California – Child and Family Services Review Signature Sheet

For submittal of: CSA ☐ SIP ☐ Progress Report ☒

County	Nevada
SIP Period Dates	July 2014-July 2015
Outcome Data Period	2014 Quarter 4 from October 1st - December 31st 2014
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BOS Approval Date	
Name	
Signature*	

Mail the original Signature Sheet to:

Children's Services Outcomes and Accountability Bureau
Attention: Bureau Chief
Children and Family Services Division
California Department of Social Services
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*Signatures must be in blue ink

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California - Child and Family Services Review

Annual SIP Progress Report

2015

CDSS
CALIFORNIA
DEPARTMENT OF
SOCIAL SERVICES

Rev. 12/2013

Table of Contents

INTRODUCTION……PAGE 2

SIP NARRATIVE ……..PAGE 3

CURRENT PERFORMANCE TOWARD SIP GOALS……..PAGE 4

STATUS OF STRATEGIES……PAGE 11

STRATEGY 2.1: SOP……...PAGE 11

STRATEGY 3.1: SANCTION MATRIX……PAGE 12

STRATEGY 4.1: FAMILY FINDING……PAGE 12

STRATEGY 4.2: CONCURRENT PLANNING……..PAGE 13

STRATEGY 6.1: COURTS……PAGE 13

STRATEGY 7.1: P & P MANUAL……..PAGE 13

STRATEGY 8.1: TRAINING……PAGE 14

STATE AND FEDERALLY MANDATED CHILD WELFARE/PROBATION INITIATIVE……PAGE 19

FIVE-YEAR SIP CHART ……PAGE 20

ATTACHMENTS

STRATEGY CHART……ATTACHMENT 1

Introduction

The System Improvement Plan (SIP) Annual Progress Report is a report on the progress that Nevada County's Child Welfare Services (CWS) and the Juvenile Probation Department have made towards goals that were set out in the three-year System Improvement Plan (SIP) that was adopted in October 2011.

The 2011 SIP outlined the strategies that CWS and the Juvenile Probation Department planned to implement over a three-year period to improve outcomes for children and families. This was extended to become a five-year SIP period. The 2011 SIP incorporated the findings of the 2011 County Self-Assessment (CSA) and the 2010 Peer Quality Case Review (PQCR) and is operational from November 1st, 2011 through October 30th, 2016, with annual updates.

This SIP Progress Report will outline the progress Nevada County has made from July 2014 – July 2015 on the 5-Year plan. In an effort to determine the effectiveness of the Nevada County System Improvement Plan, this report outlines progress achieved in both state and federal outcome measures, as measured by the Child Welfare Indicators Project, UC Berkeley Strategies; goals set forth in the 2011 SIP and their corresponding strategies and action steps. According to the Berkeley Quarterly Report (2014 Qtr. 4 Extract, Released April 1, 2015), Nevada County Child Welfare Services (CWS) and Juvenile Probation have made strides at maintaining the SIP goals during the reported period. However in smaller counties, like Nevada County, small changes in numbers can skew the percentage towards the goal on a given measure, which can be misleading when numbers are compared to the National Standard.

Child Welfare Service has experienced many successes and faced some challenges over the past year. In 2014, there was a turnover of fourteen staff members. Since that time, there has been stabilization in staff. This has been realized through meticulous hiring practices and giving new workers support though rigorous training. This training has been provided via a full-service contract with the University of California, Davis, Northern California Training Academy. The supervisors and program manager have received management training. All staff have been trained in the fundamentals of Safety Organized Practice (SOP). Social Workers have been training on many topics including, court reporting, testifying, Interstate Compact on the Placement of Children (ICPC), Assembly Bill 12, and Federal Case Reviews, to name a few. Child Welfare Services remains in the ongoing process of creating a Policy and Procedure manual to allow for continuity of services across social workers.

Probation has also experienced difficulties with staff turnover as well as a change in management in the past year. This year has seen the hiring of a new Program Manager. Changes in staff created a need for training in the use of CWS/CMS in order to accurately record data. This training was provided by the Northern California Training Academy.

Housing continues to be an obstacle that creates a barrier to parents reunifying with their children. Methamphetamine and alcohol abuse are prevalent among county residents. Serious mental illness and substance abuse can require expertise and more intense treatment than is available in this rural community. There is also a need for more intensive after care services for families who are leaving the child welfare system to help prevent reentry.

For a small community, Nevada County has many non-profits and community partners. Fortuitously, these organizations are committed to working with Child Welfare and Juvenile Probation to find solutions within the community to the aforementioned challenges that families face. By partnering with these organizations, Child Welfare and Juvenile Probation seek to engage families in community services that provide a web of support that will stay with families through life.

SIP Progress Narrative

STAKEHOLDERS PARTICIPATION

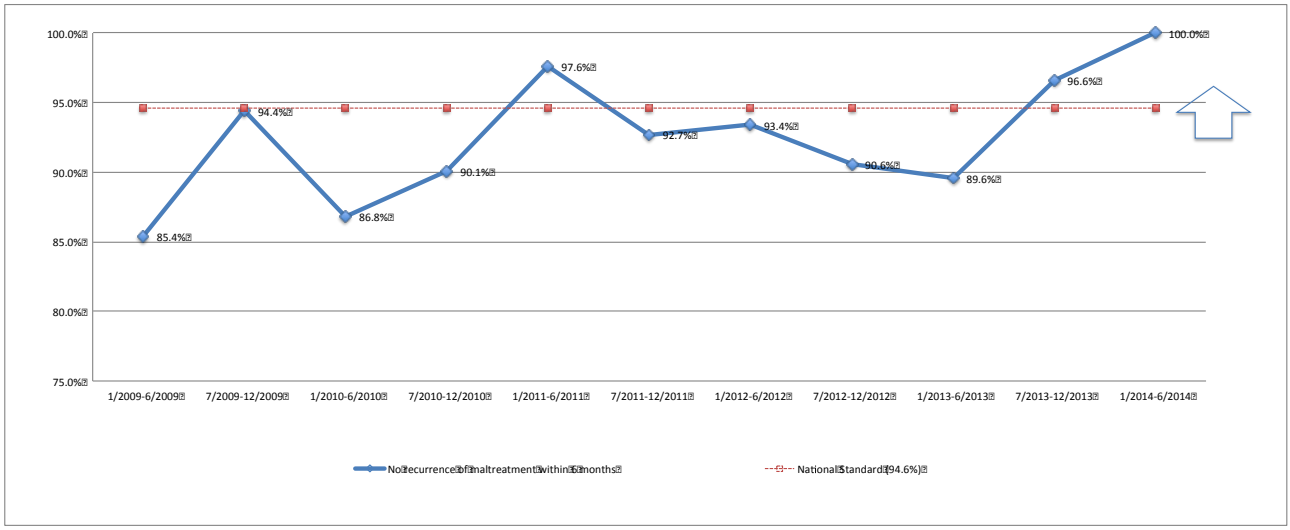
Nevada County Child Welfare Services and Juvenile Probation continue to work closely with our community. The Child Welfare Program Manager attends the monthly meeting of the Western Nevada County Community Support Network Meetings and the Community Collaborative of Tahoe Truckee Meetings in Eastern Nevada County. Both of these groups represent the local Child Abuse Prevention Councils (CAPC) and are comprised of community members and service providers who serve children and families in Nevada County. Given that many staff are new, a different social worker attends the monthly CAPC meetings with the Program Manager provide information and be introduced to the community.

CWS and Probation are actively involved in many other community meetings, such as Children's System of Care, Placement/WRAP, SMART (our multidisciplinary team), monthly meetings with FFA's and AB12 providers, hospitals, Katie A meetings, drug treatment providers, law enforcement, adoptions, and Palm Tree, which actively engages the courts. These meetings always provide a forum for education, collaboration and the sharing of information and resources. Family engagement is critical and is encouraged at all meetings across levels and disciplines.

CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS

CHILD WELFARE

S1.1 NO RECURRENCE OF MALTREATMENT



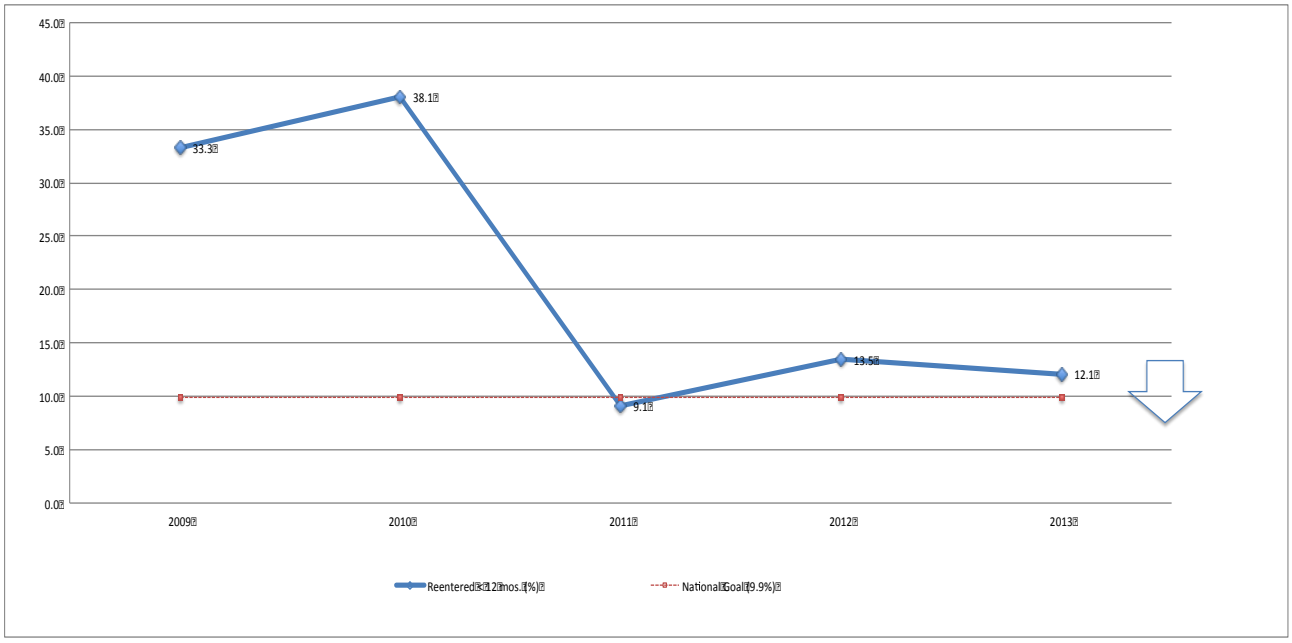
DATA ANALYSIS

The data presented represents a total of 40 children who had the potential for recurrence of maltreatment, none of these children experienced recurrence of maltreatment during the period of January 1, 2014 thru June 30, 2014. In fact, for the past three quarters of data from the Berkeley Quarterly Report, Nevada County has been at or above the National Standard on this outcome measure. There has been an impovement of almost 15% since the County Self Assessment (CSA) baseline performance in 2009. This exceeds the goal set out in the orignal System Improvement Plan (SIP). These positive results can be directly linked to some of the strategies that have been implemented throughout this current SIP cycle. These strategies include the implementation of WRAP and Family Preservation services which help keep children with their parents long-term. The implementation of Safety Organized Practice (SOP), which seeks to find natural and community supports which in turn creates a safety network for families after their case closes. Safety networks are created through close work with our service providers and community partners so that families remain safe and stable after formal services are discontinued.

Hiring practices have been such that current social workers are strong at building relationships with parents. Through their relationships with the family, social workers are more able to engage families in services and help them make the changes needed to maintain healthy familial relationships. This in turn decreases recurrance of maltreatment as parents have more fully engaged in services and gained the skills needed to provide safe and stable homes for their children. Another factor possibly affecting this outcome is deeper analysis of cases are being conducted by social workers in the court reports for deposition hearings. This gives the court a deeper understanding of the barriers that families face to being reunified. This results in court having appropriate expectations of the family and ordering the proper services to remove

barriers. When parents engage in the approriate services they can gain the insight needed to make positive changes in the behaviors and attitudes that lead to their involvement with child welfare. When these meaningful changes occur it is more likely that there will be no recurrance of matreatment after reunifiucation.

C1.4 Reentry Following Reunification (Exit Cohort)



Data Analysis

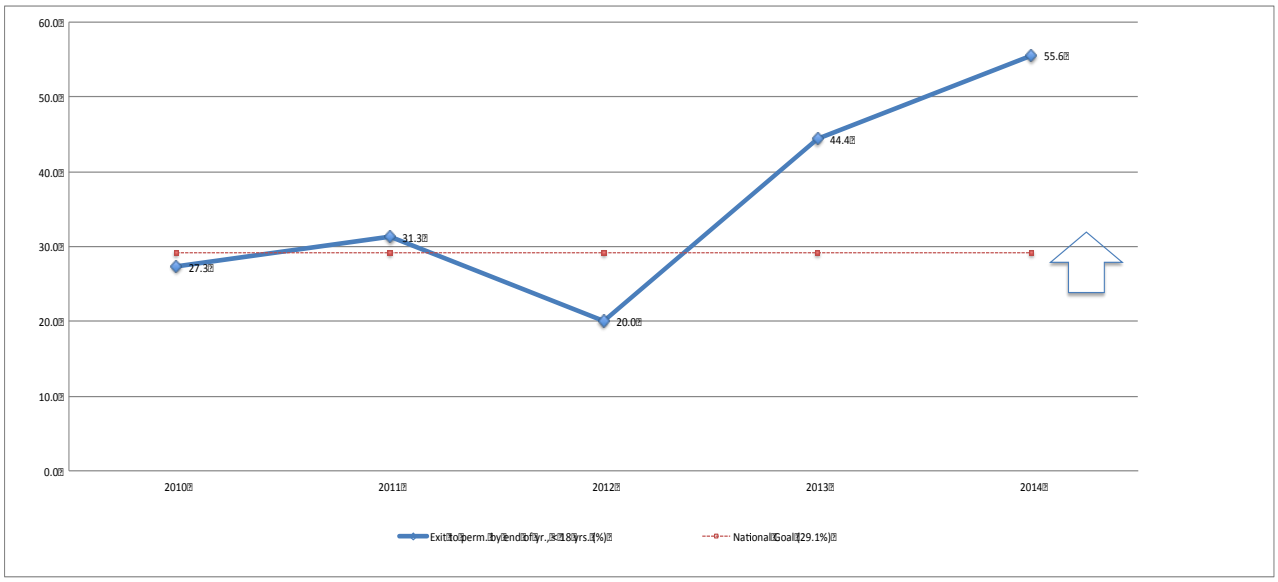
Nevada County came very close to meeting this goal, within 2.2%. Of the 33 children who had the potential to reenter care in the reported 12-month period, 4 children reentered care. If one less child had reentered care, Nevada County would have met the national goal. Although Nevada County did not meet the goal on this measure, there has been an over 20% improvement in this measure since the CSA baseline. This improvement is on track with the original SIP, which outlined the goal of a 5% reduction in re-entry per year. The strategies mentioned above are likely to have caused the positive improvement in this measure as well.

Placement type was a variable that appears to have affected this outcome. None of the 12 children placed with relatives or Nonrelated Extended Family Members (NREFM) reentered care. Of the children placed in Foster Family Agency (FFA) homes that reunified 3 out of 14 reentered care. The one child from a group home exited care and subsequently reentered. Age also seemed to be a factor, as younger children ages zero to two years old were the least likely to re-enter care.

Some additional factors affecting this outcome could be related to instances where parents have met the obligations of the court, where by their children are returned home, however they have not gained insight into how their behavior affects their child. This results in parents who have met requirements but may have not made the necessary life changes essential to maintaining their family, there by leading to their children reentering care. More over, many children placed in out of home care in Nevada County are children whose reason for initial placement in foster care includes parental problems with alcohol and drugs, mainly methamphetamine. Research

indicates that children who enter care under these conditions are much more likely to reenter care following reunification[1]. Recovery from substance abuse is a long-term process whereas reunification is expected to take place in shorter amounts of time. Nevada County currently has two alcohol and other drug (AOD) treatment providers, one of which provides residential treatment. These providers have success in getting parents clean and sober. However, as mentioned previously recovery from substance abuse takes time and commitment. The reunification timelines that are meant to benefit children by quickly moving them to permanency can be in conflict with the time it takes to for parents to make the life changes needed to maintain sobriety.

C3.1 Exits to Permanency (24 Months in Care)



Data Analysis

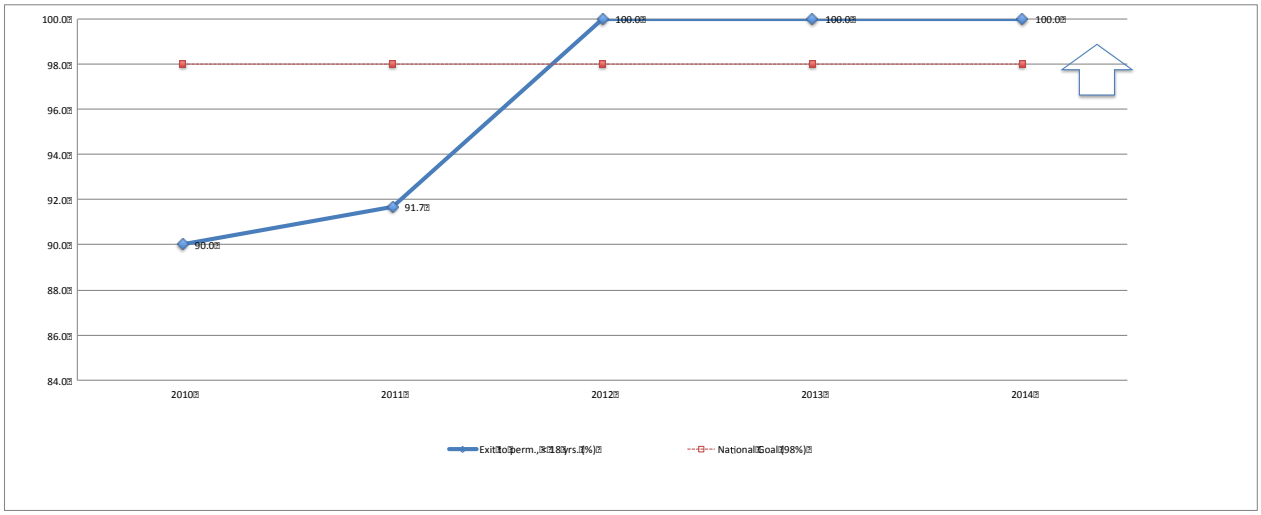
Nevada County has been above the national standard on this outcome measure for the past two years. Eighteen children were in foster care placements for 24 months or longer on the first day of the year in 2014, of those 10 children had exited to permanency by the last day of the year. All 10 of those children exited foster care via adoption. This is outcome is about 10% higher than the baseline data from the CSA. The CSA baseline data did meet the national standard however at that time performance on this outcome had been inconsistent over several years. Close work with community providers in family finding efforts and implementation of concurrent planning when a child is detained, which were strategies outlined in the original SIP, are likely to caused improvements seen in this outcome in the last two years.

The 8 children who are still in care are older youth, 12 years old or older, who have chosen to stay in care rather than terminate parental rights. It is the practice of the Juvenile Courts in Nevada County to respect the wishes of these youth who could not reunify with their parents.

[1] Brook, J., & McDonald, T. P. (2007). Evaluating the effects of comprehensive substance abuse intervention on successful reunification. *Research on Social Work Practice, 17*(6), 664.

Given that parental rights are still in place, the permanent plan of adoption is not possible and as a consequence these youth are ordered into Long Term Foster Care (LTFC). Two of these youth in LTFC are placed with kin, one is in a nonpermanent guardianship, four are with foster families, and one is in a group home. These children are unlikely to exit to permanency. The factors contributing to youth staying in LTFC include a court culture that only orders permanency plans that the youth are in support of, families with intergenerational drug/substance use, relatives who cannot meet home approval/background check standards, as well as older youth potentially presenting with more difficult behaviors that make obtaining a guardianship challenging.

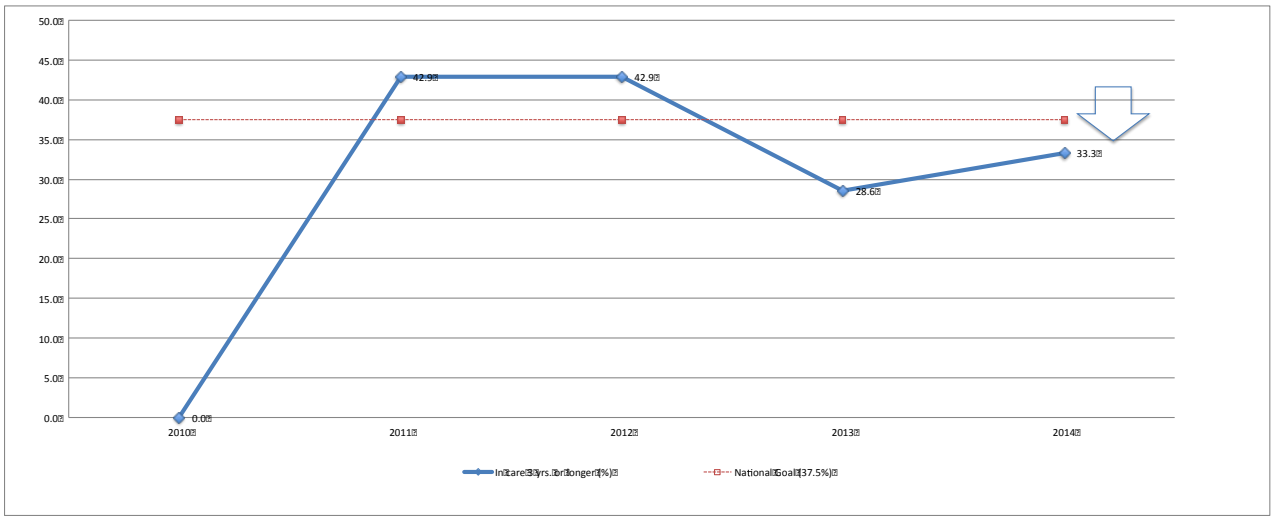
C3.2 Exits to Permanency (Legally Free at Exit)



Data Analysis

The data for this measure has exceeded the national goal for the past three years. All 18 of children who were discharged from foster care in 2014, who were legally free for adoption were discharged to a permanent home prior to turning 18. This represents an imporvement of about 8% from the CSA baseline data and meets the goals set out in SIP of achieving the national standard. The strategies introduced in the SIP of increased family finding and concurent planning are likely to have positively impacted this measure. Of these 18 children who exited to adoption, 14 were children 10 years old or younger and 4 youths were 11 years old or older. The performance on this goal is noteworthy; however it does not include the 8 children mentioned in the previous section that are in LTFC. This measure's cohort reflects the trend in Nevada County of older youth staying in LTFC as children who were 10 years old or younger make up over three-quarters of this sample.

C3.3 In Care 3 years or Longer (Emancipated/Age 18)



Data Analysis

Although Nevada County met the national goal on this measure this represents just three youth in foster care during the year who were either discharged to emancipation or turned 18 while still in care, of which only one youth had been in foster care for 3 years or longer. This is an improvement from the CSA baseline of about 17%. One reason these numbers may be so small is because most youth in Nevada County opt to stay in foster care beyond age 18 via Assembly Bill 12 (AB 12). This AB 12 option is especially helpful in giving these youth housing alternatives that would not otherwise be available them. They also gain additional support services that help them to transition into independent adulthood. Extended Foster Care (EFC) and THP+, which serves youth 21-24 years old has, greatly decreased the number of youth entering the criminal justice system as well as reducing homelessness in this population upon exit from foster care.

Probation

C1.4 Reentry Following Reunification (Exit Cohort)

National Goal/Standard of 9.9% and a most recent performance of 50%

	Interval					
	JAN2008-DEC2008	JAN2009-DEC2009	JAN2010-DEC2010	JAN2011-DEC2011	JAN2012-DEC2012	JAN2013-DEC2013
	n	n	n	n	n	n
Reentered in less than 12 months	.	.	.	.	1	1
No reentry within 12 months	.	1	6	1	2	1
Total	.	1	6	1	3	2

Data Analysis

Nevada County Probation's current performance on this measure is 50% of the children who reunified with their families reentered care within 12 months, which is well above the national goal of 9.9%. However, this only represents two youth that reunified in the year, one of which reentered care. If the past five years of data are analyzed, 15.4% of the children who reunified reentered care, a rate much closer to the national standard. This larger cohort represents two children reentering care out of a possible 13. Probation's CSA basline for this measure was 0%, which represented only one child who did not reenter care.

Reunification is a priority for the Probation youth in foster care however not every youth is ready after 12 months. This was the case with the youth that reentered care in the reported period. The father of this youth was engaged in services and was ready to give a safe and supportive home but his son was not ready. This youth was rebellious and unwilling to comply which reflected a general lack of maturity. These are the factors that lead to his reentry into care.

In an effort to balance timely reuninifation with the possibility of reentry, Probation refers WRAP Services for Probation youth upon their return home to aid in the transition prior to terminating their probation status all together. In doing so, the goal is to avoid re-entry and address any issues that may still need attention.

C3.1 EXITS TO PERMANENCY (24 MONTHS IN CARE)

NATIONAL GOAL/STANDARD OF 29.1% AND A MOST RECENT PERFORMANCE OF 100 %

	Interval					
	2009	2010	2011	2012	2013	2014
	n	n	n	n	n	n
Exited to reunification by end of year and before age 18	.	1	.	.	.	1
Exited to adoption by end of year and before age 18	.	.	.	.	.	.
Exited to guardianship by end of year and before age 18	.	.	.	.	.	.
Exited to non-permanency by end of year	.	1	.	.	.	.
Still in care	3	2	2	1	1	.
Total	3	4	2	1	1	1

Data Analysis

Although Probation met the national goal for measure C1.3 in this reported period, this cohort only represents one youth who reunified with family in after being in care for at least 24 months.

The CSA baseline data for Probation on this measure was 25%. If the last six years of data are examined, it can be seen that only two youth exited to permanency out of a possible 12 who were in care 24 months or longer or 16.7%, which does not meet the national standard. The two youth who exited, exited by means of reunification. This bespeaks to the point in the previous section about not every youth or family being ready to reunify in 12 months. Several factors could be affecting the outcomes on this measure. First being a lack of engagement in the services necessary to achieve the stability needed to gain a permanent placement. Moreover, it has been the case with some probation youth not having a home to go back to. Moreover, the probation youth in this six-year cohort were all older youth, 11 out of the 12 were youth were 16-17 years old. It tends to be harder to find a permanent placement for this age group. Furthermore, youth who have been in care for longer can often present with challenging behaviors making it difficult to find adoptive families or permanent guardianships. Increased efforts in family finding that is specifically targeted to youth in probation perhaps could have had midigated some of the challeges faced by Probation in timely exits to permanency.

C3.2 Exits to Permanency (Legally Free at Exit)

There is no data to report on this measure.

C3.3 In Care 3 years or Longer (Emancipated/Age 18)

National Goal/Standard of 37.5% and most recent year with No Data

	Interval					
	JAN2009-DEC2009	JAN2010-DEC2010	JAN2011-DEC2011	JAN2012-DEC2012	JAN2013-DEC2013	JAN2014-DEC2014
	n	n	n	n	n	n
In care less than 3 years	2	4	4	4	3	.
In care 3 years or longer	.	2	.	1	1	.
Total	2	6	4	5	4	.

Data Analysis

There is no data for this measure in the current reported year. However, if the previous five years are examined four out of 21 youth who emancipated or turned age 18 were in care for three years or longer. This represents 19% of the youth in this five-year cohort having been in care for three years or longer upon emancipation, well below the national standard of 37.5%. Youth that enter the probation system tend to do so when they are in their later teens, typically 16-17 years old. Additionally, Probation tends to terminate the case as soon as the placement youth have met their reabilitave goal or have reunified. When the goal is reunification WRAP services are often provided which allows youth to go home more quickly. These factors may reflect this positive trend on this measure over the past five years. The CSA basline data for this measure is 33%, which was above the national standard at the time. The lack of data in the

current year may reflect the tendency of foster youth in Nevada County to remain in Extended Foster Care (EFC) via AB 12, which has benefits previously mentioned in this report. Probation currently has two AB 12 youth.

STATUS OF STRATEGIES

STRATEGY 2.1: SOP

INTEGRATE SAFETY ORGANIZED PRACTICE (SOP) INTO THE ON-GOING DAILY PRACTICE FOR ALL SOCIAL WORKERS IN NEVADA COUNTY & PROVIDE ON-GOING SUPPORT TO OUR COMMUNITY PARTNERS FOR INTEGRATING SOP INTO THEIR OWN PRACTICE WITH CWS CLIENTS.

ANALYSIS

The original implementation of SOP began in 2011 at the start of the current SIP cycle. The staff at that time trained in the Foundational SOP Institute and had a coach from UC Davis who worked with staff and leadership. This year has seen a re-implementation of SOP through extensive training of new staff members and leadership. Additionally, as staff and leadership are becoming more proficient in SOP they are in turn taking what is learned in training and bringing it into the community during monthly meetings with service providers and at Child Abuse Prevention Counsel Meetings.

ACTION STEP STATUS

Nevada County has made good progress on the actions steps that were revised in the 2014 Annual SIP Report. The timeline in one case is being modified. Progress on the action steps is as follows.

A. UCD will host a 2-day foundational training for all social workers and a supervisor to attend in Grass Valley- This action was completed. Staff and leadership attended a three-day foundational SOP training in Placer County in March 2015.
B. Supervisors will attend Group Supervision class-This action was completed.
C. Implement group supervision-This action is not complete. The estimated completion date is July 2015.
D. UCD Coach will be assigned to Nevada County-This action is complete. A UC Davis coach was assigned in May 2015.
E. Staff will attend Advanced SOP modules as they become available and per staff specialty. This is action is complete and ongoing.

METHOD OF EVALUATION AND/OR MONITORING

Monitoring will be accomplished with case reviews and court report reviews.

STRATEGY 3.1: SANCTION MATRIX

IMPLEMENT A SANCTION MATRIX FOR ALL VIOLATIONS OF JUVENILE PROBATION

ANALYSIS

Nevada Probation has implemented the use of the Reward and Sanction Matrix. So far, the Matrix has evolved in its development and is in use by probation officers. Probation reviewed similar tools from other counties, combining the elements that would serve the population and needs within the county, developing a tool that worked for Nevada County. The tools works by assessing the level of risk and the crimenogenic needs of the probationer. It identifies behaviors that need to be corrected or addressed and uses alternatives to violating youth to deal with these behavioral issues. For example, if a youth misses meeting, they might have to write essay on the importance of attendance, rather than being sent back to the hall or a more formal sanction. These alternatives set out in the Matrix can be for low risk to high-risk offenders with a correlating response. It identifies what motivates them and uses this information to help correct behavior based on these motivations. Also, when a probationer achieves a goal, the Matrix also gives positive reinforcement like gift card, bus passes, stickers, etc. to acknowledge this good behavior.

ACTION STEP STATUS

All action steps have been completed except action D, the evaluation of the sanction matrix. The new estimated completion date is December of 2015. Probation has acquired a new case management system called Automon this year. Automon is still in the implementation phase. At this time Probation is still in the process of entering attributes and collecting data into the system. Report generation, which will be the corner stone of evaluation, is still in the creation stage.

METHOD OF EVALUATION AND/OR MONITORING

Probation is in the process of developing an evaluation of the effectiveness of the sanction matrix and its use with their new case management system Automon.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

Evaluation for Reward and Sanction Matrix

STRATEGY 4.1: FAMILY FINDING

IMPLEMENT FAMILY FINDING (FF) THOROUGHLY (FOLLOWING AB12).

ANALYSIS

Sierra Forever Families provides formal family finding efforts for Nevada County Child Welfare and Probation. Regular meetings between Sierra Forever Families and Nevada County CWS are occurring and Probation has been included into the meetings and family finding.

ACTION STEPS

All action steps have been completed. Action Step B was completed this year and is ongoing as CWS and Probation meet monthly with Sierra Forever Families to discuss family finding and current cases.

METHOD OF EVALUATION AND/OR MONITORING

Quarterly reports from Sierra Forever Families are being provided. Monthly meetings are conducted with Sierra Forever Families, which have enhanced monitoring of services.

STRATEGY 4.2: CONCURRENT PLANNING

IMPROVE AND FORMALIZE CONCURRENT PLANNING PROCESSES.

ANALYSIS

All action steps were completed in 2012, with the exception of Action Step D.

ACTION STEP STATUS

The timeline for Action Step D is July 2016.

STRATEGY 6.1: COURTS

IMPROVE AND REFINE RELATIONSHIPS AND PROCESSES BETWEEN COURTS AND CHILD WELFARE THROUGH MONTHLY MEETINGS WITH THE COURTS AND THROUGH COLLABORATION WITH THE COMMUNITY ADVOCACY GROUP & PALM TREE ADVISORY BOARD.

ANALYSIS

All action steps are complete and implementation of all items is ongoing. The ongoing SOP training offered through UC Davis will continue to be offered to county staff and open to the courts to help improve understanding of Safety Organized Practice and use throughout the continuum of service delivery. Currently, child welfare meets with attorneys quarterly where SOP information is being shared and training is occurring. This quarterly training is likely to be ongoing as there is an RFP for dependency attorneys.

STRATEGY 7.1: P &P MANUAL

ENSURE THAT THE POLICIES AND PROCEDURES MANUAL ARE COMPLETED AND A SYSTEM FOR UPDATING IT IS IN PLACE. THE MANUAL WILL BE HOUSED ON A SHARED DIRECTORY THAT SOCIAL WORKERS CAN ACCESS DAILY.

ANALYSIS

Action steps were initiated in 2012, but due to overwhelming turnover in staff, this project was put on hold. Beginning in August 2014, Nevada County has contracted with UC Davis to provide consultation support and technical assistance in writing the manual. These efforts saw the completion of 12 policy and procedure manuals. However, due to complications with the UC Davis contract, this project was again put on hold. A new contract is currently under development and will hopefully begin July 1, 2015. All timelines for the current action steps have changed. This will likely be an area that needs be a continued focus during the next System

Improvement Plan as the Policy and Procedure Manual is an important tool in providing continuity of service between workers.

ACTION STEP STATUS

A. Review currently complete list of finished Policies and Procedures and updated list of remaining Policies needed. Estimated Completion-August 2015
B. Develop plan for completing Policies & Procedures, including a review process, deadlines and priorities. Estimated Completion-October 2015
C. Develop plan for ongoing updates to exiting policies and procedures, which will include a system for flagging and reviewing current policies and incorporating updates. Estimated Completion-July 2016
D. Create a SharePoint where all Policies, Procedures, and forms can be located and accessed by staff and the public. Estimated Completion-December 2016

METHOD OF EVALUATION AND/OR MONITORING

The SIP planning team will review the progress toward the SIP goals quarterly and make adjustments to implementation as appropriate.

STRATEGY 8.1: TRAINING

ENSURE THAT TRAININGS ARE USED EFFICIENTLY IDENTIFIED TO OPTIMALLY SUPPORT SIP OUTCOMES. IMPLEMENT A SYSTEM TO PLAN TRAININGS THAT DIRECTLY LINK TO SIP IDENTIFIED OUTCOMES AND BEST-PRACTICES.

ANALYSIS

Nevada County Child Welfare Services has the Northern California Training Academy, UC Davis Extension, to provide training, in both formal classroom delivery and coaching, to child welfare staff. This contract is being renewed at a substantial rate for the coming fiscal year. Training continues to be a high priority given the number of staff who are new and the continued search for staff to fill all open positions.

Coaching has focused on the topics of foundational social work practice, court report writing, Structured Decision Making, conducting home visits and case planning. Training from the Child Welfare Directors Association (CWDA) of California has also occurred. Formal training classes have included: 1) Juvenile Court Process, 2) Court Report Writing, 2) Findings and Recommendations, 3) Structured Decision Making, 4) Secondary Trauma, 5) Petition Writing, 6) Foundational Interviewing Skills, 7) Testifying in the Courtroom, 8) Interstate Compact on the Placement of Children (ICPC), 9) Assembly Bill 12, 10) Federal Case Reviews, and 11) Leadership and Supervisor Management.

ACTION STEP STATUS

All action steps are complete and ongoing.

METHOD OF EVALUATION AND/OR MONITORING

County leadership will support ongoing efforts and look for opportunities to help refine process for collaboration between disciplines. Trainings will be reviewed in all leadership meetings and at quarterly SIP planning meetings.

Obstacles and Barriers to Future Implementation

One of the greatest challenges faced by child welfare is staffing. There has been turnover of 14 positions during the past year. Nevada County is located next to two larger counties that can offer higher wages, better benefits, as well as more opportunities. This can make it difficult to attract qualified people to fill vacant positions. Child welfare currently has several vacancies to fill.

Another challenge faced by CWS is that the management team is very new. Before this new management team was put in place, CWS had lost its identity and purpose. The past year has seen a lot of effort put into repairing relationships in the community. In the coming year, management would like to focus internally on the agency identity and retention of staff. These efforts will focus on organizing the work environment to create a place where people want to come to work.

Probation has also seen a turnover in staff which has interfered with the utilization of CWS/CMS. Previously the Placement Officer was not entering the data. This year the Placement Officer has worked with UC Davis to enter data correctly. Prior to the new Juvenile Probation Program Manager (hired January 2015), Probation had difficulties with management closing cases in a timely manner.

Given the challenges faced by both CWS and Probation, training is going to continue to be critical to ensure that new and current staff are retained and are successful in implementing services during the next SIP cycle.

Promising Practices/ Other Successes

Child Welfare Services has seen success in hiring in the past year. New hiring practices have been such that only qualified individuals who are vested in the county are being employed. This hiring process is taking longer but is resulting in higher retention and a better quality of workers. The past year also saw the hiring of an Analyst, which is a position that has not existed at child welfare in the past several years. Court reports have improved over the reported period in terms of timeliness and quality of reports. Child welfare has received praise from the courts in these areas which is in stark contrast to the previous year where there was threat of sanctions.

Child welfare has worked hard to earn the trust of and create transparency within the community. Success can be seen in this area with the increase in voluntary cases whereby community members feel comfortable enough to come to child welfare for help. Child welfare has also taken back the responsibility of giving mandated reporter trainings.

Probation has seen a decrease in placement numbers over the last several years. This is believed to be in part because of the front-end services that are being provided. Probation is also implementing a new case management system.

OUTCOME MEASURES NOT MEETING STATE/NATIONAL STANDARDS

C1.1 REUNIFICATION WITHIN 12 MONTHS (EXIT COHORT)

NATIONAL GOAL/STANDARD OF 72.5% AND A MOST RECENT PERFORMANCE OF 58.8%

There were 17 children who had reunified with their families in 2014, of that number 10 exited to reunification with 12 months. This measure is up about 9% since the CSA basline data, however it is still well below the national goal. Several factors may be affecting timeliness of reunification, one of which exists in difficult cases where parents are contesting hearings. Continuances in court also negatively impact the time needed to reunify. It is common practice of the opposing counsel to file several continuances. Next, social worker turnover has been an issue in the past year and can set the reunification timeline back because the assigned new social worker has to go through the learning process or may have a lack of knowledge of the court system.

Placement type also affected the timeliness of reunification. Children placed in Foster Family Association homes were over 25% more likely to be reunified within 12 months than children placed with relatives or Nonrelated Extended Family Members (NREFM). This could be because there is less urgency surrounding a placement with relatives given that the child is in a familiar environment.

C1.2 MEDIAN TIME TO REUNIFICATION (EXIT COHORT)

NATIONAL GOAL/STANDARD OF 5.4 MONTHS AND A MOST RECENT PERFORMANCE OF 7.2 MONTHS

The factors mentioned in the previous section are likely also affecting this outcome. Though Nevada County is not currently meeting the national goal on this measure, the median time has been decreasing with 7.2 months being the lowest amount of time to reunification in the since the last CSA.

C1.3 REUNIFICATION WITHIN 12 MONTHS (ENTRY COHORT)

NATIONAL GOAL/STANDARD OF 48.4% AND A MOST RECENT PERFORMANCE OF 18.2%

For this measure, there were 22 children who had the potential to be reunified from 7/1/2013-12/13/13, of those children four were reunified. The factors mentioned previously regarding timely exits to reunification; mainly court continuances and social worker turnover are likely affecting this outcome as well. Research indicates that children whose reason for entry into care is general neglect tend to have longer reunification times[2]. The time needed to reunify can also increase when substance abuse is an issue for the parents[3]. Ninety-one percent of children who entered foster care in 2014 were removed because of neglect. The majority of these children had parents who had issues with substance abuse. Recovery from substance abuse can often take longer than the mandated timeframes for reunification. It has also been the case in some instances that children have not wanted to go home to their parents.

[2] Wells, K., & Guo, S. (1999). Reunification and reentry of foster children. *Children and Youth Services Review, 21*(4), 273-294.

[3] Brook, J., & McDonald, T. P. (2007). Evaluating the effects of comprehensive substance abuse intervention on successful reunification. *Research on Social Work Practice, 17*(6), 664.

Performance on this measure has steadily decreased by over 20% since the last CSA. The fact that this measure is 30% below the national standard is of utmost concern to Nevada County. Timely reunification is an important goal. This measure is likely to become the focus of the next County Self-Assessment (CSA). The CSA will eventually lead into the next System Improvement Plan, which will outline the strategies to improve timeliness of reunification and/or exits to permanency.

C1.2 Median Time to adoption (Exit Cohort)

National Goal/Standard of 27.3 Months and a most recent performance of 29.1 Months

There has not been a significant change in median time to adoption since the last CSA. In an effort to decrease the amount of time it takes for a child to become adopted CWS is looking into bringing adoptions in-house. This will better streamline services. However, Nevada County is still in the planning phase and CWS has contracted with State Adoptions for one more year.

C4.1 Placement Stability (8 Days to 12 Months In Care)

National Goal/Standard of 86.0% and a most recent performance of 76.9%

There were 39 children in placement for eight days to 12 months in 2014, of those 30 children experienced 2 placements or fewer. This measure is down almost 9% from the CSA baseline data. One factor that may be contributing to the performance on this measure is the fact that there are a limited number of placement families in Nevada County. This leads to children being placed out of county, which can make setting up services and ultimately a support system difficult. Children in out-of-county placements also have to deal with more changes like moving away from friends and starting at a new school. These factors can lead to behavior problems, which can in turn lead to placement change.

Every effort is made to keep children with behavior problems out of group homes. Multiple placements may be attempted to keep these children in more family like settings. These efforts can result in more placements.

Additionally, relative and NREFM placements are less stable than Foster Family Association homes in Nevada County. Relatives can be impulsive and many times will not give CWS seven days notice before ending a placement. More through assessment and training needs to take place for relative and NREFM to ensure that they are a good fit for the child before placement occurs. This is especially true given the previously reported data that children who are placed with relatives or NREFM tend to not reenter placement after reunification.

C4.3 Placement Stability (At Least 24 Months in Care)

National Goal/Standard of 36.4% and a most recent performance of 41.8%

In 2014, there were 33 children in placement for 24 months or longer of that number 12 had two or fewer placements. The baseline data from the CSA exceeded the national goal, the current performance is almost 14% below the baseline. The factors affecting this measure are believed to be the same as the ones mentioned above. Additionally, childern who have been in

placement longer also tend to have more severe behaviors that can result in more placement changes. These children may have experienced more severe abuse before removal which can also result in more challenging behavoirs.

Probation

C1.1 Reunification within 12 Months (Exit Cohort) and C1.2 Median Time to Reunification

C1.1: National goal/standard of 75.2% and most recent performance of 0

C1.2: National goal/standard of 5.4 months and most recent performance of 21.7 months

In 2014, there were two youth who reunified with their families. Both youth reunified in more than 12 months. In the past two years Probation has not returned youth home in 12 months or less, however this only represents four youth. From 2010 to 2012, there were 10 youth who reunified in Probation, six of those youth reunified in 12 months or 60%, which is much closer to the national goal. A factor that may be affecting this measure is placement stability. Finding suitable homes for Probation youth is a challenge in Nevada County. Placement changes can disrupt youth and set back efforts to reunify. Family finding efforts specific to Probation need to increase. In order to reunify youth more quickly, youth in placement are being provided wraparound services.

C1.3 Reunification within 12 Months (Entry Cohort)

C1.3: National goal/standard of 48.4% and most recent performance of 0

There was one youth who had the potential reunify in 2013. This youth did not reunify in 12 months, however this youth requested to stay in care because he wanted to graduate the program. This request was granted, he did complete the program, and eventually reunified.

C4.2 Placement Stability (12 To 24 Months in Care)

C4.2: National goal/standard 65.4% and a most recent performance of 50%

As previously mentioned, there is a great need in Nevada County for foster homes who will take teenagers. This is even truer of Probation youth. Family finding that is specific to the Probation population is key to increasing placement stability. In 2014, there were two youth in placement, one of which had two placements or more. This youth had behaviors that were challenging to manage which resulted in placement changes.

KATIE A

Currently, child welfare facilitates monthly Katie A. meetings with behavioral health, public health, children's mental health, and eligibility to discuss cases. In November 2014, child welfare starting utilizing the Child Welfare Mental Health Screening Tool to determine Katie A. eligibility for children.

One difficulty that has arisen with the implementation of Katie A. is policy and procedure for 7-day renewal of services. One of the parents is needed to sign the renewal, as is their legal right. The social worker can only sign for renewal if so ordered by the court. It can become problematic when parents are absent and a social worker has a hard time discovering their location. In an instance where a parent cannot be found, then a court order must be obtained. This can lead to delays in treatment.

FOSTERING CONNECTIONS

Nevada County expanded the THP+ program for the reported year. A change in contractors and an increase in amount were made which gave the contract to the agency that administers the Independent Living Program. This offers more continuity of service between the programs. Additionally, Nevada County was able to offer THP+ services to roughly three times the youth than the previous year. Child welfare also has one social workers dedicated to non-minor dependents. Supervised Independent Living Placements for non-minor dependents also are utilized. It has become practice of many placement youth in the county to enter extended foster care. Those who emancipate and do not initially enter extended foster care often opt to enter the program at a later time.

5 – YEAR SIP CHART

Priority Outcome Measure or Systemic Factor: Safety Outcome: S1.1 No Recurrence of Maltreatment and C1.4 Reentry into Foster Care after Reunification

National Standard: S1.1: >94.6% and C1.4: <9.9%

CSA Baseline Performance:
S1.1: 85.5% (Q3 2010). According to the Q3 2010 data, 47 out of 55 children had no recurrence of maltreatment after reunification from 10/1/09- 3/31/10.
C1.4 33.3% (Q3 2010). From 10/1/08-9/30/09, 5 out of 15 children re-entered foster care following reunification.

Current Performance:
Year 5 (Q4 2014)
S1.1: 100%. According to the Q4 2014 data, 40 out of 40 children had no recurrence of maltreatment after reunification from 1/1/14 to 6/30/14.
C1.4: 12.1%. From 1/1/13 to 12/31/13, 4 out of 33 children re-entered foster care following reunification.

Target Improvement Goal: Maintain percent on S1.1 and decrease C1.4 by 5% in a year.

Priority Outcome Measure or Systemic Factor: Permanency Composite: Exits to Permanency, 24 months in care (C3.1), Exits to Permanency, Legally Free at Exit (C3.2), and In Care 3 years or longer (emancipate age 18) (C3.3)

National Standard: C3.1: >29.1%, C3.2: >98.0%, C3.3: <37.5%

CSA Baseline Performance: (Q3 2010) C3.1: 45.0%, C3.2: 91.7%, C3.3: 50.0%

Current Performance: Year 5 (Q4 2014)- C3.1: 55.6%, C3.2: 100%, C3.3: 33.3%

Target Improvement Goal: Maintain or increase percentage by 5%, C3.2: Maintain percentage, C3.3: Maintain or decrease percentage by 5%

Priority Outcome Measure or Systemic Factor: Systematic Factor: Staff/Provider Training

National Standard: There is no current National Standard for the Systematic Factor: Staff/Provider Training, however training is essential to support staff and community providers in the best practices that will help to improve outcomes for the children and families they serve.

Current Performance: UC Davis Training Academy training continued for this reported period. SOP fundamentals were focused on this year as well as training for leadership. Federal Case Reviews and Continuous Quality Improvement were another big focus of training.

Target Improvement Goal: Continued training with the UC Davis Training Academy. Staff will take advanced modules of SOP training. Federal Case Reviewers will become certified.

Probation

Priority Outcome Measure or Systemic Factor: C1.4 Reentry into Foster Care after Reunification **National Standard:** C1.4: <9.9% **CSA Baseline Performance** (Q3 2010) C1.4: 0% **Current Performance:** Year 5 (Q4 2014) C1.4: 50%. From 1/1/13 to 12/31/13, 1 out of 2 children re-entered foster care following reunification. **Target Improvement Goal:** Decrease C1.4 by 15% in a year**.**
Priority Outcome Measure or Systemic Factor: Permanency Composite: Exits to Permanency, 24 months in care (C3.1), Exits to Permanency, Legally Free at Exit (C3.2), and In Care 3 years or longer (emancipate age 18) (C3.3) **National Standard:** C3.1: >29.1%, C3.2: >98.0%, C3.3: <37.5% **CSA Baseline Performance:** (Q3 2010) C3.1: 25.0%, C3.2: No Data, C3.3: 33.3% **Current Performance:** Year 5 (Q1 2014)- C3.1: 100%, C3.2: No Data, C3.3: No Data **Target Improvement Goal:** C3.1: National Standard; C3.2: National Standard; C3.3: National Standard.

Strategy 1.1: **Maintain robust community-based services that provide supports to families with more complex needs, including AOD, Family Preservation and WRAP services.**	☒ **CAPIT** ☒ **CBCAP** ☒ **PSSF** ☐ **N/A**	Applicable Outcome Measure(s) and/or Systemic Factor(s): Strategies: Reunification composite, S1.1, S2.1, C1.4Strategies:
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Increase communication and collaboration between community and CPS service providers. CPS management regularly attends Community Support Network and Truckee CAPC meetings.	Completed Q 1 2012 and on-going	Program Manager, Supervisors
B. Include services in CBCAP/PSSF/CAPIT RFP that support families with complex needs.	Completed Spring 2012 and on-going	RFP Committee
C. Community provider presentations at monthly CPS staff meetings and at PLEAG meetings for parents. These presentations will focus on client's services and how we target services specific to harm and danger. Staff and parents will receive a short pre/post evaluation to assess knowledge level and evaluate planned usage.	Q 1 2012 Complete and On-going	On-going and Emergency Response Supervisors, Community Service Providers
D. Provide on-going training on Safety Organized Practice, Nurturing Parenting Program, and Trauma Informed Care so that community partners are speaking the same language as CWS for our families.	Completed Fall 2012 and on-going	UC Davis, CWS Management
E. Hold Family Group Meetings (FGM) and provide trained facilitators (FGM) to support family involvement in there treatment plan and helping service providers to understand what action a family need to take to mitigate safety and risk.	Completed Fall 2012 and on-going	Contractors, CWS staff, CWS Supervisors

Strategy 1.2: **Improve utilization of thorough and early assessments that include more comprehensive assessment of mental health and AOD issues.**	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** Strategies: Reunification composite, S1.1, S2.1, C1.4

Action Steps:	**Timeframe:**	**Person Responsible:**
A. Supervisors review SDM utilization and ensure fidelity and timeliness; attain 90% or above.	Complete and On-going	Supervisors to review; All social workers to implement.
B. Finalize, implement and adhere to new ER assessment outline. This outline is a tool to streamline the emergency response process while offering a thorough assessment of the needs for the client.	Complete and On-going	ER supervisor; Program Manager; ER social workers to implement
C. Provide ongoing technical assistance on SDM.	Complete and On-going	Program Manager, supervisors
D. CWS will work in collaboration with our AOD partners to establish a more thorough assessment process with feedback and a plan occurring within 48 hours. Staff will share the case plan and treatment plan and coordinate services across disciplines.	Completed and on-going	CoRR staff, Common Goals Staff, CWS Management
E. With the implementation of Katie A., Behavioral Health and CWS are collaborating to develop an assessment & policies and procedures to provide comprehensive services to youth involved with CWS, inclusive of the whole family. Potential for a co-located BH worker at CWS, and the on-going	Complete and on-going	PM BH, PM CWS, BH & CWS Staff and Community Providers.

implementation and delivery of the		
F. Nurturing Parenting Program, WRAP and Family Preservation.	Compete and ongoing	Program Manager

~~**Strategy 1.3:**~~ ~~**Establish case review team to analyze all return referrals (S1.1 data) on an ongoing basis.**~~	~~☐ **CAPIT**~~ ~~☐ **CBCAP**~~ ~~☐ **PSSF**~~ ~~☒ **N/A**~~	~~**Applicable Outcome Measure(s) and/or Systemic Factor(s):**~~ ~~Strategies: S1.1, S2.1, C1.4, Reunification and Long term care composite.~~
~~**Action Steps:**~~	~~**Timeframe:**~~	~~**Person Responsible:**~~
~~**A.** Identify representatives from each unit (ER and ongoing).~~	~~May 2014~~ ~~Update: Revised Completion Date~~	~~PM, Supervisor; 1 staff from each unit.~~
~~**B.** Hold first meeting and establish meeting schedule.~~	~~July 2014~~ ~~Update: Revised Completion Date~~	~~PM, Supervisor; 1 staff from each unit.~~
~~**C.** Report to full CPS staff; Placement Committee, or other relevant stakeholders on any identified trends or improvement areas.~~	~~June 2015~~ ~~Update: Revised Completion Date~~	~~Analyst and case review team~~

~~**D.** Team will analyze results and establish strategies to streamline service delivery. New policies and procedures will be put in place based on the results and indicators found.~~	~~August 2015 and maintain throughout SIP implementation~~	~~Case review team~~

Strategy 2.1: Implement Signs of Safety. **Integrate Safety Organized Practice (SOP) into the on-going daily practice for all Social Workers in Nevada County & Provide On-going support to our community partners for integrating SOP into their own practice with CWS clients.**	☒ **CAPIT** ☒ **CBCAP** ☒ **PSSF** ☐ **N/A**	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** Strategies: Reunification composite, Placement Stability composite, Adoptions composite, S1.1, S2.1, C1.4
Action Steps:	**Timeframe:**	**Person Responsible:**
A. UCD will host a 2 day foundational training for all social workers and supervisors to attend in Grass Valley	**Complete**	Program manager
B. Supervisors will attend Group Supervision class	**Complete**	Program manager and Supervisors
C. Implement group supervision.	**July 2015** **Update: Revised Completion Date**	Program manager and Supervisors
D. UCD Coach will be assigned to Nevada county will begin rollout of Family Team Meetings using the consultation framework.	**Complete and ongoing**	Program manager and Supervisors
E. Staff will attend Advanced SOP modules as they become available and per staff specialty	**Complete and ongoing**	Program manager and Supervisors

~~**A.** Send one staff from each unit to 40-hour training; PM and Supervisors to 24 hour training.~~		~~ER supervisors/ 1 staff; Ongoing supervisor/1 staff; PM~~
~~**B.** Attend convening to share best practices with other counties.~~		~~ER supervisors/ 1 staff; Ongoing supervisor/1 staff; PM~~
~~**C.** Implement group supervision with case consult on all ongoing cases.~~		~~On-going supervisor~~
~~**D.** Contract with UCD N. Cal training academy for ongoing technical assistance and establish evaluation protocol with UCDavis team.~~		~~CWS - PM and Training Academy Staff~~
~~E. Provide on-going training and coaching, design office with SOP focus, create meeting space at CWS, and continue UCDavis coaching focusing on depth of practice.~~		~~CWS – PM, UCDavis, community partners, CWS staff, Probation PM and staff~~

Strategy 2.2: **Introduce new case plan tool and after-care planning tool to increase parent engagement and implementation of case plan goals and more efficiently use social worker time. Early engagement also leads to timely outcomes in reunification or toward timely permanency for youth.**	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** **S1.1, S2.1, C1, C4**
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Research current tools in counties using family focused strategies.	Complete	Program Manager; Juvenile Placement PM; Analyst
B. Draft improved case plan for circulation	Complete	PM, Analyst
C. Hold meetings with court, attorneys, parents, and relevant community to elicit input on case plan elements.	June and July 2012 Complete	Placement Committee
D. Implement new case plan.	Complete December 2012	CWS staff

Strategy 3.1: **Implement a Sanction Matrix for all violations of Juvenile Probation**	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** Improve placement stability by providing constant sanctions for violations of probation orders, including placement orders, by choosing the least restrictive means of addressing a violation based on risk of re-offense and severity of the pending violation of probation.

Action Steps:	**Timeframe:**	**Person Responsible:**
A. Research Sanction Matrix utilized by other Probation Department in the State of California (the sanction matrix is a system to determine level of sanctions for offenders)	Complete	Juvenile Probation PM
B. Create local Sanction Matrix for violations of probation. Establish Business Rules for Probation Staff to follow.	Complete	Juvenile Probation PM
C. Implement Sanction matrix based on risk and severity of probation violation.	Complete	Juvenile Probation PM
D. Evaluation of Reward and Sanction Matrix	**December 2015** **Updated: Revised Completion Date**	Juvenile Probation PM

Strategy 4.1: **Implement Family Finding (FF) thoroughly (following AB12).**	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** **Adoptions Composite, C1.4, Long Term Care Composite**

Action Steps:	**Timeframe:**	**Person Responsible:**

A. Contract with community based providers to provide family finding services.	Complete	PM and Analyst
B. Sierra Forever Families will be invited to attend regular CWS unit meetings to report on services provided ~~Develop work group to improve coordination between agencies and providers related to family finding.~~	**Complete and Ongoing**	PM and Analyst
C. Host joint-training (CPS/Probation) in family finding and engagement of extended family members.	Complete	Juvenile Probation Program Manager, CWS Ongoing Supervisor

Strategy 4.2: **Improve and formalize concurrent planning processes.**	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Applicable Outcome Measure(s) and/or Systemic Factor(s): Adoptions Composite, Long Term Care Composite, Placement Stability Composite.**
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Train all social workers on concurrent planning and work with the Foster Family Agencies (FFA) to train their staff also.	Complete and on-going	CWS PM and supervisors
B. Develop case planning tool that includes concurrent plan and then develop policies and procedures specific to Nevada County's concurrent planning process.	Complete and on-going	QPI Team

C. Social work supervisors will monitor case plan/concurrent plan through case staffing held weekly and at court status reviews for the case.	Complete and on-going	CWS PM and Analyst
D. CWS will look into the pros and cons of bringing adoptions in-house to better streamline services and establish more thorough protocol around concurrent planning.	July 2016	CWS Program Manager

Strategy 4.3: **Establish Team Decision Making Processes.** **Since Nevada County Choose to be a Safety Organized Practice (SOP) County we have adopted and trained to Family Team Meetings (FTM).**	☒ **CAPIT** ☒ **CBCAP** ☒ **PSSF** ☐ **N/A**	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** **S1.1, C1.4**
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Support family team meetings or team decision-making processes through contracted service providers.	Complete and on-going	PM, supervisors and family preservation team
B. Research use of Early and Periodic Screening, Diagnosis, and Treatment (EPSDT) funding to support Team Decision Making (TDM) processes.	Complete and on-going	Program Manager, Analyst, Behavioral Health
C. Establish protocol for TDM's in Nevada County using the Signs of Safety mapping tool. This tool targets the danger statement for that particular family and looks at strengths, strategies and contributing factors that target specific outcomes to promote safety. Establish policies and procedures around SOP protocols.	Complete and on-going	UCD provides TA; contractor provides support. Analyst, CWS - PM

D. Train community providers in Family Group Meeting Facilitation. With implementation of Katie A. Have WRAP, Family Preservation, and BH staff also attend training.	Complete and on-going	Community Partners, BH PM and staff, CWS PM and staff
E. Clear out closed file room at CWS and develop the space into a Training Room / Family Group Facilitation room.	Complete	

~~**Strategy 5.1:**~~ ~~**Implement Intensive Treatment Foster Care (ITFC).**~~	☐ ~~**CAPIT**~~ ☐ ~~**CBCAP**~~ ☐ ~~**PSSF**~~ ☒ ~~**N/A**~~	~~**Applicable Outcome Measure(s) and/or Systemic Factor(s): Placement Stability, S2.1**~~
~~**Action Steps:**~~	~~**Timeframe:**~~	~~**Person Responsible:**~~
~~**A.** Develop contract for pilot ITFC with community-based provider and possibly neighboring Placer County.~~	~~July 2012~~ ~~Action: Changing plan to accommodate feasibility~~	~~Behavioral Health Program Manager, Juvenile Probation Program Manager, Social Services Director, HHSA Director~~ ~~Placer County Director and staff~~
~~**B.** Formally assess first year outcomes and come back to the team with strategies that may be needed for such things as recruitment, training, and continued collaborations~~	~~October 2013~~ ~~Action: Changing plan to accommodate feasibility~~	~~Behavioral Health Program Manager, Social Services Director, HHSA Director, CWS PM, ITFC Task Force~~

~~**C.** Maintain regular ITFC Task Force meetings with relevant stakeholders including faith-based community, foster parent association, Probation, & CPS.~~	~~January 2012 and maintain through implementation.~~ ~~Action: Changing plan to accommodate feasibility (we still meet periodically to assess plan)~~	~~Children's Behavioral Health PM, Juvenile Probation Program Manager~~
~~D. Hire an AmeriCorps worker to work on developing a Relative Placement orientation and to provide on-going case management and placement stability support.~~	~~October 2013~~	~~CWS Program Manager~~

Strategy 5.2 **Refine working relationships with FFAs.**	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** **S2.1, Placement Stability**
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Establish monthly meetings with the FFA's.	Complete and on-going	CPS PM, Juvenile Probation Program Manager and FFA management
B. Sponsor "Implicit Bias" training for community, targeting FFA staff, CPS staff and foster parents. This training is about fostering the relationships between FFA and CPS staff and foster parents forming an effective partnership to support families.	Complete and on-going	Community partner
~~**C.** Secure facilitator to provide relationship building training for CPS/FFA staff through UCDavis. This will be developed and evaluated through a grant with *Mission Focused Solutions* & UCDavis staff.~~	~~Jan-June 2012~~ ~~Action: Complete~~	~~PM, Northern CA Training Academy~~

~~D. *Mission Focused Solutions* will continue to look for funding opportunities to support the QPI process and support CWS in strengthening the FFA partnerships. The MFS staff will meet monthly with the CWS Program Manager.~~	~~Summer 2013 and on-going~~	~~Director MFS and CWS Program Manager~~

Strategy 5.3: **Use placement committee meetings to further all placement goals (above).**	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** **Placement Stability**
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Maintain regular weekly meetings	Complete and on-going	Placement team
B. Establish standing agenda review items that will support the above goals.	Complete and on-going	Probation PM, Gail Johnson-Vaughan; Behavioral Health; CWS PM
C. With the recent implementation of Katie A. the Placement/WRAP team meeting will serve as the avenue to address the overall plan for youth involved in Child Welfare Services and to develop strategies, with family input, for effective Trauma Informed Services.	Complete and on-going	CWS, Probation, WRAP, Family Preservation, Schools, & Behavioral Health
D. Behavioral Health along with Child Welfare will look at funding avenues for supporting a BH Therapist being co-located at CWS to work directly with CWS social workers and families.	Complete and on-going	BH Program Manager, CWS Program Manager, Fiscal Staff

Strategy 6.1: **Improve and refine relationships and processes between courts and child welfare through monthly meetings with the courts and through collaboration with the community advocacy group & Palm Tree Advisory Board.**	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** **Reunification Composite**
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Engage courts in placement committee.	Complete and on-going	County Counsel and CWS PM
B. Meet with new, incoming dependency judge to review and refine court procedures.	Complete and on-going	HHSA Director, DSS Director, CWS PM and CC
C. Explore feasibility of contracting with single (or very few) dependency attorneys.	Complete and on-going	Same as above
D. Provide on-going training to the courts to facilitate understanding of Safety Organized Practice methods, risk and safety, & acts of protection and the role of SOP in CWS.	Complete and on-going	CWS Management and Staff in collaboration with UC Davis.

Strategy 7.1: **Ensure that the policies and procedures manual are completed and a system for updating it is in place. The manual will be housed on a shared directory that social workers can access daily.**	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** **When staff have a comprehensive tool available that can answer practice questions and detail procedures, they can utilize their time more effectively.**
Action Steps:	**Timeframe:**	**Person Responsible:**
Complete list of finished Policies and Procedures and updated list of remaining Policies needed.	**Estimated Completion- August 2015** **Updated: Revised Completion Date**	Analyst and CW Program Manager
B. Develop plan for completing Policies & Procedures, including a review process, deadlines and priorities.	**Estimated Completion-October 2015** **Updated: Revised Completion Date**	Analyst and CW Program Manager
C. Develop plan for ongoing updates to exiting policies and procedures, which will include a system for flagging and reviewing current policies and incorporating updates.	**Estimated Completion-July 2016** **Updated: Revised Completion Date**	Analyst and CW Program Manager
D. Create a SharePoint where all Policies, Procedures and forms can be located and accessed by staff and the public.	**Estimated Completion-December 2016** **Updated: Revised Completion Date**	Analyst and CW Program Manager
~~A. Develop, for new PM, a detailed list of what P&P's are completed and what is left to complete, choose P & P for each month to review/update.~~	~~July 2011~~ ~~Action: Complete~~	~~Analyst~~

~~B. Develop a systematic approach to completing the remaining Policies & Procedures. Create a timeline and assign to the appropriate unit so that the Supervisor receives the P & P on the 1st, submits edited draft on the 20th and is then completed and posted by the 30th of each month.~~	~~August 2013~~ ~~Update: Revised Completion Date~~	~~Analyst, Supervisors and CWS PM~~
~~C. Develop and implement a system for on-going updates to the manual. Develop a tracking system to review P & P's oldest to newest, each being flagged for updating on a monthly basis on same timeline as above.~~	~~August 2013~~ ~~Update: Revised Completion Date~~	~~Same as above~~
~~D. All policies and procedures will be located on Sharepoint so that the Public and Social Workers can access information in the office and in the field. All appropriate attachments will be available to download or print and updates will be emailed in real time.~~	~~Fall 2013 – on-going~~ ~~Update: Revised Completion Date~~	~~New DSS Analyst, CWS OA, CWS Program Manager~~

Strategy 8.1: **Ensure that trainings are used efficiently identified to optimally support SIP outcomes. Implement a system to plan trainings that directly link to SIP identified outcomes and best practices.**	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** **Training resources (dollars and staff time) are limited, so trainings should be used judiciously and focus on best practices that align with SIP goals. Collaborative planning with CPS and Probation can ensure that training is put to its best use.**
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Annual training plan includes space to identify related SIP goal.	Completed and ongoing	CWS PM, supervisors and staff

B. CPS and Probation meet annually at minimum to develop training plan.	Completed and ongoing	CWS PM and Probation PM
C. Hold trainings for CPS, Probation, and as possible, offer to community providers, on TDM; Family Finding; Signs of Safety. Family Group Facilitation, Nurturing Parenting, Safety Organized Practice, Trauma Informed Care, etc.	Completed and ongoing	UCD, Probation and CWS PM, community partners
D. Work in conjunction with the local CAPC boards to promote training and garner greater participation from the community. Hold trainings on Poverty, SOP, Trauma Informed Care, etc.	Completed and ongoing	CAPC coordinators and CWS PM
E. Develop a multidisciplinary team to attend the UC Davis Leadership Training and then develop an on-going collaborative team to establish linkages throughput our different disciplines.	Completed and ongoing	Probation, Behavioral Health, School, ILP, FFA's, WRAP, Family Preservation, The Courts, Attorneys (children & parents), AOD partners, CWS

~~**Strategy 8.2:**~~ ~~**Enhance collaboration and mutual support within CPS staff.**~~	~~☐ **CAPIT**~~ ~~☐ **CBCAP**~~ ~~☐ **PSSF**~~ ~~☒ **N/A**~~	~~**Applicable Outcome Measure(s) and/or Systemic Factor(s): When staff feel valued and heard, they will make more positive contributions to their environment and will stay longer in their positions.**~~
~~**Action Steps:**~~	~~**Timeframe:**~~	~~**Person Responsible:**~~
~~**A.** Create Staff Support workgroup.~~	~~December 2011~~ ~~Action: Incomplete~~	~~CWS Staff~~
~~**B.** Staff support workgroup develops "informal best practices toolkit".~~	~~June 2012~~ ~~Action: Incomplete~~	~~CWS ER & On-going Staff~~
~~C. Out of workgroup begin developing a formalized training system for new staff. (Currently Nevada County does not have a formal training unit for new social workers coming into child welfare)~~	~~Summer 2013 – on-going~~ ~~Update: Revised Completion Date~~	~~CWS Staff, CWS PM and New DSS Analyst~~
~~D. Put the training information in Sharepoint for universal access.~~	~~Begin Fall 2013~~	~~DSS Analyst, NC IS team and CWS PM~~
~~E. Clear out closed file room at CWS and develop the space into a Training Room / Family Group Facilitation room.~~	~~Completed~~	~~CWS PM and team~~

~~**Strategy 8.3:**~~ ~~**Move toward a paperless file system.**~~	~~☐ **CAPIT**~~ ~~☐ **CBCAP**~~ ~~☐ **PSSF**~~ ~~☒ **N/A**~~	~~**Applicable Outcome Measure(s) and/or Systemic Factor(s): Currently CPS files are so cumbersome that SW's & CASA's often use up valuable time looking for pertinent information. With a paperless file the information will be identically cataloged for each case and the information will be available immediately.**~~	
~~**Action Steps:**~~	~~**Timeframe:**~~		~~**Person Responsible:**~~
~~**A.** Meet with Eligibility PM to look at CIV system and procedures developed for their paperless system.~~	~~Immediately~~ ~~Action: Complete~~		~~CWS PM & Eligibility PM~~
~~**B.** Research other county practices then pick a test case to look at feasibility & to help establish system and protocols.~~	~~January 2013~~ ~~Action: Complete~~		~~CWS PM, Analyst, CWS OA~~
~~**C.** Start a procedure of scanning and categorizing the files.~~	~~March 2014~~ ~~Update: Revised Completion Date~~		~~CWS PM, OA and Social Service Aid~~