOR 4 CONSECUTIVE PULLS OF DATA BEFORE LEAVING THIS LIST.

IN REVIEW OF OUR RE-ENTRY CASES, THERE ARE THREE ASPECTS TO THESE CASES THAT SURFACE. THE FIRST IS THAT THERE IS A RELATIVELY HIGH PERCENTAGE OF SIBLING SETS (3 SIBLING SETS OUT OF 9 TOTAL FAMILIES IMPACTED – 33.3%). THE SECOND IS THAT ALL OF THESE CASES WERE ONES THAT INCLUDED MENTAL ILLNESS AND HIGH LEVELS OF CASE MANAGEMENT. THESE ARE CASES THAT WE HAVE HAD HISTORY WITH FOR YEARS. THE THIRD, WHICH IS A TREND THAT HAS CONTINUED FOR THE LAST TWO YEARS, IS THAT EACH RE-ENTRY WAS FROM AN OPEN FAMILY MAINTENANCE CASE, I.E., SERVICES HAD NEVER BEEN DISCONTINUED.

THIS IS A MEASURE THAT WE HAVE BEEN FOCUSED ON FOR A NUMBER OF YEARS. WE HAVE DECIDED TO ATTACK THIS ISSUE FROM MULTIPLE ANGLES. THE FIRST ANGLE IS TO SWITCH FROM REVIEWING CASES RETROACTIVELY (I.E. LOOKING AT THOSE THAT RE-ENTERED OVER A YEAR AGO) TO REVIEWING ON A FLOW BASIS. WE HAVE DEVELOPED AN IN HOUSE REPORT THAT TAGS THESE CASES AS THEY OCCUR AND ANALYZE

THESE RE-ENTRIES IN A STANDING MONTHLY MEETING. THE SECOND ANGLE IS TO LOOK AT BOTH THE ASSESSMENT PROCESS THAT LED TO REUNIFICATION AND WHAT OCCURRED THAT BROUGHT THEM BACK INTO THE SYSTEM. IN OUR STRUCTURED CASE REVIEWS WE HAVE THE SUPERVISOR THAT WAS ASSIGNED AT THE TIME OF REUNIFICATION, PRESENT CASE INFORMATION CONCERNING THE ASSESSMENT PROCESS FOR REUNIFICATION. WE ALSO HAVE AN INDEPENDENT THIRD PARTY SUPERVISOR REVIEW THE ASSESSMENT, SERVICES ORDERED, AND THE CIRCUMSTANCES THAT CAUSED RE-ENTRY.

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

BASELINE PERFORMANCE - OF ALL CHILDREN IN FOSTER CARE FOR 17 CONTINUOUS MONTHS OR LONGER ON JULY 1ST 2011, 31.3%, OR 10 OUT OF 32, WERE DISCHARGED TO A FINALIZED ADOPTION BY JUNE 30TH 2012.

CURRENT PERFORMANCE - OF ALL CHILDREN IN FOSTER CARE FOR 17 CONTINUOUS MONTHS OR LONGER ON JANUARY 1ST 2014, 37.5%, OR 12 OUT OF 32, WERE DISCHARGED TO A FINALIZED ADOPTION BY DECEMBER 31ST 2014. THIS IS ABOVE THE NATIONAL STANDARD OF ABOVE 22.7%. THIS IS AN INCREASED PERFORMANCE FROM OUR BASELINE PERFORMANCE AND IS CLOSER TO OUR TARGET IMPROVEMENT GOAL OF 50.0%.

ANALYSIS – WE HAVE HAD GREAT SUCCESS WITH OUR ADOPTIONS PROGRAM, BUT IT WAS NOT WITHOUT SOME GROWING PAINS. THERE ARE TWO SIGNIFICANT CONTRIBUTING FACTORS TO OUR PERFORMANCE IN THIS MEASURE SINCE NAPA COUNTY ASSUMED RESPONSIBILITY FOR THE ADOPTION PROGRAM IN JULY 2012.

THE FIRST WAS REPORTED LAST YEAR AND IS A SHIFT IN PHILOSOPHY REGARDING THE ADOPTABILITY OF CHILDREN. WE DECIDED TO MAKE A THOROUGH REVIEW OF CHILDREN AND YOUTH IN LONG TERM FOSTER CARE AND ATTEMPT TO ACHIEVE PERMANENCY FOR THEM AS A PRIORITY. A NUMBER OF CHILDREN PREVIOUSLY DEEMED “UNADOPTABLE” HAVE NOW BEEN MOVED INTO THE ADOPTION TRACK AND SEVERAL ADOPTIONS OF THESE CHILDREN HAVE BEEN FINALIZED. THIS DECISION TO TACKLE LONG TERM FOSTER CARE ACCOUNTS FOR THE SLIGHT DIP IN PERFORMANCE OVER THE FIRST 18 MONTHS OF OUR PROGRAM. JUST AS WE PREDICTED IN LAST YEAR’S SIP UPDATE, WE CONTINUED TO PERFORM UNDER THE NATIONAL STANDARD FOR A TIME. WE ARE JUST NOW BEGINNING TO SEE THE FRUITS OF OUR LABOR.

THE SECOND SIGNIFICANT CONTRIBUTING FACTOR IS WHAT WE CALL GROWING PAINS IN OUR PROGRAM. WE SAW AN UNPRECEDENTED INCREASE IN OUR ADOPTION WORKER CASELOADS IN THE FIRST SIX MONTHS OF OUR PROGRAM. WE STARTED WITH ONLY TWO WORKERS AND VERY QUICKLY REALIZED THE CASELOAD WAS UNREALISTIC FOR THEM TO CARRY. WE ADDED A THIRD AND THEN A FOURTH SIX MONTHS LATER. AFTER

BALANCING THE CASELOAD APPROPRIATELY AND MOVING A LARGE PORTION OF OUR LONG TERM FOSTER CARE YOUTH TO ADOPTION WE HAVE SUCCESSFULLY IMPROVED THIS MEASURE!

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

BASELINE PERFORMANCE - OF ALL CHILDREN SERVED IN FOSTER CARE FROM JULY 1ST 2011 THROUGH JUNE 30TH 2012, WHO WERE IN FOSTER CARE FOR AT LEAST 8 DAYS BUT LESS THAN 12 MONTHS, 76.1%, OR 54 OUT OF 71, HAD TWO OR FEWER PLACEMENT SETTINGS.

CURRENT PERFORMANCE - OF ALL CHILDREN SERVED IN FOSTER CARE FROM JANUARY 1ST 2014 THROUGH DECEMBER 31ST 2014, WHO WERE IN FOSTER CARE FOR AT LEAST 8 DAYS BUT LESS THAN 12 MONTHS, 82.9%, OR 68 OUT OF 82, HAD TWO OR FEWER PLACEMENT SETTINGS. THIS IS BELOW THE NATIONAL STANDARD OF ABOVE 86.0%, OR A DIFFERENCE OF 2 MORE CASES WITH TWO OR FEWER PLACEMENT SETTINGS. THIS IS AN INCREASED PERFORMANCE COMPARED TO OUR BASELINE PERFORMANCE AND IS CLOSER TO OUR TARGET IMPROVEMENT GOAL OF 90.1%.

ANALYSIS – THIS HAS BEEN A MEASURE THAT WE HAVE PRIORITIZED FOR TWO SIP CYCLES NOW. NAPA COUNTY’S TREND HAS CONSISTENTLY IMPROVED SINCE 2011. WE ARE CONSISTENTLY PERFORMING NEAR THE NATIONAL STANDARD. WE HAVE INSTITUTED SEVERAL TYPES OF ADMINISTRATIVE REVIEWS (PERMANENCY REVIEWS OF ALL CHILDREN WHO HAVE BEEN IN CARE LONGER THAN 24 MONTHS; GROUP HOME PLACEMENT REVIEWS; ADMINISTRATIVE REVIEWS PRIOR TO A RECOMMENDATION OF LONG TERM FOSTER CARE). WE ARE HOPEFUL THAT OUR CONTINUED FOCUS ON PERMANENCY WILL LEAD TO POSITIVE EXITS FROM CARE FOR THIS POPULATION. OUR GOAL IS TO ADDRESS THIS SUBSET OF PLACEMENT STABILITY AND ACHIEVE STABILITY EARLY IN ORDER TO TRICKLE DOWN SUCCESS IN THE 24 MONTHS OR LONGER SUBSET.

STATISTICALLY SPEAKING, THIS MEASURE HAS DECREASED IN PERFORMANCE AS OUR IN-CARE RATES HAVE INCREASED DRAMATICALLY AND OUR CASELOADS HAVE GROWN. ONE FACTOR THAT HAS TO RISE WITH CASELOADS AND IN-CARE RATES IS THAT OF AVAILABLE FOSTER HOMES AND RELATIVES WHO ARE WILLING TO HAVE YOUTH PLACED WITH THEM. HOWEVER, WE ARE ACTUALLY SEEING THE FRUITS OF OUR LABOR IN SUCCESSES IN C4.3. WE HAVE SEEN AN INCREASE IN PLACEMENT STABILITY IN THE LONG TERM AND WE BELIEVE IT IS DUE TO OUR FOCUS ON PREVENTION EARLY ON IN THE LIFE OF THE EPISODES. WE ARE MAKING A CONCERTED EFFORT TO PLACE WITH RELATIVES OR NON-RELATED EXTENDED FAMILY MEMBERS (NREFM) WHEN POSSIBLE AND APPROPRIATE. THIS IS NOT ALWAYS ABLE TO OCCUR FOR THE CHILD’S INITIAL PLACEMENT AS A THOROUGH ASSESSMENT OF ANY INTERESTED RELATIVE/NREFM IS DONE IN JOINT EFFORT BY THE PRIMARY SOCIAL WORKER AND THE CONCURRENT PLANNING WORKER TO ENSURE THAT THE INTERESTED RELATIVE OR NREFM IS NOT ONLY APPROPRIATE FOR PLACEMENT, BUT CAN ALSO SERVE AS A VIABLE CONCURRENT PLACEMENT.

JUVENILE PROBATION

FOR THE PURPOSES OF THIS SECTION OF THIS REPORT:

1. ALL BASELINE DATA IS TAKEN FROM CALIFORNIA CHILD WELFARE INDICATORS PROJECT: NEEDELL, B., WEBSTER, D., ARMIJO, M., LEE, S., DAWSON, W., MAGRUDER, J., EXEL, M., CUCCARO-ALAMIN, S., PUTNAM-HORNSTEIN, E., KING, B., MORRIS, Z., SANDOVAL, A., YEE, H., MASON, F., BENTON, C., & PIXTON, E. (2015). *CCWIP REPORTS*. OCTOBER 2012 QUARTERLY DATA REPORT, QUARTER 2, RETRIEVED 9/27/12, FROM UNIVERSITY OF CALIFORNIA AT BERKELEY CALIFORNIA CHILD WELFARE INDICATORS PROJECT WEBSITE. URL:
[HTTP://CSSR.BERKELEY.EDU/UCB_CHILDWELFARE](http://cssr.berkeley.edu/ucb_childwelfare)
2. ALL CURRENT PERFORMANCE DATA IS TAKEN FROM CALIFORNIA CHILD WELFARE INDICATORS PROJECT: NEEDELL, B., WEBSTER, D., ARMIJO, M., LEE, S., DAWSON, W., MAGRUDER, J., EXEL, M., CUCCARO-ALAMIN, S., PUTNAM-HORNSTEIN, E., KING, B., MORRIS, Z., SANDOVAL, A., YEE, H., MASON, F., BENTON, C., & PIXTON, E. (2015). *CCWIP REPORTS*. APRIL 2015 DATA EXTRACT, QUARTER 4 2014, RETRIEVED 3/25/15, FROM UNIVERSITY OF CALIFORNIA AT BERKELEY CALIFORNIA CHILD WELFARE INDICATORS PROJECT WEBSITE. URL:
[HTTP://CSSR.BERKELEY.EDU/UCB_CHILDWELFARE](http://cssr.berkeley.edu/ucb_childwelfare)

C1.1: REUNIFICATION WITHIN 12 MONTHS (EXIT COHORT)

BASELINE PERFORMANCE-OF ALL CHILDREN DISCHARGED FROM FOSTER CARE TO REUNIFICATION- FROM JULY 1ST 2011 THROUGH JUNE 30TH 2012, WHO HAD BEEN IN FOSTER CARE FOR 8 DAYS OR LONGER, 37.5 %, OR 3 OUT OF 8, WERE REUNIFIED IN LESS THAN 12 MONTHS FROM THE DATE OF LAST REMOVAL FROM HOME.

CURRENT PERFORMANCE - OF ALL CHILDREN DISCHARGED FROM FOSTER CARE TO REUNIFICATION FROM JANUARY 1ST 2014 THROUGH DECEMBER 31ST 2014, WHO HAD BEEN IN FOSTER CARE FOR 8 DAYS OR LONGER, 68.8%, OR, 11 OUT OF 16 WERE REUNIFIED IN LESS THAN 12 MONTHS. THIS IS BELOW THE NATIONAL STANDARD OF 75.2%, HOWEVER, IT IS A SIGNIFICANT INCREASE FROM OUR BASELINE PERFORMANCE.

ANALYSIS - ALTHOUGH STILL BELOW THE NATIONAL GOAL, PROBATION'S PERFORMANCE IN THIS AREA HAS CONSISTENTLY IMPROVED IN EVERY TIME PERIOD SINCE OCTOBER OF 2011. ADDITIONALLY, THE NUMBER OF YOUTH IN PLACEMENT THROUGH PROBATION HAS STEADILY DECREASED DURING THAT TIME FRAME. SINCE IMPLEMENTATION OF OUR SIP IN JUNE OF 2013, OUR PERFORMANCE OF 37.5% HAS INCREASED MORE THAN 30%. WE HAVE MADE SIGNIFICANT CHANGES IN OUR CASE SCREENING POLICY WHICH ALLOWS US TO BETTER IDENTIFY SERVICES FOR THE YOUTH AND FAMILY TO SUPPORT REUNIFICATION. WE HAVE INCREASED CONTACT WITH PARENTS TO ENCOURAGE MORE INVOLVEMENT AND SUPPORT FOR YOUTH IN PROGRAMS.

MOST IMPACTFUL OF ALL, IS THE EDUCATION ABOUT THE VALUE OF REUNITING FAMILIES AND EMBRACING YOUTH BACK INTO THE COMMUNITY THAT PROBATION OFFICERS ARE PROVIDING TO PROGRAM STAFF.

C1.2: MEDIAN TIME TO REUNIFICATION (EXIT COHORT)

BASELINE PERFORMANCE - OF ALL YOUTH IN CARE WHO REUNITED FROM JULY 1ST 2011 TO JUNE 30TH 2012, THE MEDIAN TIME TO REUNIFICATION WAS 12.2 MONTHS.

CURRENT PERFORMANCE - OF ALL YOUTH IN CARE WHO REUNITED FROM JANUARY 1ST 2014 THROUGH DECEMBER 31ST, 2014, THE MEDIAN TIME TO REUNIFICATION WAS 11.1 MONTHS. PROBATION'S PERFORMANCE IN THIS AREA IS BELOW THE NATIONAL STANDARD OF REUNIFICATION WITHIN 5.4 MONTHS.

ANALYSIS - OUR BASELINE DATA FOR THIS MEASURE WAS 12.2 MONTHS AND WE HAVE LOWERED THIS AVERAGE BY 9%. WE CONTINUE TO WORK TOWARD OUR GOAL OF REUNIFICATION WITHIN 6 MONTHS. AS STATED IN THE SIP, PROBATION YOUTH ARE REMOVED FROM THEIR HOMES AT LEAST PARTIALLY DUE TO CRIMINAL BEHAVIOR AND ARE TYPICALLY PLACED IN TREATMENT PROGRAMS TO ADDRESS THESE BEHAVIORS. IT IS IMPERATIVE THAT YOUTH RECEIVE APPROPRIATE TREATMENT SO WE WILL CONTINUE TO WORK WITH PROVIDERS TO EXPEDITE REUNIFICATION WHILE STILL BEING MINDFUL THAT YOUTH ARE RECEIVING APPROPRIATE TREATMENT.

C1.3: REUNIFICATION WITHIN 12 MONTHS (ENTRY COHORT)

BASELINE PERFORMANCE - OF ALL YOUTH ENTERING FOSTER CARE FOR THE FIRST TIME BETWEEN JANUARY 1ST, 2012 TO JUNE 30, 2012, 30%, OR 3 OF 10 YOUTH, WERE DISCHARGED FROM CARE IN LESS THAN 12 MONTHS FROM REMOVAL.

CURRENT PERFORMANCE - OF ALL YOUTH WHO ENTERED FOSTER CARE FOR THE FIRST TIME FROM JULY 1ST 2013 TO DECEMBER 31ST 2013, 44.4% OR 4 OF 9 YOUTH, WERE REUNITED IN LESS THAN 12 MONTHS.

ANALYSIS - OUR PERFORMANCE HAS IMPROVED FROM THE BASELINE DATA BY 48.1% AND WE HAVE MOVED CLOSER TO ACHIEVING THE NATIONAL STANDARD OF 48.4% THE CHALLENGES WE FACE IN IMPROVING OUR PERFORMANCE IN THIS AREA HAVE BEEN DISCUSSED IN THE ANALYSIS OF MEASURE C1-2. WE ARE FOCUSING ON FAMILY ENGAGEMENT STRATEGIES TO REDUCE THE TIME TO REUNIFICATION.

C4.2: PLACEMENT STABILITY (12-24 MONTHS IN CARE)

BASELINE PERFORMANCE - OF ALL CHILDREN IN FOSTER CARE FOR AT LEAST 12 MONTHS BUT LESS THAN 24 MONTHS FROM JULY 1ST 2011 AND JUNE 30TH 2012, 60%, OR 6 OUT OF 10 YOUTH HAD TWO OR FEWER PLACEMENTS.

CURRENT PERFORMANCE - OF ALL YOUTH IN FOSTER CARE FROM JANUARY 1ST 2014 TO DECEMBER 31ST 2014 WHO WERE IN CARE FOR AT LEAST 12 MONTHS BUT LESS THAN 24 MONTHS, 75%, OR 6 OUT OF 8 YOUTH, HAD TWO OR FEWER PLACEMENTS. PROBATION EXCEEDED THE NATIONAL STANDARD OF 65.4%.

ANALYSIS - OUR OVERALL IMPROVEMENT IN THIS AREA FROM OUR BASELINE DATA HAS BEEN 25%. WE HAVE TAKEN SIGNIFICANT STEPS TO INCREASE PLACEMENT STABILITY FOR OUR YOUTH IN CARE. THE RESTRUCTURING OF OUR SCREENING PROCESS HAS BEEN INSTRUMENTAL IN DRILLING DOWN AND IDENTIFYING THE SPECIFIC NEEDS OF YOUTH AND FAMILIES TO SUPPORT THE MOST APPROPRIATE PLACEMENT CHOICE FOR EACH YOUTH. IN THE COMING YEAR, WE WILL CONTINUE TO WORK ON MORE ROBUST CASE PLANNING WITH YOUTH AND MORE SUBSTANTIVE CONCURRENT PLANNING THAT WILL CONTRIBUTE TO PLACEMENT STABILITY.

C. STATUS OF STRATEGIES

STRATEGY 1 – INCREASE COLLABORATION WITH THE LATINO COMMUNITY

ANALYSIS

OUR FOCUS ON OUR COLLABORATION WITH THE LATINO COMMUNITY REMAINS ON RECRUITING, TRAINING AND RETENTION OF BILINGUAL/MONOLINGUAL FOSTER FAMILIES. OUR OUTREACH TO THE LATINO COMMUNITY TOWARD THIS EFFORT HAS BEEN A SUSTAINED EFFORT. WE CONTINUALLY PROVIDE ORIENTATIONS IN SPANISH. ALL OUR RECRUITMENT MATERIALS, INCLUDING OUR RECRUITMENT FLYER IS AVAILABLE IN BOTH ENGLISH AND SPANISH. WE ALSO BEGAN TO OFFER OUR INDUCTION TRAINING (P.R.I.D.E.) IN SPANISH IN 2013 AS WELL. OUR FAITH BASED INITIATIVE (FBI) HAS BEEN A CONTINUOUS PART OF OUR SUCCESS TOWARDS THIS GOAL. THIS EFFORT INVOLVES NOT ONLY ACTIVELY RECRUITING FOR FOSTER FAMILIES BUT ALSO RECRUITING FAMILIES/ORGANIZATIONS TO SUPPORT FOSTER FAMILIES, E.G., AGREEING TO PREPARING AND DELIVERING A MEAL TO A FOSTER FAMILY WHEN THEY HAVE RECEIVED A NEW PLACEMENTS OR BECOMING LICENSED WITH THE PURPOSE OF PROVIDING RESPITE TO FOSTER FAMILIES. OUR FBI NOW INCLUDES SOME CHURCHES WITH A PRIMARILY LATINO CONGREGATION.

IN ADDITION, WE HAVE BEEN WORKING CLOSELY WITH OUR KINSHIP SUPPORT SERVICES CONTRACTOR TOWARD THE GOAL OF PROVIDING ALL SERVICES AND DOCUMENTATION IN ENGLISH AND SPANISH. THIS WILL CONTINUE TO BE AN ONGOING PROCESS.

ONE SUCCESS THAT WE HAVE RECENTLY DEVELOPED IS A GRASS ROOT, SOCIAL WORKER LED LATINO FAMILY ENGAGEMENT COMMITTEE CALLED UNIDOS EN ACCION. THIS COMMITTEE HAS GONE THE EXTRA MILE AND HAS ALREADY MADE SWIFT DECISIONS TO HELP US ENGAGE WITH OUR LATINO COMMUNITY BY INCLUDING

CULTURALLY RELEVANT ARTWORK IN OUR BUILDING, SPANISH BOOKS IN OUR VISIT ROOMS, AND SPECIFIC CULTURAL GAMES FOR OUR FAMILIES TO PLAY.

ACTION STEP STATUS

ALL ACTION STEPS HAVE OCCURRED WITHIN THE TIMELINES OUTLINE IN OUR SIP.

METHOD OF EVALUATION AND/OR MONITORING

NAPA COUNTY USES BUSINESS OBJECTS REPORTS DEVELOPED TO EXTRACT DEMOGRAPHIC INFORMATION SUCH AS CAPACITY, ETHNICITY, PRIMARY LANGUAGE ETC. WE UTILIZE THIS TO MONITOR RECRUITMENT OF NEW HOMES AS WELL AS RETENTION. ONCE A MONTH, WE REVIEW ALL PERFORMANCE OUTCOMES AND PROGRESS ON SIP ACTIVITIES DURING OUR CHILDREN'S LEADERSHIP TEAM MEETING TO ENSURE A CONTINUED FOCUS ON EACH STRATEGY.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

AS AN ADDITIONAL STRATEGY TOWARDS COLLABORATION THAT WE HAVE UTILIZED IS AN ANNUAL SURVEY GIVEN BY TELEPHONE TO OUR MONOLINGUAL LATINO CLIENTS. WE HAVE USED THIS TO HELP US TARGET SPECIFIC FORMS, PROCESSES, AND SERVICES THAT NEED TO BE ADDRESSED. WE HAVE ALSO HAD SOME OF OUR SOCIAL WORKERS FORM A MULTI LINGUAL TASK FORCE. THIS EFFORT HAS HELPED TO KEEP OUR EFFORTS CURRENT AND ACTIVE.

PROGRAM REDUCTION

N/A

STRATEGY 2 – INCREASE FAMILY ENGAGEMENT THROUGH MORE SYSTEMIC FAMILY MEETINGS WITH CONTINUED FOCUS ON SAFETY ORGANIZED PRACTICE.

ANALYSIS

THE KEY DECISION POINTS ON WHEN WE WILL REQUIRE FAMILY MEETINGS HAVE BEEN IDENTIFIED. HOWEVER, THE POLICY AND TRAINING HAS YET TO BE DEVELOPED AND A PLAN FOR THAT AND TRAINING IS IN PROCESS. THERE HAVE BEEN A NUMBER OF STAFF AND SUPERVISORY REASSIGNMENTS THAT HAVE AFFECTED THE CONSISTENCY OF THE TEAM WORKING ON THIS STRATEGY. AS OUR IMPLEMENTATION OF SAFETY ORGANIZED PRACTICE CONTINUES OUR FAMILY MEETINGS CONTINUE TO EVOLVE IN CONTENT. OUR BIGGEST SUCCESSES HAVE BEEN IN INCLUDING SAFETY PLANNING AT THE CORE OF THE DECISION MAKING PROCESS WITH FAMILIES AS THEY TRANSITION IN THEIR CASES. WE HAVE ALSO INCLUDED THE PRACTICE OF CREATING SAFETY NETWORKS WITH FAMILIES.

ACTION STEP STATUS

ACTION STEP 2A HAS BEEN INITIATED. WE HAVE ADJUSTED THE TIMEFRAMES FOR ACTION STEPS ON THIS STRATEGY WHICH ARE REFLECTED ON THE SIP CHART.

METHOD OF EVALUATION AND/OR MONITORING

WE HAVE YET TO IMPLEMENT THE POLICY AND PRACTICE. AS WE FINALIZE OUR PRACTICE MODEL AND PUBLISH OUR POLICY/PROCEDURE, WE WILL ENSURE A METHOD OF DATA COLLECTION TO MONITOR THE PROGRESS AND EVALUATE THE EFFICACY OF THE NEW PRACTICE.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

N/A

PROGRAM REDUCTION

N/A

STRATEGY 3 – IMPLEMENT A STRUCTURED SYSTEM OF CASE REVIEWS FOR ALL CASES INVOLVING REENTRY.

ANALYSIS

RE-ENTRIES INTO FOSTER CARE CONTINUE TO BE ONE OF NAPA COUNTY’S TOP PRIORITIES. TO ADDRESS THIS, WE DESIGNED A TWO PRONGED REVIEW PROCESS. ONE LOOKS AT CURRENT REENTRIES WHERE WE REVIEW AND IDENTIFY ANYTHING THAT WE COULD HAVE IMPROVED. THE OTHER IS THAT WE CONDUCT ADMINISTRATIVE REVIEWS PRIOR TO REUNIFICATION TO FOCUS ON PREVENTING REENTRY LATER. OVER THE LAST YEAR WE HAVE REFINED OUR PROCESS DRASTICALLY.

ONE LESSON THAT WE HAVE LEARNED FROM OUR EARLY IMPLEMENTATION IS THAT A QUARTERLY REVIEW YIELDED TOO MANY OPTIONS, IN SOME INSTANCES, AND LEFT SOME RE-ENTRIES SITTING IN A QUEUE WITHOUT BEING REVIEWED FOR UP TO 3 MONTHS. BECAUSE OF THIS, WE HAVE CHANGED OUR REVIEW FREQUENCY FROM QUARTERLY TO REVIEWING ON A FLOW BASIS MONTHLY. ALSO WHEN PERFORMING THESE REVIEWS WE REALIZED THERE ARE MANY WAYS THAT WE CAN INTEGRATE OTHER SIP STRATEGIES. FOR EXAMPLE, WE REALIZED THAT WE HAVE STRENGTHENED THIS PROCESS BY EMPLOYING SAFETY ORGANIZE PRACTICE (SOP) APPROACHES AND LANGUAGE IN OUR DISCUSSION, THE SPECIFIC SOP BENCHMARKS THAT WE HAVE TRAINED TO, AS WELL AS THE LANGUAGE ON OUR REVIEW TOOL.

WE HAVE HAD SOME GREAT SUCCESSES THUS FAR IN THE IMPLEMENTATION PROCESS. THESE SUCCESSES RANGE FROM IMPROVED DOCUMENTATION, TARGETED TRAINING FOR SOCIAL WORKERS, AS WELL AS IMPROVED SUPERVISION TECHNIQUES DURING ASSESSMENTS. HOWEVER, STEP 3C IS STILL AN ON-GOING PROCESS. WE HAVE BEEN CONDUCTING THESE RE-ENTRIES AT A RATE OF ABOUT ONE EVERY TWO MONTHS. BECAUSE OF THE INFREQUENCY OF DATA AND THE VERY SMALL SAMPLE SIZE OVER TIME, TRENDS ARE VERY HARD TO DISCOVER. HOWEVER, WE HAVE FOUND INDIVIDUAL ASPECTS OF SPECIFIC CASES THAT HAVE

HELPED US IN OUR IMPLEMENTATION OF SUPERVISION IN AN SOP STYLE. WE HAVE FOUND THESE REVIEWS TO BE INVALUABLE.

ACTION STEP STATUS

ALL ACTION STEPS HAVE OCCURRED WITHIN THE TIMELINES OUTLINE IN OUR SIP. STEP 3C WILL BE AN ON-GOING PROCESS.

METHOD OF EVALUATION AND/OR MONITORING

THE CURRENT METHOD OF EVALUATION AND MONITORING OF THE PROGRESS OF THIS STRATEGY IS MOSTLY THROUGH DISCUSSION OF THEMES THAT ARE DISCOVERED DURING THE REVIEWS. THESE WILL BE CHRONICLED IN A SPREADSHEET ON A FLOW BASIS WITH IDENTIFIED CHALLENGES AND STRENGTHS. THE GOAL IS TO DICTATE POLICY CHANGES AS AN OUTCOME FOR THIS MEASURE AS WELL AS IMPROVED REENTRY NUMBERS.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

N/A

PROGRAM REDUCTION

N/A

STRATEGY 4 – DEVELOP A DOMESTIC VIOLENCE COLLABORATIVE WITH PARTNERS IN THE COMMUNITY.

ANALYSIS

IN LATE 2013, NAPA COUNTY CHILD WELFARE OFFICIALLY JOINED THE CHILDREN EXPOSED TO DOMESTIC VIOLENCE (CEDV) PROGRAM, IN PARTNERSHIP WITH NAPA POLICE DEPARTMENT (NPD) AND NAPA EMERGENCY WOMEN'S SERVICES (NEWS). DELAYS AND COMPLICATIONS IN THE HIRING PROCESS CONTINUED TO PRESENT OBSTACLES IN MOVING FORWARD WITH CWS'S FULL IMPLEMENTATION OF THE GRANT UNTIL JUNE 2014. SINCE JUNE 2014, CWS HAS FULLY PARTICIPATED IN CEDV AND ALL PROGRAM OBJECTIVES ARE BEING MET. CWS STAFF CURRENTLY PARTICIPATE IN BI WEEKLY INTERAGENCY CASE CONFERENCES IN ORDER TO COLLABORATE AND ENHANCE OUR ASSESSMENT AND INTERVENTION FOR FAMILIES IMPACTED BY DOMESTIC VIOLENCE. CWS STAFF ALSO PARTICIPATE IN OUTREACH EFFORTS THROUGH PHONE CALLS AND HOME VISITS, AND PARTICIPATE IN CROSS TRAININGS WITH OUR CEDV PARTNERS. A SHARED DATABASE IS MAINTAINED IN ORDER TO TRACK CEDV ACTIVITIES.

ONE RECENT SUCCESS WAS A COLLABORATIVE DISCUSSION LED BY CWS WITH MANY COMMUNITY STAKEHOLDERS (NPD, NEWS, PARENT'S CAN, LILLIPUT, NAPA COUNTY MENTAL HEALTH) TO DISCUSS OUR PROGRESS THUS FAR ON THIS STRATEGY. DURING THIS MEETING WE HAD A LENGTHY DISCUSSION ON WHAT IS WORKING SO FAR AS WELL AS SOME AREAS THAT MAY NEED TO BE IMPROVED OR AREAS THAT HAVE LED TO SOME ADDITIONAL NEXT STEPS. WE HAVE CULTIVATED A TRUSTING PARTNERSHIP THROUGH HAVING OUR COMMUNITY PARTNERS AT THE TABLE WITH US THROUGH THE CSA AND SIP PROCESS AND IT IS OUR HOPE THAT SMALLER UPDATE MEETINGS LIKE THIS WILL CONTINUE TO IMPROVE IT.

ACTION STEP STATUS

ALL ACTION STEPS HAVE OCCURRED WITHIN THE TIMELINES OUTLINED IN OUR LAST SIP UPDATE.

METHOD OF EVALUATION AND/OR MONITORING

THE FEDERAL GRANT PRESCRIBES DATA COLLECTION AND EVALUATION COMPONENTS RELATED TO THIS MEASURE. WE HAVE PROVIDED DATA AND UPDATES TO THE LEAD AGENCY, NPD, ON A FLOW BASIS.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

THE FEDERAL GRANT WAS AWARDED AS A THREE YEAR PROJECT. WITH OUR PARTNER AGENCIES, WE WILL NEED TO DEVELOP STRATEGIES TO SUSTAIN OUR COLLABORATIVE EFFORTS WHEN THE GRANT FUNDING IS TERMINATED.

PROGRAM REDUCTION

N/A

STRATEGY 5 – STRENGTHEN CONCURRENT PLANNING PRACTICES.

ANALYSIS

THE IMPLEMENTATION OF A STRONG CONCURRENT PLANNING PROGRAM WAS SCHEDULED TO BEGIN IN 2013 WITH POLICIES, PROCEDURES AND TRAINING TO BEGIN IN JULY 2014. WE SUCCESSFULLY ACHIEVED BOTH AND A VERY STRONG CONCURRENT PLANNING PRACTICE IS ESTABLISHED.

THE MOST SIGNIFICANT CHANGE IN PRACTICE WAS TO DEVELOP AND IMPLEMENT EARLY PERMANENCY CASE CONFERENCES. WITHIN THE FIRST THREE WEEKS OF A CHILD ENTERING OR RE-ENTERING OUT OF HOME CARE, A CASE CONFERENCE TO ADDRESS CONCURRENT PLANNING IS HELD. POTENTIAL KIN AND NON-KIN CONCURRENT PLACEMENT OPTIONS ARE IDENTIFIED AND, WHERE APPROPRIATE, AN ADOPTION WORKER IS ASSIGNED AS SECONDARY ON THE CASE. IN ADDITION, THERE ARE MONTHLY JOINT MEETINGS BETWEEN ADOPTION AND CONTINUING SERVICES WORKERS TO TRACK PROGRESS ON PERMANENCY EFFORTS AND ENSURE JOINT CASE PLANNING.

FOR THIS MEASURE, THE GREATEST SUCCESSES THAT WE CAN TALK ABOUT IS OUR ABILITY TO BE NIMBLE WITH PLANNING AND ACHIEVE PERMANENCY FOR CHILDREN EARLIER IN THEIR CASES. THROUGH THESE MEETINGS WE HAVE SUCCESSFULLY CREATED A SHIFT IN SOCIAL WORK CULTURE IN NAPA COUNTY TO INCLUDE CONCURRENT PLANNING FROM THE VERY BEGINNING OF A CASE. THE GREATEST EVIDENCE OF THIS SHIFT HAS BEEN IN THE RECRUITMENT OF FOSTER HOMES WHICH NOW INCLUDES THE CONCEPT OF CONCURRENCY AS A PERMANENCY PLAN.

ACTION STEP STATUS

ALL ACTION STEPS HAVE OCCURRED WITHIN THE TIMELINES OUTLINE IN OUR SIP.

METHOD OF EVALUATION AND/OR MONITORING

OUR PRIMARY METHOD OF EVALUATING THE EFFICACY OF THIS PRACTICE CHANGE IS TO REVIEW OUR QUARTERLY OUTCOME DATA. THE HYPOTHESIS IS THAT CONCURRENT PLANNING WILL ULTIMATELY AFFECT BOTH OUR TIMELINESS TO ADOPTION DATA AS WELL AS OUR PLACEMENT STABILITY RATES.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

THIS POLICY AND PROCEDURE WILL BE UPDATED AS MORE SOP BENCHMARKS ARE ADDED INTO OUR CASE PLANS AND INTO OUR MEETING STRUCTURES.

PROGRAM REDUCTION

THE COUNTY OF NAPA PROVIDES COUNTY OVERMATCH TO STAFF THE ADOPTION PROGRAM (AND CWS) ABOVE WHAT THE ALLOCATION FORMULA SUPPORTS.

STRATEGY 6 – DEVELOP A FORMAL FAMILY FINDING PRACTICE.

ANALYSIS

DESPITE HAVING COMPLETED OUR FIRST TWO STEPS, WE ARE STILL CONSIDERING OURSELVES IN THE EARLY PLANNING STAGES OF UTILIZING A MORE FORMAL FAMILY FINDING PRACTICE. A LESSON LEARNED FOR US WAS THAT FAMILY FINDING DATABASES ARE MORE EXPENSIVE THAN WE INITIALLY ESTIMATED. ADDITIONALLY THE CONTRACTING PROCESS IS PROVING TO BE MORE DIFFICULT AS WELL.

ACTION STEP STATUS

STEPS 6A AND 6B HAVE BEEN COMPLETED ON TIME. HOWEVER, WE HAVE REALIZED THE NEED TO PUSH OUT THE COMPLETION OF STEP 6C, THE DEVELOPMENT OF A PROCEDURAL GUIDE AND BEST PRACTICE TOOL, TO AUGUST OF 2015. THESE CHANGES ARE REFLECTED IN OUR UPDATED SIP MATRIX.

METHOD OF EVALUATION AND/OR MONITORING

THERE ARE SEVERAL POSSIBLE DATA MARKERS AND MEASURES THAT WE EXPECT TO BE AFFECTED BY MORE AGGRESSIVE AND TARGETED FAMILY FINDING. WE WILL BE LOOKING AT OUR PERCENTAGE OF RELATIVE

PLACEMENTS AS WELL AS THE TOTAL NUMBER OF RELATIVE/NREFM PLACEMENTS IDENTIFIED FOR YOUTH'S AT THE TIME OF PLACEMENT. WE ANTICIPATE POSITIVE CHANGES IN QUARTERLY OUTCOME DATA RELATED TO TIMELINESS TO ADOPTION, PLACEMENT STABILITY, REENTRY AND REUNIFICATION.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

N/A

PROGRAM REDUCTION

N/A

STRATEGY 7 – STRENGTHEN WRAPAROUND SERVICES BY REVIEWING CURRENT WRAPAROUND PROGRAM AND IDENTIFYING AREAS FOR ENHANCEMENT INCLUDING RESTRUCTURING.

ANALYSIS

WE DID A COMPLETE EVALUATION AND REDESIGN OF OUR WRAPAROUND SERVICES IN FY 2013/2014. FROM ITS INCEPTION, THE WRAPAROUND SERVICES PROGRAM HAS BEEN A STRONG COLLABORATIVE EFFORT BETWEEN CWS AND JUVENILE PROBATION. NOTE: IN THE PAST, THIS COLLABORATIVE INCLUDED CHILDREN PLACED THROUGH MENTAL HEALTH. HOWEVER, THE FUNDING FOR THIS IS NO LONGER AVAILABLE. HOWEVER, WRITTEN PROGRAM GUIDANCE WAS OUTDATED OR LACKING AND THERE HAD BEEN SIGNIFICANT TURNOVER IN STAFF WHICH LED TO A CONCERN ABOUT ADHERENCE TO THE ORIGINAL PROGRAM MODEL. THROUGH EVALUATION OF THE LENGTH OF TIME OUR CLIENTS WERE STAYING IN THE PROGRAM WITHOUT GRADUATING, WE REALIZED THAT WE NEEDED TO IMPROVE OUR INFRASTRUCTURE.

AFTER REVIEW OF SEVERAL WRAPAROUND MODELS, WE SELECTED A CONSULTANT TO ASSIST US IN TRAINING STAFF TO A SPECIFIC EVIDENCE BASED PROGRAM DESIGN, REDESIGNED FORMS AND WORKED CLOSELY WITH OUR CONSULTANT AND THE BAY AREA REGIONAL TRAINING ACADEMY TO TRAIN STAFF TO THE ENHANCED PROGRAM DESIGN. IN ADDITION, WE WORKED WITH AGENCY QUALITY MANAGEMENT STAFF TO DESIGN OUTCOMES AND EVALUATE THE PROGRAM. COUPLING PRACTICE WITH EVALUATION HAS HELPED US TO BOLSTER AND IMPROVE OUR WRAPAROUND PROGRAM TREMENDOUSLY.

OVER THE LAST FISCAL YEAR WE HAVE REWRITTEN OLD POLICIES TO BETTER OUTLINE OUR PROCESS AND TIMELINES. AS WE CONTINUE TO UPDATE POLICIES AND PROCEDURES AND UTILIZE INTERNAL AGENCY COMPLIANCE MEASURES WE HAVE SUCCESSFULLY ENSURED FIDELITY TO THE MODEL WE SELECTED AS OUR FRAMEWORK. WE ANTICIPATE NO CHANGES IN OUR SIP TIMELINES FOR THIS STRATEGY AND ARE CURRENTLY ON SCHEDULE TO COMPLETE EACH ONE.

THIS PROCESS HAS BEEN VERY EDUCATIONAL FOR US AS AN AGENCY. THE PROCESS OF EVALUATION OF OUR PROGRAM, AS WELL AS THE PROCESS OF IMPLEMENTING A NEW MODEL WITH FIDELITY, HAS PROVED TO BE VITAL IN OUR CURRENT IMPLEMENTATION PROCESS OF SAFETY ORGANIZED PRACTICE AS A SOCIAL WORK MODEL. THE REDESIGN IS STILL IN ITS INFANCY AND WE EXPECT IT TO YIELD MANY SUCCESSES AND LESSONS ONCE WE IMPLEMENT A FULL EVALUATION PROCESS.

ACTION STEP STATUS

STEPS 7A AND 7B HAVE BEEN COMPLETED. STEPS 7C, 7D, AND 7E HAVE ALL BEEN COMPLETED AND WILL BE CONTINUED ON AN ON-GOING BASIS. STEP 7F HAS BEEN SLOWED SLIGHTLY. WE HAVE DECIDED ON THE QUESTIONNAIRES THAT WE WILL BE UTILIZING TO EVALUATE OUR PROGRAM ON AN ON-GOING BASIS. HOWEVER, THE CONTRACTING PROCESS TO PROCURE THE RIGHTS TO USE THESE TOOLS HAS BEEN A TEDIOUS PROCESS. THE PROCESS HAS BEEN INITIATED AND WE EXPECT TO FULLY IMPLEMENT THIS PROCEDURE BY OCTOBER 2015.

METHOD OF EVALUATION AND/OR MONITORING

WE HAVE DECIDED TO UTILIZE BOTH THE WFI-4 (WRAPAROUND FIDELITY INDEX – 4) AND THE YOUTH OUTCOME QUESTIONNAIRE (YOQ) TO EVALUATE OUR WRAPAROUND PROGRAM. THE YOQ IS MEASURED THROUGHOUT THE SERVICE PROVISION AND THE WFI-4 IS ONLY ADMINISTERED ONCE.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

N/A

PROGRAM REDUCTION

N/A

STRATEGY 8 – INCREASE PLACEMENT OPTIONS WITHIN NAPA COUNTY FOR OLDER YOUTH, SIBLINGS AND CHILDREN AND YOUTH WITH SPECIAL NEEDS.

ANALYSIS

WORK HAS BEGUN IN THE RESEARCH PHASE OF THIS STRATEGY. SOME THINGS THAT CWS HAS DISCOVERED AS PROMISING PRACTICES TOWARDS RECRUITMENT INCLUDE THE USE OF THE HEART GALLERY, IMPROVED CASE MINING METHODS, AS WELL AS USE OF TECHNOLOGY TO UTILIZE MINI VIDEO DOCUMENTARIES OF PROSPECTIVE ADOPTIVE YOUTH. WE WILL CONTINUE TO RESEARCH POSSIBLE RECRUITMENT STRATEGIES AND DON'T FORESEE ANY ISSUES WITH OUR SIP TIMELINES. DURING THE PROCESS OF GATHERING INFORMATION TO ATTACK THIS STRATEGY, WE LEARNED THAT IN ORDER TO BE SUCCESSFUL WE MUST EMBRACE TECHNOLOGY AND EXPERIMENT WITH OUTSIDE OF THE BOX THINKING TO UTILIZE NEW TECHNIQUES FOR RECRUITMENT. WE HAVE YET TO HAVE SUCCESS WITH THIS STRATEGY BUT WE ANTICIPATE A NEW CULTURE TO BE PRODUCED WITH IMPLEMENTATION.

ACTION STEP STATUS

THERE ARE NO ANTICIPATED CHANGES NEEDED FOR ANY ACTION STEPS ASSOCIATED WITH THIS STRATEGY.

METHOD OF EVALUATION AND/OR MONITORING

STRATEGIES WILL MOST LIKELY APPLY TO SPECIFIC AREAS OF OUR FOSTER CARE SYSTEM (E.G. MINI DOCUMENTARIES FOR PROSPECTIVE ADOPTIVE YOUTH) AND WILL DETERMINE WHICH FEDERAL MEASURES WE USE TO EVALUATE PROGRESS. WE ANTICIPATE THAT THESE SPECIFIC STRATEGIES HAVE THE POTENTIAL TO IMPROVE OUR PLACEMENT STABILITY, REUNIFICATION, AND TIMELINESS TO ADOPTION MEASURES.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

N/A

PROGRAM REDUCTION

N/A

STRATEGY 9 – CONTINUE TO DEVELOP FORMAL INFRASTRUCTURE FOR THE ADOPTION PROGRAM AND INTERNAL GOALS TO MONITOR EFFECTIVENESS.

ANALYSIS

WE HAVE MET ALL THE PROGRAM BENCHMARKS AND TIMELINES OF THIS STRATEGY. AS NOTED IN STRATEGY 5, ABOVE, WE HAVE IMPLEMENTED EARLY PERMANENCY CASE CONFERENCES. OUR PRACTICE IS TO HAVE A CASE CONFERENCE WITHIN 3 WEEKS OF THE OPENING OF A CASE. WE UTILIZE THESE CONFERENCES TO DISCUSS RELATIVE HOME PLACEMENTS AND VIABILITY OF PLACEMENT HOMES TO PROVIDE PERMANENCY SHOULD REUNIFICATION EFFORTS FAIL. THE CWS ASSISTANT DIRECTOR RESPONSIBLE FOR THE ADOPTION PROGRAM MEETS REGULARLY WITH THE ADOPTION SUPERVISOR AND STAFF TO DISCUSS FURTHER PROGRAM DEVELOPMENT STRATEGIES AS WELL AS TRAINING NEEDS BOTH FOR ADOPTION STAFF AND STAFF WHO NEED TO BE INVOLVED IN CONCURRENT PLANNING EFFORTS. IN ADDITION, WRITTEN POLICIES AND PROCEDURES HAVE BEEN FINALIZED FOR ALL AREAS CURRENTLY IDENTIFIED AS NEEDING THEM. IN NAPA COUNTY, ALL WRITTEN POLICIES AND PROCEDURES MUST BE REVIEWED AND UPDATED IF NECESSARY BIENNIALY. THUS, ALL ADOPTION POLICIES WILL BE ROUTINELY UPDATED TO ENSURE THEY ARE CURRENT.

THE ONLY ACTION STEP SCHEDULED FOR THIS REVIEW CYCLE WAS 9G. A PRELIMINARY CLIENT SATISFACTION SURVEY WAS DESIGNED AND A METHOD FOR DISTRIBUTING TO ADOPTIVE PARENTS VIA E-MAIL WAS ATTEMPTED. THE PERCENTAGE OF RESPONDENTS WAS SLIGHTLY LOW. WE ARE CURRENTLY EXPLORING ADDITIONAL SURVEY OPTIONS IN ORDER TO GET A MORE STATISTICALLY SIGNIFICANT NUMBER OF RESPONDENTS.

AMONG THE ACTION STEPS INCLUDED WITH STRATEGY 9 WAS INITIATING THE CONTRACTING PROCESS FOR POST ADOPTION SERVICES (PAS) IN OUR COMMUNITY (9C). HOWEVER, SINCE THE CDSS DETERMINED THAT THEY WOULD RETAIN THE RESPONSIBILITY FOR PAS CONTRACTS, THIS IS NO LONGER A VIABLE OPTION FOR NAPA COUNTY AND WILL BE DELETED FROM THE SIP.

WE HAVE SEEN GREAT SUCCESSES FROM THE VERY START OF THIS PROGRAM. IT HAS BEEN OUR POLICY FROM THE VERY BEGINNING THAT WE WILL CONSIDER EVERY CHILD AS ADOPTABLE UNTIL PROVEN OTHERWISE. THE PERMANENCY CASE CONFERENCES HAVE HELPED US TO FIND PERMANENCY FOR MANY TRANSITION AGED YOUTH AND MANY YOUTH WHO WERE CONSIDERED “UNADOPTABLE” PREVIOUSLY BY STATE ADOPTIONS. WE ALSO HELPED THE STATE IN PILOTING THEIR OVERSIGHT OF ADOPTIONS SERVICES BY PARTNERING WITH THEM PRIOR TO THE 2014 AAP AUDIT. WE HELPED PILOT THEIR AUDIT TOOL AND ADAPTED OUR OWN INTERNAL AUDIT TOOLS TO MATCH THEIRS. WITH THE STATE’S HELP WE ALSO WERE ABLE TO AUDIT AND EVALUATE OUR PRACTICES AND ADAPT OUR DOCUMENTATION.

ACTION STEP STATUS

ALL ACTIONS STEPS FOR THIS STRATEGY HAVE BEEN COMPLETED. 9G WILL BE A CONTINUAL PROCESS.

METHOD OF EVALUATION AND/OR MONITORING

THIS PROGRAM IS STILL VERY YOUNG FOR OUR COUNTY. THE STRUCTURE OF THIS PROGRAM IS WELL ESTABLISHED NOW AND WE ARE CONTINUING TO WORK TOWARDS EVALUATION AND IMPROVEMENT. CLIENT SATISFACTION WILL BE AN ON-GOING EVALUATIVE TOOL FOR US AND WE WILL ALSO BE EXPLORING ADDITIONAL OPTIONS. THE LARGER PERFORMANCE MEASURES FROM OUR QUARTERLY DATA ARE MONITORED ON AN ONGOING BASIS.

IN ADDITION, BASED ON OUR EFFORTS WITH THE STATE AUDIT OF AAP FROM OUR PREVIOUS SIP UPDATE, WE HAVE IMPLEMENTED AN ANNUAL AUDIT OF OUR AAP CASES UTILIZING OUR INTERNAL QM DIVISION.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

N/A

PROGRAM REDUCTION

N/A

STRATEGY 10 – IMPROVE COLLABORATION WITH COMMUNITIES OUTSIDE OF THE CITY OF NAPA.

ANALYSIS

WITH OUR CWS DIRECTOR RETIRING, WE ARE CURRENTLY IN THE MIDST OF A TRANSITION PERIOD. WE HAVE UNFORTUNATELY NOT HAD THE OPPORTUNITY TO BEGIN WORK TOWARDS THIS STRATEGY.

ACTION STEP STATUS

POSSIBLE CHANGES TO THE TIMELINES FOR THE INDIVIDUAL STEPS OF THIS STRATEGY WILL BE DISCUSSED WITH THE NEW CWS DIRECTOR.

METHOD OF EVALUATION AND/OR MONITORING

N/A

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

N/A

PROGRAM REDUCTION

N/A

STRATEGY 11 – IN COLLABORATION WITH NAPA COUNTY CHILDREN’S MENTAL HEALTH (AND THE PROBATION DEPARTMENT), IMPLEMENT THE REQUIREMENTS OF THE KATIE A. LAWSUIT, IDENTIFYING AREAS WHERE SERVICE INTEGRATION WOULD LEAD TO POSITIVE CLIENT OUTCOMES.

ANALYSIS

THE KATIE A PROGRAM, NAMED IN NAPA COUNTY AS, PATHWAYS TO WELL-BEING, HIRED A PROGRAM SUPERVISOR AND TWO THERAPISTS. THE PROGRAM HAS SUCCESSFULLY IMPLEMENTED A COORDINATED SERVICES DELIVERY SYSTEM WITH CHILD WELFARE AND JUVENILE PROBATION, INCLUDING CREATING AND RUNNING CHILD AND FAMILY TEAM MEETINGS AND PROVIDING INTENSIVE CARE COORDINATION TO SUBCLASS MEMBERS. PATHWAYS TO WELLBEING IS CO-LOCATED WITHIN THE CHILD WELFARE SERVICES BUILDING AND THE PROGRAM SUPERVISOR MEETS MONTHLY WITH CHILD WELFARE TO ENSURE THAT ELIGIBLE CHILDREN HAVE BEEN IDENTIFIED AND ARE OFFERED KATIE A. SERVICES. THE MENTAL HEALTH DIRECTOR, CHIEF PROBATION OFFICER AND CHILD WELFARE DIRECTOR CONTINUE TO SUPPORT THE DEVELOPMENT OF THIS PROGRAM.

ONE LESSON THAT WE HAVE LEARNED IS THAT IT HAS PROVED TO BE SUBSTANTIALLY MORE DIFFICULT THAN ANTICIPATED TO SYNERGIZE OUR DATA SYSTEMS TO TRACK AND MONITOR SUB-CLASS MEMBERS. WE HAVE TRIED NUMEROUS WAYS OF TRACKING IN ORDER TO NOT CREATE DUPLICATIVE WORK. HOWEVER, WE LANDED ON UTILIZING OUR OWN SHAREPOINT SITE WHICH HAS THE ABILITY TO ADD AND DELETE ELIGIBLE SUB-CLASS YOUTH AND SEND TICKLER E-MAILS ACCORDING TO TIMELINES FOR REASSESSMENTS.

ACTION STEP STATUS

STEPS 11A AND 11B HAVE BEEN COMPLETED ON TIME. STEP 11C HAS BEEN COMPLETED BUT IS AN ON-GOING EFFORT. BECAUSE THIS EFFORT IS STILL IN THE VERY EARLY STAGES OF IMPLEMENTATION WE HAVE

PUSHED THE DEADLINE FOR STEP 11D OUT TO DECEMBER 2015. THE SIP MATRIX WILL REFLECT THIS CHANGE.

METHOD OF EVALUATION AND/OR MONITORING

ONE SUCCESS IS THE CREATION OF A PRELIMINARY MONITORING DATABASE USING OUR SHAREPOINT SITE. THIS HAS THE ABILITY TO ADD AND DELETE ELIGIBLE SUB-CLASS YOUTH AND SEND TICKLER E-MAILS ACCORDING TO TIMELINES FOR REASSESSMENTS.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

N/A

PROGRAM REDUCTION

N/A

STRATEGY 12 – ADD AN ADDITIONAL COMPONENT TO THE SCREENING PROCESS THAT REQUIRES MORE EXTENSIVE RELATIVE ASSESSMENTS AND ENGAGEMENT EARLIER IN THE WARSHIP PROCESS. CURRENT PRACTICE IS TO BEGIN THE RELATIVE SEARCH ONCE REMOVAL FROM THE HOME IS INEVITABLE. BEGINNING THIS PROCESS EARLIER TO ENGAGE THE SUPPORT OF EXTENDED FAMILY IN COMMUNITY TREATMENT AND SUPERVISION MAY PREVENT THE NEED FOR REMOVAL OR LIMIT THE TIME IN CARE.

ANALYSIS

FEEDBACK FROM THE PEER REVIEW HELPED US RECOGNIZE THAT WE WERE NOT STARTING RELATIVE ENGAGEMENT EARLY ENOUGH AND THAT BEGINNING THE PROCESS AT INTAKE AND WEAVING INTO THE FABRIC OF COMMUNITY SUPERVISION WOULD LIKELY RESULT IN BETTER OUTCOMES. WE ALSO RECOGNIZED THAT THIS IS A CULTURE SHIFT AS WELL AS A POLICY SHIFT EVEN WITH CONTINUED TRAINING. ALTHOUGH NOT EASILY MEASURED, WE HAVE DEFINITELY SEEN A SHIFT IN CULTURE AND ATTITUDE SINCE WE HAVE INCLUDED DISCUSSIONS ABOUT FAMILY FINDING IN OUR CASE REVIEWS AND SCREENING PROCESS.

ACTION STEP STATUS

WE CONTINUE TO HAVE CONVERSATIONS AND STRATEGIZE ABOUT CREATING A MORE ROBUST FAMILY FINDING POLICY. WE HAVE COMPLETED OUR FIRST STEP IN IDENTIFYING AREAS THAT NEEDED ENHANCEMENT AS MENTIONED ABOVE, AND HAVE SUCCESSFULLY IMPLEMENTED TOOLS SUCH AS FAMILY TREES AND CONNECTION MAPS TO ASSIST STAFF IN LOCATING AND ENGAGING RELATIVES. CONVERSATIONS ABOUT RELATIVE ENGAGEMENT ARE A REGULAR PART OF OUR SCREENING PROCESS. ANOTHER SUCCESS IS THAT WE NOW HAVE A PLACEMENT OFFICER WITH ACCESS TO ~~LEXIS~~ LEXISNEXIS WHICH ALLOWS THAT OFFICER TO HELP OTHER OFFICERS TO DO AN IMMEDIATE SEARCH FOR RELATIVES AND EXTENDED FAMILY.

SUPERVISORS WILL BE MEETING IN JUNE OF 2015 TO REVIEW THE PROCESSES PUT IN PLACE AND DISCUSS ANY FURTHER STRATEGIES THAT MAY BE NEEDED TO STRENGTHEN THE PROGRAM. WE HAVE ADJUSTED THE

TIMEFRAMES FOR IMPLEMENTING THIS STRATEGY AS STAFF REDUCTION AND PROGRAM CHANGES HAVE SLOWED THE PROCESS. THE JUVENILE PLACEMENT UNIT IS EXCITED ABOUT BEGINNING WORK ON DEVELOPING AND IMPLEMENTING POLICY.

METHOD OF EVALUATION AND/OR MONITORING

CURRENT PROCEDURE REQUIRES A PROBATION OFFICER TO COMPLETE A SCREENING TOOL AND THEN MEET WITH A GROUP OF PEERS AND SUPERVISORS TO DISCUSS A PLAN FOR ANY YOUTH WHO MAY BE AT RISK OF OUT OF HOME PLACEMENT. WE WILL BE ABLE TO USE THESE TOOLS TO TRACK AND MONITOR ALL OF THE OPTIONS CONSIDERED AND ATTEMPTED FOR EACH YOUTH AND ENSURE THAT ALL STAFF FOLLOW THE SAME PROCESS AND ATTEMPT TO INVOLVE EXTENDED FAMILY FOR SUPPORT. SUPERVISORS FROM EACH OF THE JUVENILE UNITS WILL WORK TOGETHER TO DEVELOP A MORE FORMALIZED PROCESS TO TRACK AND SHARE THIS INFORMATION BETWEEN UNITS.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

ONGOING TRAINING IS NEEDED IN THIS AREA SO STAFF CAN BECOME MORE SKILLED AT DRAWING INFORMATION FROM FAMILIES THROUGHOUT THE PROBATION PROCESS. THE MAJORITY OF JUVENILE PROBATION OFFICERS ARE NOT INVOLVED WITH SUPERVISING YOUTH IN FOSTER CARE OR RESIDENTIAL TREATMENT. MOST PROBATION YOUTH REMAIN IN THE HOME OF THEIR PARENTS AND ARE SUPERVISED IN THE COMMUNITY. OUR GOAL IS TO HAVE ALL OFFICERS UNDERSTAND THAT THE PROCESS OF RELATIVE INVOLVEMENT AND SCREENING NEEDS TO BEGIN AS SOON AS A YOUTH ENTERS THE JUVENILE JUSTICE SYSTEM AND CONTINUE THROUGHOUT A YOUTH’S TERM OF PROBATION.

PROGRAM REDUCTION

N/A

STRATEGY 13 - CREATE MORE OPPORTUNITIES FOR PROBATION OFFICERS TO MEET WITH YOUTH AND FAMILIES IN PLACEMENT AND DEVELOP METHODS TO INCORPORATE OTHER NATURAL SUPPORTS FROM THE YOUTH’S COMMUNITY.

ANALYSIS

THIS STRATEGY HAS BEEN MODIFIED AND COMBINED WITH STRATEGY 16 AS RECOMMENDED AND DISCUSSED WITH LISA BOTZLER. AFTER AN IN DEPTH DISCUSSION, IT WAS DETERMINED THAT THE GOAL OF EACH STRATEGY WAS TO INCREASE FAMILY ENGAGEMENT AND COMBINING THEM WOULD ALLOW US TO BETTER FOCUS ON THE STRATEGIES AND OUTCOMES.

ACTION STEP STATUS

INITIALLY, WE MADE GOOD PROGRESS ON THIS STRATEGY AS WE ADDED AN ADDITIONAL PROBATION OFFICER TO THE PLACEMENT UNIT AND WERE ABLE TO DECREASE CASELOAD SIZE AND CAP CASELOADS AT 10 CASES PER OFFICER. THIS ALLOWED FOR MORE CONTACT BETWEEN PO'S AND YOUTH AND FAMILIES.

UNFORTUNATELY, DUE TO STAFFING ISSUES DEPARTMENT WIDE, WE NEEDED TO MOVE THIS POSITION TO THE ADULT DIVISION. CURRENTLY, OUR CASELOAD SIZES ARE STILL LOW AND WE FEEL THAT THE CHANGES IN OUR SCREENING PROCESS (AS DISCUSSED ABOVE) WILL HELP KEEP THESE NUMBERS AT A MANAGEABLE LEVEL.

WE CONTINUE TO IMPLEMENT INCREASED CONTACT WITH FAMILIES, INCLUDING HOME VISITS, AND FACILITATE PROGRAM VISITS WITH OUR COMMUNITY PARTNERS TO KEEP YOUTH ENGAGED IN THE COMMUNITY. WE STRUGGLE WITH CONSISTENTLY BEING ABLE TO HAVE MEETINGS WITH PARENTS AND YOUTH AT THE RESIDENTIAL TREATMENT FACILITIES BECAUSE OF THE DIFFICULTY COORDINATING TIMING AND TRAVEL WITH ALL THE PARTIES INVOLVED. WE HAVE ADJUSTED THE TIMEFRAMES FOR ACTION STEPS ON THIS STRATEGY WHICH ARE REFLECTED ON THE SIP CHART.

METHOD OF EVALUATION AND/OR MONITORING

WE RECOGNIZE THE VALUE IN IMPROVING OUR PRACTICE IN THIS AREA AND WILL CONTINUE TO WORK ON RESOLVING THE CHALLENGES. AS WITH ALL OF OUR STRATEGIES, WE HAVE HAD MUCH DISCUSSION ABOUT DEVELOPING POLICIES AND PLAN TO BEGIN WRITING THEM IN THE NEXT SIX MONTHS. OUR POLICY REGARDING FAMILY CONTACT WILL OUTLINE STANDARDS, PRACTICES, AND EXPECTATIONS ABOUT WHEN, WHERE, AND HOW OFTEN FAMILY MEETINGS WILL OCCUR. THIS WILL ALLOW US TO USE INFORMATION FROM SAFEMEASURES AND OUR OWN CASE MANAGEMENT SYSTEM TO ENSURE WE ARE MEETING THE GOALS WE SET FOR OUR DEPARTMENT.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

N/A

PROGRAM REDUCTION

N/A

STRATEGY 14 – WORK WITH PROGRAMS AND TREATMENT CENTERS TO CREATE FLEXIBILITY IN PROGRAMMING SO YOUTH MAY REUNIFY SOONER BY TRANSITIONING TO COMMUNITY TREATMENT WITHOUT COMPROMISING THE SAFETY OF THE YOUTH OR THE COMMUNITY

ANALYSIS

WE KNOW THAT YOUTH WITH STRONG FAMILY PARTICIPATION AND INVOLVEMENT IN COMMUNITY SUPPORTS ARE ABLE TO REUNIFY SOONER THAN YOUTH WITHOUT THOSE SUPPORTS. WE RECOGNIZED THAT

THIS WOULD BE A SHIFT IN PHILOSOPHY AND PROGRAMMING FOR SOME OF THE TREATMENT PROVIDERS, HOWEVER, WE FOUND THAT MOST TREATMENT PROVIDERS WERE SUPPORTIVE OF INCREASING FAMILY CONTACT AND WORKING WITH PO'S AND FAMILIES TO CREATE MORE DETAILED DISCHARGE PLANS. OUR DATA DEMONSTRATES THAT THE AMOUNT OF TIME PROBATION YOUTH SPEND IN FOSTER CARE HAS CONSISTENTLY DECREASED SINCE 2011. OUR ONGOING DISCUSSIONS WITH OUT OF HOME CARE PROVIDERS ABOUT EARLIER REUNIFICATION AND OUR EXPECTATION THAT YOUTH MAY BE ABLE TO RETURN TO THEIR FAMILIES AND COMMUNITIES BEFORE THEY "GRADUATE" FROM A PROGRAM, ARE AN IMPORTANT PART OF THIS CONTINUING IMPROVEMENT.

ACTION STEP STATUS

PROBATION OFFICERS WORKED CLOSELY WITH TREATMENT PROVIDERS AND INCLUDED THEM IN CREATING INDIVIDUAL STRATEGIES AND PLANS FOR YOUTH AND FAMILIES. WE HAVE IMPLEMENTED ALL OF OUR ACTION STEPS OTHER THAN EVALUATING OUR PROCESS. WE RECOGNIZE THAT THE CHANGES WE HAVE MADE ARE MORE PHILOSOPHICAL AND DIFFICULT TO DOCUMENT. OUR NEXT STEP WILL BE TO DEVELOP A PROCESS FOR DOCUMENTING AND EVALUATING THE PROCESS AND EXPECTATION FOR STAFF.

METHOD OF EVALUATION AND/OR MONITORING

A STUDY OF THE CHANGES IN OUR OUTCOME MEASURES WILL HELP US IDENTIFY IMPROVEMENTS IN THIS AREA AND USE THE DATA TO CREATE A POLICY AND ONGOING MEASUREMENT PROCESS.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

N/A

PROGRAM REDUCTION

N/A

STRATEGY 15 – CONSIDER PLACEMENT OPTIONS IN NAPA COUNTY OR IN NEIGHBORING COUNTIES AND DEVELOP A PLAN TO WORK WITH THESE PROGRAMS ON MEETING OUR DEPARTMENT’S NEEDS AND EXPECTATIONS

ANALYSIS

SINCE IMPLEMENTATION OF OUR SIP IN 2013, WE HAD SEVERAL MEETINGS WITH THE DIRECTOR OF A LOCAL GROUP HOME TO DISCUSS INCREASED USE OF THEIR FACILITY. UNFORTUNATELY, THAT GROUP HOME CLOSED UNEXPECTEDLY IN FEBRUARY OF THIS YEAR AND WE CONTINUE TO USE PROVIDERS OUTSIDE OF THE COUNTY. ON A POSITIVE NOTE, THAT SAME PROVIDER HAS DEVELOPED THCP+FC HOUSING FOR EXTENDED FOSTER CARE YOUTH AND WE HAVE BEEN ABLE TO PARTNER WITH THEM IN WORKING WITH THIS POPULATION AND HAVE SEVERAL YOUTH WHO HAVE CHOSEN TO PARTICIPATE IN THIS PROGRAM.

ACTION STEP STATUS

ALTHOUGH NO RESIDENTIAL TREATMENT FACILITIES ARE AVAILABLE IN NAPA COUNTY, WE CONTINUE TO SEEK OUT PROGRAMS IN NEIGHBORING COUNTIES THAT PERFORM WELL. NAPA COUNTY PROBATION ALSO CONSIDERS NON RELATIVE OR EXTENDED FAMILY MEMBER PLACEMENT FOR ALL YOUTH PRIOR TO CONSIDERING RESIDENTIAL TREATMENT OR FOSTER CARE.

METHOD OF EVALUATION AND/OR MONITORING

N/A

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

N/A

PROGRAM REDUCTION (WHEN APPLICABLE)

N/A

~~**STRATEGY 16 – INCREASE PARENT/GUARDIAN AND FAMILY CONTACT AND ENGAGEMENT WHILE YOUTH ARE IN OUT OF HOME CARE AND DEVELOP METHODS TO INCORPORATE OTHER NATURAL SUPPORTS FROM THE YOUTH’S COMMUNITY.**~~

ANALYSIS

THIS STRATEGY HAS BEEN MODIFIED AND COMBINED WITH STRATEGY 16 AS RECOMMENDED AND DISCUSSED WITH LISA BOTZLER. AFTER AN IN DEPTH DISCUSSION, IT WAS DETERMINED THAT THE GOAL OF EACH STRATEGY WAS TO INCREASE FAMILY ENGAGEMENT AND COMBINING THEM WOULD ALLOW US TO BETTER FOCUS ON STRATEGIES AND OUTCOMES.

STRATEGY 17 – DEVELOP TIMELY AND MORE DETAILED CONCURRENT PLANS FOR YOUTH AND INCREASE LEVEL OF THE YOUTH’S INVOLVEMENT IN THE PROCESS

ANALYSIS

THE FIRST YEAR OF OUR SIP, WE ADDED A CONCURRENT PLAN SECTION TO OUR COURT REPORT AND ENSURED THAT ALL PLACEMENT OFFICERS ATTENDED CONCURRENT PLAN TRAINING. IN THIS PAST YEAR WE HAVE BEGUN TO STRATEGIZE ABOUT HOW TO WEAVE CONCURRENT PLANNING THROUGHOUT THE ENTIRE CYCLE OF A YOUTH ON PROBATION. WE WOULD LIKE TO TRAIN STAFF TO IDENTIFY OPPORTUNITIES TO DISCUSS CONCURRENT PLANS WITH YOUTH AND FAMILY PRIOR TO OUT OF HOME PLACEMENT EVEN BEING CONSIDERED, BUT AS SOON AS A RISK IS RECOGNIZED. THESE CONCURRENT PLANS WOULDN’T NECESSARILY BE REMOVAL, BUT WOULD HELP EVERYONE INVOLVED IN THE CASE THINK MORE DEEPLY ABOUT COMMUNITY AND FAMILY SUPPORTS. ADDITIONALLY, IT WOULD ENCOURAGE FAMILY FINDING CONVERSATIONS TO HAPPEN EARLIER.

ACTION STEP STATUS

AS DISCUSSED IN STRATEGY 12 ABOVE, ONGOING TRAINING IS NEEDED TO HAVE ALL OFFICERS UNDERSTAND THAT THE PROCESS CONCURRENT PLANNING NEEDS TO BEGIN AS SOON AS YOUTH ENTER THE JUVENILE JUSTICE SYSTEM AND CONTINUE THROUGHOUT THE TERM OF PROBATION. EXPANDING TRAINING ON CONCURRENT PLANNING TO INCLUDE YOUTH WHO ARE NOT YET BEING CONSIDERED FOR OUT OF HOME PLACEMENT, BUT ARE AT RISK WILL EDUCATE YOUTH AND FAMILIES ABOUT THE PROCESS UPON ENTERING THE JUVENILE JUSTICE SYSTEM, AND ENSURE THAT THEY ARE WORKING WITH THE PROBATION OFFICER TO CREATE ALTERNATIVE PLANS FOR SUCCESS. OUR NEXT STEP IS TO IMPLEMENT TRAINING AND CREATE A WRITTEN POLICY ON CONCURRENT PLANNING.

METHOD OF EVALUATION AND/OR MONITORING

SUPERVISORS WILL ENSURE THAT COMPREHENSIVE CONCURRENT PLANS ARE IDENTIFIED AND DOCUMENTED IN CASE PLANS AND REVIEW REPORTS.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

N/A

PROGRAM REDUCTION

N/A

D. OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION

NAPA CWS DOES NOT FORESEE ANY OBSTACLES OR BARRIERS TO FUTURE IMPLEMENTATION AT THIS TIME. THE ONLY POTENTIAL OBSTACLE OR BARRIER TO IMPLEMENTATION THAT PROBATION MAY ENCOUNTER WOULD BE AN INCREASE IN CASELOAD SIZE DUE TO THE LOSS OF ONE PLACEMENT OFFICER IN THE UNIT.

E. PROMISING PRACTICES/ OTHER SUCCESSES

Domestic Violence Collaborative - THE NAPA CHILDREN EXPOSED TO DOMESTIC VIOLENCE PROGRAM, IN PARTNERSHIP WITH THE NAPA POLICE DEPARTMENT (NPD), NAPA EMERGENCY WOMEN’S SERVICES (NEWS), AND NAPA COUNTY CHILD WELFARE SERVICES (CWS), IS TO IDENTIFY CHILDREN WHO HAVE BEEN EXPOSED TO DOMESTIC VIOLENCE AND TO PROVIDE OUTREACH AND SERVICES TO FAMILIES IN AN EFFORT TO REDUCE THE SYSTEMIC TRAUMA EXPERIENCED BY CHILDREN. DOMESTIC VIOLENCE HAS A PROFOUND EFFECT UPON CHILDREN WHO HAVE WITNESSED FAMILY VIOLENCE. BEING EXPOSED TO DOMESTIC VIOLENCE AS A CHILD CAN CAUSE SHORT-TERM EMOTIONAL PROBLEMS, AND IT HAS ALSO BEEN

LINKED TO LONG-TERM PHYSICAL AND MENTAL HEALTH ISSUES. IN AN EFFORT TO PREVENT FUTURE INCIDENTS OF DOMESTIC VIOLENCE AND TO PROTECT THE VICTIMS AND CHILDREN IN OUR COMMUNITY, THE NPD, NEWS, AND CWS HAVE DEVELOPED THIS LAW ENFORCEMENT PROTOCOL. THE MAIN GOALS OF THE PROTOCOL ARE TO: REDUCE THE SYSTEMIC TRAUMA EXPERIENCED BY CHILDREN WITNESSES OF DOMESTIC VIOLENCE; ENSURE THAT APPROPRIATE SERVICES ARE PROVIDED TO DOMESTIC VIOLENCE VICTIMS AND CHILDREN EXPOSED TO DOMESTIC VIOLENCE; WORK WITH PARTNER AGENCIES IN ORDER TO COORDINATE PREVENTION, INTERVENTION, AND TREATMENT STRATEGIES; AND DEVELOP AND MAINTAIN A COLLABORATIVE WORKING RELATIONSHIP BETWEEN THE PARTNER AGENCIES TO FACILITATE INFORMATION SHARING AND TO ASSIST IN THE RESOLVING OF PROCEDURAL ISSUES AS THEY ARISE.

SAFETY ORGANIZED PRACTICE (SOP) - AS WE CONTINUE TO PROGRESS IN OUR IMPLEMENTATION OF SOP, WE ARE LOOKING AT STRATEGIES TO WEAVE IN SUSTAINABILITY EFFORTS. IN THAT VEIN WE ARE FORMALIZING SOME OF THE SOP TRENDS THAT HAVE BEEN OCCURRING NATURALLY. WE HAVE ARE MOVED TO “TEAM COACHING” WHERE A SUPERVISOR AND THEIR STAFF MEET WITH THE SOP COACH AND WORK ON AN ISSUE OR CASE. WE ARE WORKING ON A MAY 1ST ROLL OUT OF EACH UNIT IN THE DIVISION TACKLING ONE PIECE OF SOP INTO THEIR EVERYDAY PRACTICE AND THESE PRACTICES AND BEING STRENGTHENED DURING THE TEAM COACHING TIME. ADDITIONALLY, EACH SUPERVISOR IS UTILIZING COACHING SLOTS TO ENHANCE THEIR PRACTICE AND ABILITY TO COACH STAFF. IN ORDER TO SUSTAIN SOP, OUR SUPERVISORS NEED TO ME THE EXPERTS. AT THIS TIME, OUR PRACTICES ARE REFLECTED IN OUR DOCUMENTATION AND THE LANGUAGE WE SPEAK.

LATINO SERVICES COMMITTEE - A SOCIAL WORKER IN THE DIVISION HAS DEVELOPED A COMMITTEE OF LINE WORKERS TO WORK ON IMPROVING QUALITY OF SERVICES AND MORE CULTURALLY SENSITIVE PRACTICES TO LATINO, UNDOCUMENTED, AND MONOLINGUAL SPANISH SPEAKING FAMILIES. THE GROUP IS NEWLY FORMED AND HAS NAMED THEMSELVES “UNIDOS EN ACCION.” THEIR FOCUS WILL ALSO INCLUDE COLLABORATING WITH OTHERS TO INCREASE OUTREACH TO BILINGUAL AND MONOLINGUAL CARE PROVIDERS AND TO INCREASE THE NUMBER OF LATINO FOSTER FAMILIES.

PREGNANCY PREVENTION INITIATIVE - IN FALL 2014, NAPA COUNTY APPLIED FOR AND WAS SELECTED TO BE A PART OF A FOSTER YOUTH PREGNANCY PREVENTION INSTITUTE. THE TEAM HAS APTLY NAMED THEMSELVES UNITED IN PREGNANCY PREVENTION (UPP). THE UPP TEAM IS ABOUT HALFWAY THROUGH THE PROJECT AND IS WORKING ON INSTITUTING TWO PRACTICE STRATEGIES. THE FIRST IS TRAINING SOCIAL WORKERS, FOSTER PARENTS, AND OTHER PEOPLE SERVING CHILDREN AND YOUTH ON REPRODUCTIVE HEALTH AND WELLNESS INFORMATION AND PREGNANCY PREVENTION. THE OTHER STRATEGY IS TO INCORPORATE MORE OF A FOCUS ON HEALTHY RELATIONSHIPS AND CHOICES INTO LIFE CONFERENCES FOR INDEPENDENT LIVING SKILLS PROGRAM YOUTH.

F. OUTCOME MEASURES NOT MEETING STATE/NATIONAL STANDARDS

CHILD WELFARE

FOR THE PURPOSES OF THIS SECTION OF THIS REPORT:

1. ALL BASELINE DATA IS TAKEN FROM CALIFORNIA CHILD WELFARE INDICATORS PROJECT: NEEDELL, B., WEBSTER, D., ARMIJO, M., LEE, S., DAWSON, W., MAGRUDER, J., EXEL, M., CUCCARO-ALAMIN, S., PUTNAM-HORNSTEIN, E., KING, B., MORRIS, Z., SANDOVAL, A., YEE, H., MASON, F., BENTON, C., & PIXTON, E. (2015). *CCWIP REPORTS*. OCTOBER 2012 QUARTERLY DATA REPORT, QUARTER 2, RETRIEVED 9/27/12, FROM UNIVERSITY OF CALIFORNIA AT BERKELEY CALIFORNIA CHILD WELFARE INDICATORS PROJECT WEBSITE. URL: HTTP://CSSR.BERKELEY.EDU/UCB_CHILDWELFARE
2. ALL CURRENT PERFORMANCE DATA IS TAKEN FROM CALIFORNIA CHILD WELFARE INDICATORS PROJECT: NEEDELL, B., WEBSTER, D., ARMIJO, M., LEE, S., DAWSON, W., MAGRUDER, J., EXEL, M., CUCCARO-ALAMIN, S., PUTNAM-HORNSTEIN, E., KING, B., MORRIS, Z., SANDOVAL, A., YEE, H., MASON, F., BENTON, C., & PIXTON, E. (2015). *CCWIP REPORTS*. APRIL 2015 DATA EXTRACT, QUARTER 4 2014, RETRIEVED 3/25/15, FROM UNIVERSITY OF CALIFORNIA AT BERKELEY CALIFORNIA CHILD WELFARE INDICATORS PROJECT WEBSITE. URL: HTTP://CSSR.BERKELEY.EDU/UCB_CHILDWELFARE

C1.3: REUNIFICATION WITHIN 12 MONTHS (ENTRY COHORT)

BASELINE PERFORMANCE - OF ALL CHILDREN ENTERING FOSTER CARE FOR THE FIRST TIME BETWEEN JANUARY 1, 2011 THROUGH JUNE 30TH, 2011, WHO REMAINED IN FOSTER CARE FOR 8 DAYS OR LONGER, 42.4% OR 14 OUT OF 33, WERE DISCHARGED FROM FOSTER CARE TO REUNIFICATION IN LESS THAN 12 MONTHS FROM THE DATE OF THE LATEST REMOVAL FROM HOME.

CURRENT PERFORMANCE - OF ALL CHILDREN ENTERING FOSTER CARE FOR THE FIRST TIME BETWEEN JULY 1, 2013 THROUGH DECEMBER 31, 2013, WHO REMAINED IN FOSTER CARE FOR 8 DAYS OR LONGER, 9.1% OR 3 OUT OF 33, WERE DISCHARGED FROM FOSTER CARE TO REUNIFICATION IN LESS THAN 12 MONTHS FROM THE DATE OF THE LATEST REMOVAL FROM HOME. THIS IS BELOW THE NATIONAL STANDARD OF ABOVE 48.4% OR A DIFFERENCE OF 13 MORE CASES REUNIFYING WITHIN 12 MONTHS. THIS IS A DECREASE IN PERFORMANCE COMPARED TO OUR BASELINE PERFORMANCE.

ANALYSIS – THIS MEASURE IS VERY CLOSELY (ALMOST DIRECTLY) LINKED TO C1.1 AND THE FACTORS THAT AFFECT C1.1 ALSO AFFECT C1.3. WE HAVE SEEN ENTRIES INCREASE, SUBSTANTIATIONS INCREASE, AND IN CARE RATES INCREASE. THE clearest and most illuminating trend over the 3 years that this measure has steadily worsened is that of increasing caseloads. WE HAVE SEEN AN INCREASE IN CASELOADS BY ABOUT 45%.

REUNIFICATION MEASURES, WHILE GOOD, ARE NOT THE CLEAREST INDICATION OF APPROPRIATE SOCIAL WORK WHEN EVALUATING BASED ON THEM ALONE. WHILE IT IS IMPORTANT TO LOOK AT TIMELINESS, IT IS OUR STANCE THAT WE WILL DO WHATEVER IS APPROPRIATE FOR OUR YOUTH TO ESTABLISH LASTING PERMANENCY AND SAFETY. IF THIS MEANS REUNIFYING AT 6 MONTHS OR 18 MONTHS, OR TERMINATING PARENTAL RIGHTS AFTER 18 MONTHS WE WILL DO IT. BY LOOKING AT THE COMPLEXITY OF OUR CASELOAD, TIMELINESS OF REUNIFICATION, AND PERMANENCY MEASURE TOGETHER WE GET A MORE HOLISTIC UNDERSTANDING OF OUR CASEWORK.

WITH THAT SAID, IT IS OUR HOPE THAT THROUGH OUR IMPLEMENTATION OF SAFETY ORGANIZED PRACTICE AS A FRAMEWORK FOR OUR SOCIAL WORK WE WILL BE ABLE TO ACHIEVE PERMANENCY AT AN ACCELERATED PACE FOR OUR YOUTH. WITH SOP COMES A CLEARER LINK FOR PARENTS TO THE BEHAVIORS THAT LED TO REMOVAL AND THE CASE PLAN TO ACHIEVING REUNIFICATION.

C3.3: IN CARE THREE YEARS OR LONGER (EMANCIPATED OR REACHED 18 IN CARE)

BASELINE PERFORMANCE - OF ALL CHILDREN IN FOSTER CARE FROM JULY 1ST 2011 THROUGH JUNE 30TH, 2012, WHO WERE EITHER DISCHARGED TO EMANCIPATION OR TURNED 18 IN CARE, 33.3%, OR 2 OUT OF 6, WERE IN CARE FOR THREE YEARS OR LONGER.

CURRENT PERFORMANCE - OF ALL CHILDREN IN FOSTER CARE FROM JANUARY 1ST 2014 THROUGH DECEMBER 31ST 2014, WHO WERE EITHER DISCHARGED TO EMANCIPATION OR TURNED 18 IN CARE, 50.0%, OR 3 OUT OF 6, WERE IN CARE FOR THREE YEARS OR LONGER. THIS IS ABOVE THE NATIONAL STANDARD OF BELOW 37.5% OR A DIFFERENCE OF 1 LESS CASE DISCHARGING TO EMANCIPATION OR TURNING 18 IN CARE. THIS IS A DECREASE IN PERFORMANCE COMPARED TO OUR BASELINE PERFORMANCE.

ANALYSIS – IT IS VERY HARD TO GATHER ANY INFORMATION FROM THIS MEASURE DUE TO THE INCREDIBLY SMALL POPULATION ANALYZED. HOWEVER, WE HAVE USED THIS MEASURE AS A CATALYST FOR PRIORITIZING LONG TERM FOSTER CARE CASES AND OLDER YOUTH IN PLACEMENT FOR OUR PERMANENCY CASE REVIEW PROCESS. WE HAVE ALSO PRIORITIZED THESE CASES IN OUR ADOPTION UNIT, EVALUATING EACH FOR ADOPTABILITY (WHERE PREVIOUSLY, AS OLDER YOUTH, THEY WERE DEEMED UNADOPTABLE BY STATE ADOPTIONS). UNFORTUNATELY, SUCCESS IN THIS MEASURE IS HARD TO PREDICT DUE TO ITS VOLATILITY. THESE PROCESSES REMAIN OUR CURRENT STRATEGIC PLAN AND WE HAVE SEEN SOME SUCCESS IN THIS AREA DESPITE THE LACK OF A DISCERNIBLE TREND LINE.

C4.3: PLACEMENT STABILITY (AT LEAST 24 MONTHS IN CARE)

BASELINE PERFORMANCE - OF ALL CHILDREN IN FOSTER CARE JULY 1, 2011 THROUGH JUNE 30TH, 2012, WHO WERE IN CARE FOR AT LEAST 24 MONTHS, 35.9%, OR 14 OUT OF 39, HAD TWO OR FEWER PLACEMENTS.

CURRENT PERFORMANCE - OF ALL CHILDREN IN FOSTER CARE JANUARY 1, 2014 THROUGH DECEMBER 31, 2014, WHO WERE IN CARE FOR AT LEAST 24 MONTHS, 35.7%, OR 15 OUT OF 42, HAD TWO OR FEWER PLACEMENTS. THAT IS BELOW THE NATIONAL STANDARD OF ABOVE 41.8% OR A DIFFERENCE OF 3 MORE CASES WITH 2 OR FEWER PLACEMENTS. THIS IS A SLIGHT DECREASE IN PERFORMANCE COMPARED TO OUR BASELINE PERFORMANCE.

ANALYSIS – DESPITE BEING BELOW THE NATIONAL STANDARD, THE TREND LINE FOR THIS MEASURE PAINTS A VERY POSITIVE PICTURE CONSIDERING OUR TACTICS CONCERNING PLACEMENT STABILITY. WE DECIDED THIS YEAR TO UTILIZE A MORE PREVENTION HEAVY STRATEGY. BY FOCUSING ON 4.1 RATHER THAN 4.3 AND ATTEMPTING TO CREATE PERMANENCY AND STABILITY VERY EARLY IN THE CASE, IT IS OUR HOPE THAT WE WILL SEE DOWNSTREAM RESULTS IMPROVE FOR OUR YOUTH. WE BEGAN TO EMPLOY THIS STRATEGY IN 2013 AND WE HAVE SEEN A VERY SHARP IMPROVEMENT.

WHILE IT IS TEMPTING TO DECLARE SUCCESS THIS EARLY ON INTO OUR CURRENT SIP STRATEGIES, THIS MEASURE HAS HISTORICALLY JUMPED AROUND SUBSTANTIALLY. THERE ARE A COUPLE OF FACTORS THAT ARE ENTIRELY OUT OF OUR CONTROL CONCERNING SUCCESS IN THIS MATTER. THE FIRST IS THE DIFFICULTY IN THE CASES THAT PRESENT THEMSELVES DURING THE PULL IN QUESTION BECAUSE THE HIGHER THE INTENSITY OF THE SERVICES AND CASE MANAGEMENT REQUIRED, THE MORE LIKELY TO BREAK PLACEMENTS. THE SECOND FACTOR IS THAT THIS MEASURE LOOKS AT CASES NO MATTER WHEN THEY ENTERED AND, STATISTICALLY SPEAKING, THE LONGER THE LIFE OF THE CASE THE MORE LIKELY TO HAVE MULTIPLE PLACEMENTS. THE THIRD IS THAT A LARGE PORTION OF THE CASES COUNTING AGAINST US IN THIS MEASURE ARE OUR LONG TERM FOSTER CARE CASES THAT WILL REMAIN ON THIS MEASURE UNTIL PERMANENCY IS REACHED EITHER BY ADOPTION OR EMANCIPATION.

JUVENILE PROBATION

FOR THE PURPOSES OF THIS SECTION OF THIS REPORT:

1. ALL BASELINE DATA IS TAKEN FROM CALIFORNIA CHILD WELFARE INDICATORS PROJECT: NEEDELL, B., WEBSTER, D., ARMIJO, M., LEE, S., DAWSON, W., MAGRUDER, J., EXEL, M., CUCCARO-ALAMIN, S., PUTNAM-HORNSTEIN, E., KING, B., MORRIS, Z., SANDOVAL, A., YEE, H., MASON, F., BENTON, C., & PIXTON, E. (2015). *CCWIP REPORTS*. OCTOBER 2012 QUARTERLY DATA REPORT, QUARTER 2, RETRIEVED 9/27/12, FROM UNIVERSITY OF CALIFORNIA AT BERKELEY CALIFORNIA CHILD WELFARE INDICATORS PROJECT WEBSITE. URL: <[HTTP://CSSR.BERKELEY.EDU/UCB_CHILDWELFARE](http://cssr.berkeley.edu/ucb_childwelfare)>
2. ALL CURRENT PERFORMANCE DATA IS TAKEN FROM CALIFORNIA CHILD WELFARE INDICATORS PROJECT: NEEDELL, B., WEBSTER, D., ARMIJO, M., LEE, S., DAWSON, W., MAGRUDER, J., EXEL, M., CUCCARO-ALAMIN, S., PUTNAM-HORNSTEIN, E., KING, B., MORRIS, Z., SANDOVAL,

A., YEE, H., MASON, F., BENTON, C., & PIXTON, E. (2015). *CCWIP REPORTS*. APRIL 2015 DATA EXTRACT, QUARTER 4 2014, RETRIEVED 3/25/15, FROM UNIVERSITY OF CALIFORNIA AT BERKELEY CALIFORNIA CHILD WELFARE INDICATORS PROJECT WEBSITE. URL: <[HTTP://CSSR.BERKELEY.EDU/UCB_CHILDWELFARE](http://cssr.berkeley.edu/ucb_childwelfare)>

C1.1: REUNIFICATION WITHIN 12 MONTHS (EXIT COHORT)

BASELINE PERFORMANCE - OF ALL CHILDREN DISCHARGED FROM FOSTER CARE TO REUNIFICATION- FROM JULY 1ST 2011 THROUGH JUNE 30TH 2012, WHO HAD BEEN IN FOSTER CARE FOR 8 DAYS OR LONGER, 37.5 %, OR 3 OUT OF 8, WERE REUNIFIED IN LESS THAN 12 MONTHS FROM THE DATE OF LAST REMOVAL FROM HOME.

CURRENT PERFORMANCE - OF ALL CHILDREN DISCHARGED FROM FOSTER CARE TO REUNIFICATION, FROM JANUARY 1ST 2014 THROUGH DECEMBER 31ST 2014, WHO HAD BEEN IN FOSTER CARE FOR 8 DAYS OR LONGER, 68.8%, OR, 11 OUT OF 16 YOUTH WERE REUNIFIED IN LESS THAN 12 MONTHS. THIS IS BELOW THE NATIONAL STANDARD OF 75.2%, HOWEVER, IT IS A SIGNIFICANT INCREASE FROM OUR BASELINE DATA.

ANALYSIS - ALTHOUGH STILL BELOW THE NATIONAL GOAL, PROBATION'S PERFORMANCE IN THIS AREA HAS CONSISTENTLY IMPROVED IN EVERY TIME PERIOD SINCE OCTOBER OF 2011. ADDITIONALLY, THE NUMBER OF YOUTH IN PLACEMENT THROUGH PROBATION HAS STEADILY DECREASED DURING THAT TIME FRAME. SINCE IMPLEMENTATION OF OUR SIP IN JUNE OF 2013, OUR PERFORMANCE OF 37.5% HAS INCREASED MORE THAN 30%. WE HAVE MADE SIGNIFICANT CHANGES IN OUR CASE SCREENING POLICY WHICH ALLOWS US TO BETTER IDENTIFY SERVICES FOR THE YOUTH AND FAMILY TO SUPPORT REUNIFICATION. WE HAVE INCREASED CONTACT WITH PARENTS TO ENCOURAGE MORE INVOLVEMENT AND SUPPORT FOR YOUTH IN PROGRAMS. MOST IMPACTFUL OF ALL, IS THE EDUCATION ABOUT THE VALUE OF REUNITING FAMILIES AND EMBRACING YOUTH BACK INTO THE COMMUNITY THAT PROBATION OFFICERS ARE PROVIDING TO PROGRAM STAFF.

C1.2: MEDIAN TIME TO REUNIFICATION (EXIT COHORT)

BASELINE PERFORMANCE - OF ALL YOUTH IN CARE WHO REUNIFIED FROM JULY 1ST 2011 TO JUNE 30TH 2012, THE MEDIAN TIME TO REUNIFICATION WAS 12.2 MONTHS.

CURRENT PERFORMANCE - OF ALL YOUTH IN CARE WHO REUNIFIED FROM JANUARY 1ST 2014 THROUGH DECEMBER 31ST, 2014, THE MEDIAN TIME TO REUNIFICATION WAS 11.1 MONTHS. PROBATIONS PERFORMANCE IN THIS AREA IS BELOW THE NATIONAL STANDARD OF REUNIFICATION WITHIN 5.4 MONTHS.

ANALYSIS - OUR BASELINE DATA FOR THIS MEASURE WAS 12.2 MONTHS AND WE HAVE LOWERED THIS AVERAGE BY 9%. WE CONTINUE TO WORK TOWARD OUR GOAL OF REUNIFICATION WITHIN 6 MONTHS. AS STATED IN THE SIP, PROBATION YOUTH ARE REMOVED FROM THEIR HOMES AT LEAST PARTIALLY DUE TO

CRIMINAL BEHAVIOR AND ARE TYPICALLY PLACED IN TREATMENT PROGRAMS TO ADDRESS THESE BEHAVIORS. IT IS IMPERATIVE THAT YOUTH RECEIVE APPROPRIATE TREATMENT SO WE WILL CONTINUE TO WORK WITH PROVIDERS TO EXPEDITE REUNIFICATION WHILE STILL BEING MINDFUL THAT YOUTH ARE RECEIVING APPROPRIATE TREATMENT.

C1.3: REUNIFICATION WITHIN 12 MONTHS (ENTRY COHORT)

BASELINE PERFORMANCE - OF ALL YOUTH ENTERING FOSTER CARE FOR THE FIRST TIME BETWEEN JANUARY 1ST, 2012 TO JUNE 30, 2012, 30%, OR 3 OF 10 YOUTH, WERE DISCHARGED FROM CARE IN LESS THAN 12 MONTHS FROM REMOVAL.

CURRENT PERFORMANCE - OF ALL YOUTH WHO ENTERED FOSTER CARE FOR THE FIRST TIME FROM JULY 1ST, 2013 TO DECEMBER 31ST 2013, 44.4% OR 4 OF 9 YOUTH, , WERE REUNIFIED IN LESS THAN 12 MONTHS.

ANALYSIS - OUR PERFORMANCE HAS IMPROVED FROM THE BASELINE DATA BY 48.1% AND WE HAVE MOVED CLOSER TO ACHIEVING THE NATIONAL STANDARD OF 48.4% THE CHALLENGES WE FACE IN IMPROVING OUR PERFORMANCE IN THIS AREA HAVE BEEN DISCUSSED IN THE ANALYSIS OF MEASURE C1-2. WE ARE FOCUSING ON FAMILY ENGAGEMENT STRATEGIES TO REDUCE THE TIME TO REUNIFICATION.

G. STATE AND FEDERALLY MANDATED CHILD WELFARE/PROBATION INITIATIVES

CHILD WELFARE SERVICES

KATIE A - THE KATIE A PROGRAM, NAMED IN NAPA COUNTY AS, PATHWAYS TO WELL-BEING, HIRED A PROGRAM SUPERVISOR AND TWO THERAPISTS. THE PROGRAM HAS IMPLEMENTED A COORDINATED SERVICES DELIVERY SYSTEM WITH CHILD WELFARE AND JUVENILE PROBATION, INCLUDING CREATING AND RUNNING CHILD AND FAMILY TEAM MEETINGS AND PROVIDING INTENSIVE CARE COORDINATION TO SUBCLASS MEMBERS. PATHWAYS TO WELLBEING IS CO-LOCATED WITHIN THE CHILD WELFARE SERVICES BUILDING AND THE PROGRAM SUPERVISOR MEETS MONTHLY WITH CHILD WELFARE TO ENSURE THAT ELIGIBLE CHILDREN HAVE BEEN IDENTIFIED AND ARE OFFERED KATIE A. SERVICES. THE MENTAL HEALTH DIRECTOR, CHIEF PROBATION OFFICER AND CHILD WELFARE DIRECTOR CONTINUE TO SUPPORT THE DEVELOPMENT OF THIS PROGRAM.

CASE REVIEWS – NAPA COUNTY IS CURRENTLY DEVELOPING THE SYSTEM AND PROCESS BY WHICH CASE REVIEWS WILL OCCUR. AT THIS TIME, WE ARE WORKING ON HIRING AND TRAINING STAFF WHO WILL HAVE PRIMARY RESPONSIBILITY OVER THE CASE REVIEW PROCESS.

COMMERCIALLY SEXUALLY EXPLOITED CHILDREN (CSEC) – NAPA COUNTY IS IN THE PROCESS OF DEVELOPING A CSEC COLLABORATIVE WHICH CONSISTS OF CHILD WELFARE, PROBATION, LAW ENFORCEMENT, AND SEVERAL OTHER KEY COMMUNITY AGENCY REPRESENTATIVES. THIS COLLABORATIVE WILL FOCUS PRIMARILY ON EDUCATION AND PREVENTION AND WILL WORK ON DEVELOPING A PROTOCOL FOR RESPONSE.

H. NATIONAL RESOURCE CENTER (NRC) TRAINING AND TECHNICAL ASSISTANCE

N/A

5 – YEAR SIP CHART

CHILD WELFARE

PRIORITY OUTCOME MEASURE OR SYSTEMIC FACTOR: C1.1 REUNIFICATION WITHIN 12 MONTHS (EXIT COHORT)

NATIONAL STANDARD: 75.2%

CURRENT PERFORMANCE: OF ALL CHILDREN DISCHARGED FROM FOSTER CARE TO REUNIFICATION, FROM JANUARY 1ST 2014 THROUGH DECEMBER 31ST 2014, WHO HAD BEEN IN FOSTER CARE FOR 8 DAYS OR LONGER, 46.9% OR 15 OUT OF 32, WERE REUNIFIED IN LESS THAN 12 MONTHS FROM THE DATE OF THE LATEST REMOVAL FROM HOME. THIS IS BELOW THE NATIONAL STANDARD OF ABOVE 75.2% OR A DIFFERENCE OF 9 MORE CASES REUNIFYING WITHIN 12 MONTHS. THIS IS A DECREASE IN PERFORMANCE FROM OUR BASELINE PERFORMANCE AND FURTHER FROM OUR TARGET IMPROVEMENT GOAL OF 75.5%.

CSA BASELINE PERFORMANCE: ACCORDING TO THE OCTOBER 2012 QUARTERLY DATA REPORT (QUARTER 2 OF 2012), OF THE 49 CHILDREN WHO WERE DISCHARGED FROM FOSTER CARE TO REUNIFICATION JULY 1, 2011 TO JUNE 30, 2012, 32 WERE REUNIFIED WITHIN 12 MONTHS FROM THEIR LATEST REMOVAL. THIS IS A 65.3% RATE OF REUNIFICATION WITHIN 12 MONTHS.

TARGET IMPROVEMENT GOAL: NAPA COUNTY WILL IMPROVE PERFORMANCE ON THIS MEASURE FROM 65.3% TO 75.5%, RESULTING IN 5 MORE CHILDREN REUNIFYING WITHIN 12 MONTHS.

PRIORITY OUTCOME MEASURE OR SYSTEMIC FACTOR: C1.4 RE-ENTRY FOLLOWING REUNIFICATION

NATIONAL STANDARD: 9.9%

CURRENT PERFORMANCE: OF ALL CHILDREN DISCHARGED FROM FOSTER CARE TO REUNIFICATION FROM JANUARY 1ST 2013 THROUGH DECEMBER 31ST 2013, 17.9%, OR 5 OUT OF 28, REENTERED FOSTER CARE IN LESS THAN 12 MONTHS FROM THE DATE OF THE EARLIEST DISCHARGE TO REUNIFICATION. THIS IS ABOVE THE NATIONAL STANDARD OF BELOW 9.9%, OR A DIFFERENCE OF 3 LESS CASES RE-ENTERING. THIS IS A DECREASE IN PERFORMANCE FROM OUR BASELINE PERFORMANCE AND IS FURTHER FROM OUR TARGET IMPROVEMENT GOAL OF 4.0%.

CSA BASELINE PERFORMANCE: ACCORDING TO THE OCTOBER 2012 QUARTERLY DATA REPORT (QUARTER 2 OF 2012), OF THE 50 CHILDREN WHO WERE DISCHARGED FROM FOSTER CARE TO REUNIFICATION JULY 1, 2010 TO JUNE 30, 2011, 3 REENTERED WITHIN 12 MONTHS FROM THEIR EARLIEST DISCHARGE. THIS IS A 6.0% RATE OF RE-ENTRY WITHIN 12 MONTHS.

TARGET IMPROVEMENT GOAL: NAPA COUNTY WILL IMPROVE PERFORMANCE ON THIS MEASURE FROM 6.0% TO 4.0%, RESULTING IN 1 LESS CHILD RE-ENTERING WITHIN 12 MONTHS.

PRIORITY OUTCOME MEASURE OR SYSTEMIC FACTOR: C2.3 ADOPTION WITHIN 12 MONTHS (17 MONTHS IN CARE)**NATIONAL STANDARD: 22.7%**

CURRENT PERFORMANCE: OF ALL CHILDREN IN FOSTER CARE FOR 17 CONTINUOUS MONTHS OR LONGER ON JANUARY 1ST 2014, 37.5%, OR 12 OUT OF 32, WERE DISCHARGED TO A FINALIZED ADOPTION BY DECEMBER 31ST 2014. THIS IS ABOVE THE NATIONAL STANDARD OF ABOVE 22.7%. THIS IS AN INCREASED PERFORMANCE FROM OUR BASELINE PERFORMANCE AND IS CLOSER TO OUR TARGET IMPROVEMENT GOAL OF 50.0%.

CSA BASELINE PERFORMANCE: ACCORDING TO THE OCTOBER 2012 QUARTERLY DATA REPORT (QUARTER 2 OF 2012), OF THE 32 CHILDREN IN FOSTER CARE FOR 17 CONTINUOUS MONTHS OR LONGER ON THE FIRST DAY OF JULY 1, 2011, 10 WERE DISCHARGED TO A FINALIZED ADOPTION BY JUNE 30, 2012. THIS IS A 31.3% RATE OF ADOPTION WITHIN 12 MONTHS.

TARGET IMPROVEMENT GOAL: NAPA COUNTY WILL IMPROVE PERFORMANCE ON THIS MEASURE FROM 31.3% TO 50.0%, RESULTING IN 6 MORE CHILDREN DISCHARGING TO A FINALIZED ADOPTION WITHIN 12 MONTHS.

PRIORITY OUTCOME MEASURE OR SYSTEMIC FACTOR: C4.1 PLACEMENT STABILITY**NATIONAL STANDARD: 86%**

CURRENT PERFORMANCE: OF ALL CHILDREN SERVED IN FOSTER CARE FROM JANUARY 1ST 2014 THROUGH DECEMBER 31ST 2014, WHO WERE IN FOSTER CARE FOR AT LEAST 8 DAYS BUT LESS THAN 12 MONTHS, 82.9%, OR 68 OUT OF 82, HAD TWO OR FEWER PLACEMENT SETTINGS. THIS IS BELOW THE NATIONAL STANDARD OF ABOVE 86.0%, OR A DIFFERENCE OF 2 MORE CASES WITH TWO OR FEWER PLACEMENT SETTINGS. THIS IS AN INCREASED PERFORMANCE COMPARED TO OUR BASELINE PERFORMANCE AND IS CLOSER TO OUR TARGET IMPROVEMENT GOAL OF 90.1%.

CSA BASELINE PERFORMANCE: ACCORDING TO THE OCTOBER 2012 QUARTERLY DATA REPORT (QUARTER 2 OF 2012), OF THE 71 CHILDREN IN FOSTER CARE FOR AT LEAST 8 DAYS BUT LESS THAN 12 MONTHS ON JULY 1, 2011, 51 HAD TWO OR FEWER PLACEMENTS BY JUNE 30, 2012. THIS IS A 76.1% RATE OF PLACEMENT STABILITY.

TARGET IMPROVEMENT GOAL: NAPA COUNTY WILL IMPROVE PERFORMANCE ON THIS MEASURE FROM 76.1% TO 90.1%, RESULTING IN 10 MORE CHILDREN WITH LESS THAN TWO PLACEMENTS WITHIN 12 MONTHS.

PROBATION

PRIORITY OUTCOME MEASURE OR SYSTEMIC FACTOR: C1.1-REUNIFICATION WITHIN 12 MONTHS (EXIT COHORT)
NATIONAL STANDARD: 75.2%

CURRENT PERFORMANCE: CURRENT PERFORMANCE - OF ALL CHILDREN DISCHARGED FROM FOSTER CARE TO REUNIFICATION FROM JANUARY 1ST 2014 THROUGH DECEMBER 31ST 2014, WHO HAD BEEN IN FOSTER CARE FOR 8 DAYS OR LONGER, 68.8%, OR, 11 OUT OF 16 WERE REUNIFIED IN LESS THAN 12 MONTHS. THIS IS BELOW THE NATIONAL STANDARD OF 75.2%

CSA BASELINE PERFORMANCE: BASELINE PERFORMANCE-OF ALL CHILDREN DISCHARGED FROM FOSTER CARE TO REUNIFICATION- FROM JULY 1ST 2011 THROUGH JUNE 30TH 2012, WHO HAD BEEN IN FOSTER CARE FOR 8 DAYS OR LONGER, 37.5 %, OR 3 OUT OF 8, WERE REUNIFIED IN LESS THAN 12 MONTHS FROM THE DATE OF LAST REMOVAL FROM HOME.

TARGET IMPROVEMENT GOAL: NAPA COUNTY WILL IMPROVE PERFORMANCE ON THIS MEASURE FROM 37.5% TO 75.2%, RESULTING IN 3 MORE CHILDREN REUNIFYING.

PRIORITY OUTCOME MEASURE OR SYSTEMIC FACTOR: C1.2 MEDIAN TIME TO REUNIFICATION (EXIT COHORT)

NATIONAL STANDARD: 5.4 MONTHS

CURRENT PERFORMANCE: OF ALL YOUTH IN CARE WHO REUNIFIED FROM JANUARY 1ST 2014 THROUGH DECEMBER 31ST, 2014, THE MEDIAN TIME TO REUNIFICATION WAS 11.1 MONTHS. PROBATION'S PERFORMANCE IN THIS AREA IS BELOW THE NATIONAL STANDARD OF REUNIFICATION WITHIN 5.4 MONTHS

CSA BASELINE PERFORMANCE: BASELINE PERFORMANCE-OF ALL YOUTH IN CARE WHO REUNIFIED FROM JULY 1ST 2011 TO JUNE 30TH 2012, THE MEDIAN TIME TO REUNIFICATION WAS 12.2 MONTHS

TARGET IMPROVEMENT GOAL: NAPA COUNTY WILL IMPROVE PERFORMANCE ON THIS MEASURE FROM 12.2 MONTHS TO 6 MONTHS.

PRIORITY OUTCOME MEASURE OR SYSTEMIC FACTOR: C1.3-REUNIFICATION WITHIN 12 MONTHS (ENTRY COHORT)

NATIONAL STANDARD: 48.4%

CURRENT PERFORMANCE: OF ALL YOUTH WHO ENTERED FOSTER CARE FOR THE FIRST TIME FROM JULY 1ST 2013 TO DECEMBER 31ST 2013, 44.4% OR 4 OF 9 YOUTH , WERE REUNIFIED IN LESS THAN 12 MONTH

CSA BASELINE PERFORMANCE: BASELINE PERFORMANCE-OF ALL YOUTH ENTERING FOSTER CARE FOR THE FIRST TIME BETWEEN JANUARY 1ST, 2012 TO JUNE 30, 2012, 30%, OR 3 OF 10 YOUTH, WERE DISCHARGED FROM CARE IN LESS THAN 12 MONTHS FROM REMOVAL

TARGET IMPROVEMENT GOAL: NAPA COUNTY WILL IMPROVE PERFORMANCE ON THIS MEASURE TO 40%, RESULTING IN 2 MORE CHILDREN REUNIFYING WITHIN 6 MONTHS.

PRIORITY OUTCOME MEASURE OR SYSTEMIC FACTOR: C4.2-PLACEMENT STABILITY (12-24 MONTHS IN CARE)

NATIONAL STANDARD: 65.4%

CURRENT PERFORMANCE: OF ALL YOUTH IN FOSTER CARE FROM JANUARY 1ST 2014 TO DECEMBER 31ST 2014 WHO WERE IN CARE FOR AT LEAST 12 MONTHS BUT LESS THAN 24 MONTHS, 75%, OR 6 OUT OF 8 YOUTH, HAD TWO OR FEWER PLACEMENTS. PROBATION EXCEEDED THE NATIONAL STANDARD OF 65.4%.

CSA BASELINE PERFORMANCE: BASELINE PERFORMANCE- OF ALL CHILDREN IN FOSTER CARE FOR AT LEAST 12 MONTHS BUT LESS THAN 24 MONTHS FROM JULY 1ST 2011 AND JUNE 30TH 2012, 60%, OR 6 OUT OF 10 YOUTH HAD TWO OR FEWER PLACEMENTS.

TARGET IMPROVEMENT GOAL: NAPA COUNTY WILL INCREASE THIS MEASURE BY 1 CHILD RESULTING IN A 70% PLACEMENT RATE.

ATTACHMENT 1 – FIVE-YEAR SIP MATRIX

CHILD WELFARE		
<p>Strategy 1: Increase collaboration with the Latino Community</p>	<input checked="" type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): Family Reunification, Re-entry, Placement Stability Adoption (OCAP)</p>
Action Steps:	Timeframe:	Person Responsible:
A. Recruit and increase the number of bilingual/bi-cultural foster and adoptive homes	July 2013 – Ongoing Completed and On-going	Adoption and Licensing Supervisor
B. Provide PRIDE training in Spanish to prospective foster and adoptive parents.	September 2013 – Ongoing Completed	Adoption and Licensing Supervisor
C. Work with KSSP contractor to ensure KSSP services and printed materials are available in Spanish.	November 2013 – Ongoing Completed	Staff Services Analyst
D. Ensure that appropriate referrals of Latino families are made by staff to culturally appropriate programs i.e., faith based programs and the Family Resource Centers	July 2014 – Ongoing Completed and On-going	Staff Services Analyst
E. Develop and sustain relationships with key service providers in the Latino community	July 2013 – Ongoing Initiated and On-going	Child Welfare Director and Assistant Child Welfare Directors

Strategy 2: Increase family engagement through more systematic facilitated family meetings with continued focus on Safety Organized Practice	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Family Reunification Re-entry Placement Stability Adoption
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Develop a Family Meetings policy outlining Napa County’s practice standardizing the key decision points where these meeting should occur.	July 2013 – January 2014 August 2015	Family Meetings Supervisor
B. Implement training to staff regarding the developed policy	March 2014 October 2015	Program Supervisors
C. Implement the policy	April 2014 December 2015	Program Supervisors
D. Review and evaluate the efficacy of the policy	January 2015 – biannually July 2016 - Biennially	Staff Services Analyst

Strategy 3: Implement a structured system of case reviews for all cases involving a re-entry	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Family Reunification Re-Entry
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Develop and refine a process to identify families who re-enter the Child Welfare System	July 2013 – December 2013 Completed and On-going	Staff Services Analyst
B. Conduct monthly case reviews of families who re-enter the Child Welfare System	July 2013 – Monthly Completed and On-going	Child Welfare Director
C. Identify themes and make recommendations for practice changes	October 2013 – Monthly Completed - To be assessed on an on-going basis	Staff Services Analyst
D. Implement practice changes	January 2014 – Ongoing To be implemented on an on-going basis	Program Supervisors

Strategy 4: Develop a domestic violence collaborative with partner agencies in the community.	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Family Reunification Re-Entry
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Convene an interagency workgroup to identify systemic changes, staff resources, and training needs required	October 2013 – Ongoing Completed and On-going	Emergency Response Supervisor
B. Develop a collaborative protocol for responding to and supporting families where domestic violence occurs	January 2014 – December 2014 Completed	Emergency Response Supervisor
C. Educate and train staff and partners on the protocol	January 2015 – March 2015 Completed	Emergency Response Supervisor
D. Implement the protocol	April 2015 Completed	Program Supervisors

E. Evaluate the implementation of the protocol and the effectiveness as determined by the domestic violence collaborative	April 2016 - Ongoing	Staff Services Analyst
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Strategy 5: Strengthen concurrent planning practices.	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Placement Stability Adoption
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Form concurrent planning workgroup. Adopt a concurrent planning philosophy and identify opportunities to embed concurrent planning practices within the current Child Welfare structure.	September 2013 — June 2015 Completed	Assistant Child Welfare Director
B. Develop a written policy and procedure	July 2015 — December 2015 Completed	Program Supervisor
C. Identify training needs and opportunities for staff	July 2014 — Ongoing Completed and On-going	Program Supervisor
D. Review and evaluate the efficacy of the policy	July 2016 and biannually	Staff Services Analyst

Strategy 6: Develop a formal Family Finding practice	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Family Reunification Re-entry Placement Stability Adoption
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Research available family search databases to be used to locate and connect with family members of foster children. Select the most useful database and develop contract/service agreement to utilize in family finding.	July 2013 – June 2014 Completed	Program Supervisor
B. Identify available funding sources to support family finding efforts including staffing costs.	July 2014 Completed	Program Supervisor
C. Develop a procedural guide and best practice tool.	December 2014 August 2015	Program Supervisor
D. Provide training to staff regarding the developed procedural guide	March 2015 September 2015	Program Supervisor

<p>E. Evaluate practices by monitoring numbers of children placed with relatives and Non Related Extended Family Members as well as the number of relatives/NREFMs identified as connections for youth.</p>	<p>July 2015 and biannually July 2016 and Biennially</p>	<p>Staff Service Analyst</p>
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<p>Strategy 7: Strengthen wraparound services by reviewing current wraparound program and identifying areas for enhancement including restructuring</p>	<p><input checked="" type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A</p>	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): Family Reunification Re-entry Placement Stability</p>
<p>Action Steps:</p>	<p>Timeframe:</p>	<p>Person Responsible:</p>
<p>A. Evaluate current program to identify systemic strengths and needs</p>	<p>July 2013 — March 2014 Completed</p>	<p>Wraparound Supervisor</p>

<p>B. Develop strategies to address identified needs</p>	<p>July 2013 — March 2014 Completed</p>	<p>Wraparound Supervisor</p>
<p>C. Develop policies and procedures on a flow basis according to priorities, including modifications to the policies and procedures as the program is implemented.</p>	<p>January 2014 — December 2015 Completed and On-going</p>	<p>Wraparound Supervisor</p>
<p>D. Train staff to developed policies and procedures</p>	<p>April 2014 — Ongoing Completed and On-going</p>	<p>Wraparound Supervisor</p>
<p>E. Implement identified program changes once the program has begun; modify policies and procedures as needed (See Action Step C).</p>	<p>April 2014 — Ongoing Completed and On-going</p>	<p>Wraparound Supervisor</p>
<p>F. Adopt a plan to monitor program outcomes based upon established evidence based practices</p>	<p>January 2015 - Ongoing</p>	<p>Staff Services Analyst</p>

Strategy 8: Increase placement options within Napa County for older youth, siblings and children and youth with special needs.	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Family Reunification Re-entry Placement Stability Adoptions
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Research best practices and emerging successful practices around targeted recruitment of caregivers	March 2015 – April 2016	Licensing Supervisor
B. Engage stakeholders and community partners, including leaders in the faith based community, in the development of a community specific targeted recruitment and retention plan	April 2016 – June 2016	Licensing Supervisor
C. Implement the plan	July 2016 - Ongoing	Licensing Supervisor
D. Monitor the total number of placement homes available to the identified population	January 2017	Staff Services Analyst

<p>Strategy 9: Continue to develop formal infrastructure for the Adoption Program and internal goals to monitor effectiveness.</p>	<input checked="" type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input checked="" type="checkbox"/> PSSF <input type="checkbox"/> N/A	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): Placement Stability Adoption (OCAP)</p>
<p>A. Implement a system of case staffing/consultation required within 4 weeks of new entries into foster care to discuss concurrent planning options and clarify roles and responsibilities, including the scheduling of future staffing/consultations.</p>	<p>July 2013 Completed</p>	<p>CWS Assistant Director and Program Supervisor</p>
<p>B. Convene a quarterly concurrent planning workgroup to identify issues/themes emerging from case staffing/consultations and recommend solutions and actions to address concerns.</p>	<p>December 2013 — Ongoing Completed and On-going</p>	<p>CWS Assistant Director and Program Supervisor</p>
<p>C. Initiate the contracting process for Napa County to assume fiscal responsibility for contracts for post-adoption services in lieu of CDSS, including negotiating expectations and deliverables.</p>	<p>March 2014 No longer a viable option</p>	<p>CWS Assistant Director and Staff Services Analyst</p>
<p>D. Continually assess the need for concurrent planning and adoption training and collaborate with the Bay Area Academy to meet identified needs.</p>	<p>January 2014 Completed and On-going</p>	<p>Program Supervisors</p>

<p>E. On an ongoing basis, identify areas where written policies and procedures are needed and draft them as needed.</p>	<p>July 2013 and ongoing Completed and On-going</p>	<p>Program Supervisors</p>
<p>F. Evaluate the administration of AAP benefits by developing and implementing an internal audit process for AAP cases.</p>	<p>July 2013 — Annually thereafter Completed</p>	<p>Program Supervisor and Quality Management Staff</p>
<p>G. Develop methods to evaluate client satisfaction with adoption services (accessibility, matching process, support through adoption process, etc.)</p>	<p>October 2014 — ongoing Completed and On-going</p>	<p>Program Supervisor</p>

Strategy 10: Improve collaboration with communities outside of the City of Napa	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Family Reunification Re-Entry Placement Stability Adoption
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Identify key stakeholders in each community	July 2014 July 2015	Child Welfare Director
B. Conduct initial meetings in each community to hear and share concerns and mutually develop plans to address them	July 2014 – June 2015 July 2015 – June 2016	Child Welfare Director
C. In partnership with stakeholders, identify actions necessary to strengthen positive working relationships	July 2014 – June 2015 July 2015 – June 2016	Child Welfare Director
D. Establish a feedback loop to ensure sustained, positive working relationships	July 2015 – Ongoing July 2016 – On-going	Child Welfare Director

Strategy 11: In collaboration with Napa County Children’s Mental Health, implement the requirements of the Katie A lawsuit, identifying areas where service integration would lead to positive client outcomes.	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Family Reunification Placement Stability Adoption
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Form a county Implementation Team including community members who have had experience with child welfare and/or mental health services.	July 2013 Completed and On-going	CWS & MH Directors
B. Through a partnership between mental health and child welfare, design a coordinated services delivery system for children, youth and families served by both agencies to include services specified by the Katie A settlement.	July 2013 – January 2014 Completed and On-going	County Katie A Implementation Team and Subcommittees
C. Cross train child welfare and mental health staff on the promising practices, the Core Practice Model and implementation plan.	September 2013 – January 2014 Implemented and On-going	Assistant CWS Director and Assistant MH Director
D. Develop or adopt evaluation tools and evaluate the effectiveness of the coordinated service delivery system.	July 2014 and ongoing December 2015 and On-going	Staff Services Analysts from CWS and MH Divisions

PROBATION		
<p>Strategy 12: Add an additional component to the screening process that requires more extensive relative assessments and engagement earlier in the wardship process. Current practice is to begin the relative search once removal from the home is inevitable. Beginning this process earlier to engage the support of extended family in community treatment and supervision may prevent the need for removal or limit the time in care.</p>	<input checked="" type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): Family Reunification</p>
Action Steps:	Timeframe:	Person Responsible:
<p>A. Review current Relative Assessment program to identify areas for enhancement including restructuring</p>	<p>June 2013 – December 2013 Completed and ongoing</p>	<p>Chief Deputy Probation Officer, Investigations and Placement Supervisors</p>
<p>B. Develop implementation strategies to strengthen current program</p>	<p>October 2013 – March 2014 October 2015 Ongoing</p>	<p>Chief Deputy Probation Officer, Investigations and Placement Supervisors</p>
<p>C. Develop policies to support program</p>	<p>June 2013 – December 2014 October 2015-January 2016</p>	<p>Chief Deputy Probation Officer, Investigations and Placement Supervisors</p>

D. Train staff to implement policies.	January 2015—June 2015 January 2016-June 2016	Investigations and Placement Supervisors
E. Implement Relative Assessment program	July 2015 - ongoing	Investigations and Placement Supervisors, staff
F. Evaluate Relative Assessment program and which placements have the best outcomes for youth.	January 2016 - ongoing	Investigations and Placement Supervisors

Strategy 13: Create more opportunities for probation officers to meet with youth and families in placement Increase parent/guardian and family contact and engagement while youth are in out of home care and develop methods to incorporate other natural supports from the youth's community. Develop methods to incorporate natural supports from the youth's community. <i>(This strategy has been combined with Strategy 16 as recommended and discussed with Lisa Botzler)</i>	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Family Reunification Placement Stability
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Review current family contact policy to identify areas for enhancement including restructuring	June 2013 – December 2013 Completed and ongoing	Chief Deputy Probation Officer, Placement Supervisor, Senior Placement Officer
B. Develop implementation strategies to strengthen current policy and practice	October 2013 – March 2014 Completed and ongoing	Chief Deputy Probation Officer, Placement Supervisor, Senior Placement Officer
C. Develop policies to support practice	June 2013 – December 2014 May 2015 - December 2015	Chief Deputy Probation Officer, Placement Supervisor, Senior Placement Officer
D. Train staff to implement policies and practice	January 2015 – June 2015	Placement Supervisor
E. Implement	July 2015 - ongoing	Placement Supervisor, Placement Officers

F. Evaluate	July 2016 - ongoing	Placement Supervisor

Strategy 14: Work with programs and treatment centers to create flexibility in programming so youth may reunify sooner by transitioning to community treatment without compromising the safety of the youth or the community	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Family Reunification Placement Stability
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Meet with current treatment centers to share vision and goals for youth	July 2013 - ongoing	Placement Supervisor, Placement Officers
B. Create a workgroup and develop goals for treatment programs to support family reunification	August 2013 – November 2013 Ongoing as we add new programs	Placement Supervisor, Placement Officers
C. Implement new goals	January 2014 - ongoing	Placement Supervisor, Placement Officers
D. Evaluate by tracking the community based services provided to each youth and determine if they improve reunification outcomes for youth.	June 2014 – ongoing Changes in staffing have created the need to start this process again. May 2015-January 2016	Placement Supervisor

Strategy 15: Consider placement options in Napa County or in neighboring counties and develop a plan to work with these programs on meeting our department's needs and expectations	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Family Reunification Placement Stability
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Meet with identified placement facilities on an ongoing basis to share department's needs and expectations	June 2013 - ongoing Completed-several meetings took place prior to the unexpected closing of this facility	Placement Supervisor, Placement Officers
B. Evaluate by monitoring which placements have the best outcomes for youth.	July 2014 – ongoing There are currently no residential treatment facilities in Napa County	Placement Supervisor

Strategy 16: Increase parent/guardian and family contact and engagement while youth are in out of home care and develop methods to incorporate other natural supports from the youth's community. <i>(This strategy has been combined with Strategy 13 as recommended and discussed with Lisa Botzler)</i>	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Family Reunification Placement Stability
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Review current family contact policy to identify areas for enhancement including restructuring	January 2014 – March 2014	Chief Deputy Probation Officer, Placement Supervisor, Senior Placement Officer
B. Develop implementation strategies to strengthen current policy and practice	April 2014- July 2014	Chief Deputy Probation Officer, Placement Supervisor, Senior Placement Officer
C. Develop policies to support practice	August 2014 – December 2014	Chief Deputy Probation Officer, Placement Supervisor, Senior Placement Officer
D. Train staff to implement policies and practice	January 2015 - ongoing	Placement Supervisor

E. Implement revised family contact policy.	January 2015 -- ongoing	Placement Supervisor, Placement Officers
F. Evaluate by monitoring which placements have the best outcomes for youth.	July 2015 -- ongoing	Placement Supervisor

Strategy 17: Develop timely and more detailed concurrent plans for youth and increase level of the youth's involvement in the process	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Family Reunification Placement Stability
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Review current policy to identify areas for enhancement including restructuring	June 2013 – October 2013	Chief Deputy Probation Officer, Placement Supervisor, Senior Placement Officer
B. Develop implementation strategies to strengthen current policy and practice	November 2013 – February 2014 December 2014 Partially completed and ongoing	Chief Deputy Probation Officer, Placement Supervisor, Senior Placement Officer
C. Develop policies to support practice	March 2014 – May 2014 March 2015-December 2015	Chief Deputy Probation Officer, Placement Supervisor; Senior Probation Officer
D. Train staff to implement policies and practice	June 2014 – August 2014 April 2015-December 2015	Placement Supervisor
E. Implement more timely concurrent plans for youth and increase level of youth involvement in case plans.	September 2014 - ongoing	Placement Supervisor, Placement Officers

F. Evaluate by monitoring concurrent plans and track if youth outcomes are improved.	March 2015 - ongoing	Placement Supervisor
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State and Federally Mandated Child Welfare/Probation Initiatives