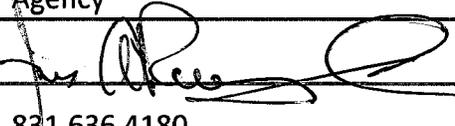
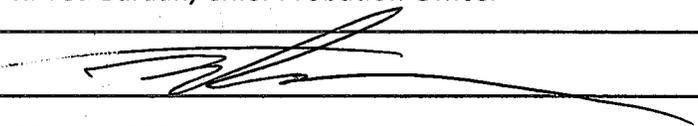
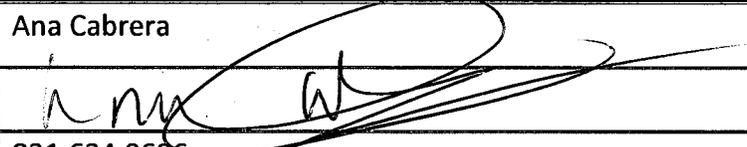


# California – Child and Family Services Review Signature Sheet

For submittal of:    **CSA**     **SIP**     **Progress Report**

<b>County</b>	San Benito
<b>SIP Period Dates</b>	August 14, 2014 – August 14, 2015
<b>Outcome Data Period</b>	Quarter 4, 2014
<b>County Child Welfare Agency Director</b>	
<b>Name</b>	James A. Rydingsword, Director Health and Human Services Agency
<b>Signature*</b>	
<b>Phone Number</b>	831.636.4180
<b>Mailing Address</b>	1111 San Felipe Rd, # 206, Hollister CA 95023
<b>County Chief Probation Officer</b>	
<b>Name</b>	R. Ted Baraan, Chief Probation Officer
<b>Signature*</b>	
<b>Phone Number</b>	831.636.4070
<b>Mailing Address</b>	400 Monterey Street, Hollister, CA 95023
<b>Public Agency Designated to Administer CAPIT and CBCAP</b>	
<b>Name</b>	Ana Cabrera
<b>Signature*</b>	
<b>Phone Number</b>	831.634.0686
<b>Mailing Address</b>	1111 San Felipe Rd, #206, Hollister, CA 95023

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# California - Child and Family Services Review

## San Benito

August 14, 2014 to August 14, 2015



RECEIVED OCT 02 2015

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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. These data reports 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 youth in foster care under the supervision of the Probation Department. The CSA assesses the full array of child welfare and juvenile probation, from prevention and protection through permanency and aftercare. The CSA is the analytic tool used by counties to determine the effectiveness of current practice, programs and services across the continuum of child welfare and probation placement services and to conduct a needs assessment to help identify areas for targeted system improvement.

The CSA is developed every five years by the lead agencies (Children's Services and Probation) in coordination with the local community and prevention partners. San Benito utilized multiple processes including the peer review, intensive caseworker interviews, and focus groups to gather input from child welfare constituents on the full scope of child welfare and juvenile probation services provided within the County. The CSA also includes quantitative analysis of child welfare data. The Peer Review is intended to provide counties with issue-specific, qualitative information gathered by outside peer experts. Both the CSA and the Peer Review serve as the foundation for the County System Improvement Plan.

In addition, the California Department of Social Services Office Of Child Abuse Prevention is now integrated into the C-CFSR and information is reported in the SIP regarding the use of CAPIT/CBCAP and/or PSSF funds to divert children and families from entering the child welfare system. These funds support the County providing a continuum of services for children and families with an emphasis on prevention and early intervention.

### SYSTEM IMPROVEMENT PLAN

Incorporating data collected through the Peer Review and the CSA, the final component of the C-CFSR 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 capacity to provide better outcomes for children, youth and families. The SIP includes a coordinated service provision plan for how the county will utilize prevention, early intervention and treatment funds (CAPIT/CBCAP/PSSF) to strengthen and preserve families, and to help children find permanent families when they are unable to return to their families of origin. Quarterly county data reports, quarterly monitoring by CDSS, and annual SIP progress reports are the mechanisms 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.

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On September 7 and 8, 2013, San Benito County completed its Peer Review. The Peer review focused on reunification in 12 months for both child welfare and probation. Focus groups of stakeholders including youth, caregivers, agency personnel, and court personnel were conducted on December 12 and 13, 2013. Though San Benito 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. Information gathered from the CSA and the PR serves as the foundation for the County System Improvement Plan.

#### SYSTEM IMPROVEMENT PLAN UPDATE

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 becomes a mechanism through which counties report on progress toward meeting agreed upon improvement goals. This report is the annual System Improvement Plan Update.

As required, San Benito County Children and Family Services and Juvenile Probation will lead the completion of this SIP Update in partnership with the California Department of Social Services. This update covers May 2014 through May 2015.

## SIP Progress Narrative

#### STAKEHOLDERS PARTICIPATION

In September 2013, the System Improvement Planning process was initiated. Internal meetings were conducted with all levels of staff to review the PR and CSA findings. In addition the quarterly county data reports are consistently monitored and based on all of this information, outcomes for inclusion in the SIP were identified. The management team met to review strategies and timeframes and responsibilities were assigned. In addition, smaller groups of external stakeholders were consulted regarding specific strategies and actions in which they had indicated an interest and/or where there was a need for buy in and partnership. As part of the CSA process, stakeholder meetings and focus groups were conducted exploring the full array of services for San Benito County and the identification of strengths and gaps of services.

**CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS**

The analysis below includes a comparison between the baseline quarterly data report, Quarter 3, 2013 used in the CSA and the most recent quarterly data report, Quarter 4, 2014. Additionally, Quarter 4, 2012 data from the System Improvement Plan is also included for reference. Progress has been made on several of the measures, and unforeseen challenges have negatively impacted the success of others. SIP Strategies are outlined and a revised time line for Implementation of strategies is attached. Obstacles and challenges are detailed and offer rationale for the revision of the timeline, successes, and promising practices are noted.

**CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS-DATA**

All baseline data is from CWS/CMS Quarter Q3 2013 and current data is from CWS/CMS Quarter Q4 2014<sup>1</sup>.

- 
- (1) Median time to reunification (C1.2) - Child Welfare Services
- From 2014 to 2015, San Benito County experienced improvement in several of the Reunification measures. In the 2 reunification measures identified in the SIP, Median time to reunification and Re-entry following reunification, the progress has been significant. Median time to reunification continues to improve, getting closer to the national standard by decreasing from 11.9 months to 8 months, while re-entry following reunification now exceeds the national standard.

Median time to reunification (C1.2)		
	SIP Baseline January 2014 (Q3 2013)	Current April 2015 (Q4 2014)
Performance	11.9 months	8 months
National Standard	5.4 months	

- (2) Reentry following reunification (C1.4) - Child Welfare Services
- Concurrently with reducing median time to reunification, San Benito County was also able to reduce re-entry following reunification by 7.5%, to well below the National standard. The almost 4 month reduction in time to reunification, while also reducing re-entry following reunification, indicates that the reunifications were appropriate and sustainable.

<sup>1</sup> 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. Retrieved 5/3/2015, 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)>

Reentry following Reunification (C1.40)		
	SIP Baseline January 2014 (Q3 2013)	Current April 2015 (Q4 2014)
Performance	12.5%	5%
National Standard	9.9%	

- (3) Reunification within 12 months (entry cohort) (C1.3) – Probation
- This measure was a probation focus on reunification within 12 months (entry cohort) measure. Due to staffing and computer entry challenges, this measure as yet, reflects no change in the past reporting period and shows % 0 reflected for both quarters. % 0 is reflected due to the lack of CWS/CMS input by department staff. Attempts have been made to set up training for staff in CWS/CMS, however, the almost complete turnover of staff in Probation, has created challenges to having trained staff able to enter current data. This will continue to be a goal and focus throughout the SIP process.

Reunification within 12 months (entry cohort) (C1.3)		
	SIP Baseline January 2014 (Q3 2013)	Current April 2015 (Q4 2014)
Performance	0%	0%
National Standard	48.4%	

## STATUS OF STRATEGIES

### CHILD WELFARE

**Strategy 1:** Expand use of Safety Organized Practice (SOP) and improve fidelity to the model, by better supervision, more team case review, and related best practices.

#### Analysis

While this strategy implementation was interrupted due to the aforementioned staffing challenges, during this reporting period, the agency was able to improve reunification measures as evidenced by the data showing measures C1.2 reunification within 12 months (exit cohort) declining from 51.1% to 65%; and C1.4, re-entry following reunification, down from 12.5 months, to 5 months, well below the national standard of 9 months.

**Action Step Analysis:**

Strategy 1. A and B. SOP training was introduced to Child Welfare staff during this period. Five of the staff who were being trained are no longer employed with San Benito County. As stated, while only 2 trained supervisors remain, they have attempted to integrate their SOP training in work with new staff to familiarize new staff to the tenets of SOP. Of the seven social workers trained, only two seasoned Social Workers who participated in SOP remain with the Agency and regularly incorporate the SOP model into their day-to-day practice.

Strategy 1. A through 1. E These strategy time frames have been extended for a year to allow for new staff to be fully trained. All new staff will be required to attend SOP trainings provided by the Bay Area Academy until all modules have been completed.

Probation has also made significant attempts to obtain SOP training space for staff but have been bumped out of training thus far. They have been in communication with Southern Training Specialist out of Bay Area Academy and were tentatively scheduled to attend trainings in Feb and March of 2015, but classes were full. It is anticipated that they will be successful in obtaining the training for some staff this year.

**Strategy 2: Improve transition planning for families about to reunify and collaboration with community services to provide specific support for reunifying families**

**Analysis**

Despite not being able to formally implement quarterly MDT meetings, there has been improvement in the reunification measures C1.2 and C1.4 as listed above in strategy 1.

**Action Step Analysis:**

Strategy 2. A and 2 .B. Child Welfare has improved communication with AOD and mental health and has regular multi-disciplinary meetings. This has improved support for transitioning families. Further, MDT meetings, although not formalized, have been utilized by Social Workers to help develop a planning process when children are going to be reunified with parents and ensure support systems and services are in place.

Probation communicates regularly with AOD and mental health on a case to case basis and also takes part in regular multi-disciplinary meetings. However, Probation has had difficulty in tracking progress due to staffing issues and the need to train Probation staff in use of CWS/CMS. Training is occurring with new staff to improve data input. This strategy has been extended by a year to allow for training.

Strategy 2.A through 2.G. These action steps have been extended for a year to formalize the process.

**Strategy 3: Continue and expand efforts to engage fathers and the paternal family**

**Analysis**

Current efforts are being continued. Expanded efforts have been hampered by the almost complete staff turnover in the past year. Despite this challenge, there has been improvement, as stated in previous strategy analysis, in measures C1.2 reunification within 12 months (exit cohort) from 51.1% to 65%; and C1.4, re-entry following reunification, down from 12.5 months, to 5 months, well below the national standard of 9 months.

**Action Step Analysis:**

Action step 3. A – 3.F This strategy has not received focus due to the staffing issues facing the agency, however, outreach has been made to the Community Youth Alliance to begin planning.

This strategy timeframe has been extended for 1 year, to allow for the hiring and re-training of staff.

**Strategy 4: Improve family engagement, with specific focus on outreach to extended family members for placement, to strengthen stability in relative homes, and permanency.**

**Analysis**

San Benito county has at least 49% of children and youth in relative homes and are successful in maintaining such placements. Again, due to the almost complete turnover of staff, It has been a challenge to provide placement stability across NREFM and FFA's. However the data reflect only a small decrease of 4% in placement stability, from 83.6% to 79.6%. This will continue to be a concern and will be closely monitored. Nonetheless, San Benito County strives to achieve placement stability for all children in care.

**Action Step Analysis:**

Action Step 4. A – 4. F While staff make efforts in outreach to extended family to strengthen placements, the fact that almost every staff is new to child welfare, they will need to participate in CORE training to learn the process, techniques necessary to develop expertise in working with these family members.

This Strategy timeframe has been extended for 1 year, to allow for the training of staff.

**Strategy 5: Improve case work with families as a means of strengthening reunification (Probation)**

**Analysis**

This measure as yet, reflects no change in the past reporting period and shows % 0 still reflected which is due to the lack of CWS/CMS input by department staff. Probation Offices trained in 2011 are no longer employed by the Department and at the time the Department did not have full access to CWS/CMS. A second training occurred as recently as May 13, 2015. Attempts have been made to set up training for staff in CWS/CMS, however, the almost complete turnover of staff in Probation, has hampered efforts to having trained staff able to enter current data. This will continue to be a goal and focus during throughout the SIP process.

**Action Step Analysis:**

Action Step 5. A – 5.F While unable to formally implement training for data entry, Probation staff have implemented several casework points of contact, including 1) implementing a weekly case management meeting, to insure that all Probation staff are familiar with all cases. In this way, with limited staff, any staff will be able to intervene and assist any youth or family if that staff is unavailable; 2) implementing a monthly team meeting for each case, which includes the case manager, the therapist, the youth, and when possible, parent or guardian; Talking with Adult Probation about connections with CWS on shared cases.

Time frames for the formal strategies have been extended for a year, to allow for hiring and training of staff.

## OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION

Both Child Welfare and Probation have had significant challenges in the past couple of years, while implementing the current SIP improvement goals. Challenges include:

### Child Welfare

In 2014, Child Welfare staff began Safety Organized Practice (SOP) training. Within six to nine months, all trained staff had left the agency except for two supervisors and one manager. Newly hired social work staff will need to complete Core training prior to the county implementing a new round of SOP training. This will most probably mean an additional year to implement the strategies.

We conducted exit interviews with our staff that left the agency and staff reported that departures were due to economic factors, (i.e. lack of compensation increases and increase in cost of benefits). Trained staff was able to secure positions at neighboring larger counties for example, Santa Clara County. Currently, San Benito County has no MSW level social work staff. The agency is very concerned with the loss of staff and inability to recruit graduate level staff, and has spent considerable time in brainstorming how to not only recruit, but also retain staff; especially at the MSW level. We are looking into a stipend program for MSW's and staff with special certifications/skills as compensation was an area identified in exit interviews. We have also budgeted for FY 2015/2016 for a Licensed Clinical Social Work (LCSW) Supervision program to help MSW level social workers with their professional development. This person will be paid on an hourly basis and will be recruited from the local community, regional training academy, or nearby universities. Once the program has been established we will offer it to current employees and make it part of our recruitment flyer and interview process. Many neighboring counties do not have this program and we are hoping that it will attract MSW level social workers to our county. We are actively encouraging staff to further their education and utilizing the CalSWEC Title IVE program to support them.

### Probation

During the same period of time, Probation has also lost all but one of their staff for similar reasons. Currently, Probation has 1.5 FTE Probation Case Managers and 2.5 vacancies. As new staff is hired, it will take them time to train and obtain the experience necessary to implement strategies. Staff loss has had a significant impact on our ability to implement these activities, which we believe has led to the recent increase in out of home placements.

## **PROMISING PRACTICES/ OTHER SUCCESSES**

### Child Welfare

The two current Supervisors are SOP trained and are integrating that training into supervision conferences with their new staff. In this way, staff will be familiar with SOP in advance and this should prepare them well for that training.

### Probation

The Probation Manager has been with San Benito County Probation for 23 years, and with San Benito CWS for two years prior. This has provided stability for the program, despite the staffing losses. In addition, Probation has been able to begin to hire staff into the vacancies.

Another area of Promising Practice is the relationship between probation and their community and providers. Since it is a small community, they have been able to create close ties with few language barriers, progressive thinking (as exhibited in the prevention programming), and a supportive environment for youth and families.

Progressive staff-run prevention programming (the Abuelos program, gym workout program, parenting classes, field trips, etc.) has played a key role in the past low number of placements in the county. Staff implemented activities include the following opportunities:

- 1) Some youth worked on their family histories by researching and writing a paper, presenting it publicly and received English credit;
- 2) Youth exercised at the gym with Probation staff;
- 3) Youth took field trips with staff;
- 4) Parents attended parenting classes facilitated by probation officers which gave staff and families additional contact;

## **OUTCOME MEASURES NOT MEETING STATE/NATIONAL STANDARDS**

An analysis of all outcomes for Child Welfare does not reveal any consistently underperforming measures. Upon review of the Quarter 4, 2014 data report, there are some outcomes that have changed since the implementation of the SIP.

One measure that shows a change in performance during this period is in the No Recurrence of Maltreatment:

### Child Welfare

#### S1.1 No Recurrence of Maltreatment

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The number of overall cases increased by 83% in the past year, and in this measure, the increase in cases of recurrence of maltreatment increased by 20%. In examining the breakout of data for additional factors of age, ethnicity and types of maltreatment below, the greatest increase in recurrence of maltreatment is for Severe and General Neglect of youth ages 11-15, in Latino families. There is a significant increase in substance abuse factors that contribute to neglect within the family composition.

The Agency has had significant issues involving staff retention as previously discussed. This, along with implementation of the SOP model may account for the increase in recurrence of maltreatment. While staff is effectively utilizing local resources to help families address issues leading to Agency involvement, less emphasis is being made on complicating factors within the family and more emphasis is being made on threat analysis. While SOP tends to de-emphasize the importance of focusing on complicating factors (i.e. risk factors) recurrence of maltreatment levels may be correlated to complicating factors increasing resulting in new threats, not previously identified.

Agency supervisors will continue to meet with staff regularly and discuss cases while keeping in mind SOP with the goal of helping social workers correctly identify threats versus complicating factors and reinforce the importance of regularly attending SOP trainings with the goal of developing full competency so implementation of this practice in the field will benefit families and not be detrimental.

Agency supervisors will also continue to utilize the Bay Area Academy experts and coordinate regular opportunities for them to visit social workers and shadow investigation to assess and evaluate each social worker’s level of SOP competency and give constructive feedback to both the worker and the supervisor regarding next steps in effective implementation of SOP with the goal of reducing recurrence of maltreatment with San Benito County at-risk families.

<b>No Recurrence of Maltreatment (S1.1)</b>				
	<b>SIP Baseline January 2014 (Q3 2013)</b>		<b>Current April 2015 (Q4 2014)</b>	
<b>Performance</b>	100%		80%	
<b>Numerator and Denominator</b>	30	30	44	55
<b>National Standard</b>	94.6%			

S1.1 No Recurrence of Maltreatment By Age, Jan 1, 2014 to Jun 30, 2014

	Under 1	1-2	3-5	6-10	11-15	16-17	18-20	Total
<b>No recurrence of maltreatment within 6 months</b>	4	4	6	14	11	5	0	44
<b>Recurrence of maltreatment within 6 months</b>	0	0	2	2	6	1	0	11
<b>Total</b>	4	4	8	16	17	6	0	55

S1.1 No Recurrence of Maltreatment By Ethnicity, Jan 1, 2014 to Jun 30, 2014

	Black	White	Latino	Asian/P.I.	Native American	Missing	Total
<b>No recurrence of maltreatment within 6 months</b>	0	12	29	0	0	3	44
<b>Recurrence of maltreatment within 6 months</b>	0	3	8	0	0	0	11
<b>Total</b>	0	15	37	0	0	3	55

S1.1 No Recurrence of Maltreatment by Allegation Type, Jan 1, 2014 to Jun 30, 2014

	Allegation Type								All
	Sexual Abuse	Physical Abuse	Severe Neglect	General Neglect	Exploitation	Emotional Abuse	Caretaker Absence/Incapacity	Missing	
	%	%	%	%	%	%	%	%	%
<b>No recurrence of maltreatment within 6 months</b>	100	100	33.3	81.6	0	0	0	0	80
<b>Recurrence of maltreatment within 6 months</b>	0	0	66.7	18.4	0	0	0	0	20
<b>Total</b>	100	100	100	100	0	0	0	0	100

C1.1 Reunification within 12 months (exit cohort)

As described above, Child Welfare has improved in its reunification measures, including this one, reunification within 12 months (exit cohort). While the overall numerators and denominators have decreased, the percentage of timely reunifications in this class have increased, from 51.1% to 65%, approaching the national standard. Efforts will continue towards achieving or exceeding that standard.

Reunification within 12 months (exit cohort) (C1.1)				
	SIP Baseline January 2014 (Q3 2013)		Current April 2015 (Q4 2014)	
<b>Performance</b>	<b>51.1%</b>		<b>65%</b>	
<b>Numerator and Denominator</b>	24	47	13	20
<b>National Standard</b>	<b>78.2%</b>			

#### C2.1 Adoption within 24 Months (exit cohort)

In the following adoption measures, it is important to note the exceedingly small size of the target population and therefore it is difficult to base conclusions on the data. Permanency is of great importance to the agency, and Supervisors will continue to mentor staff with case conferences and focus on permanency.

Adoption within 24 months (exit cohort) (C2.1)				
	SIP Baseline January 2014 (Q3 2013)		Current April 2015 (Q4 2014)	
<b>Performance</b>	<b>25%</b>		<b>0%</b>	
<b>Numerator and Denominator</b>	1	4	0	1
<b>National Standard</b>	<b>36.6</b>			

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

Adoption within 12 months (17 months in care) (C2.3)				
	SIP Baseline January 2014 (Q3 2013)		Current April 2015 (Q4 2014)	
<b>Performance</b>	<b>33.3%</b>		<b>22.2%</b>	
<b>Numerator and Denominator</b>	4	12	6	27
<b>National Standard</b>	<b>22.7%</b>			

## C2.5 Adoption within 12 Months (legally free)

Adoption within 12 months (legally free) (C2.5)				
	SIP Baseline January 2014 (Q3 2013)		Current April 2015 (Q4 2014)	
<b>Performance</b>	<b>44.4%</b>		<b>51.7%</b>	
<b>Numerator and Denominator</b>	4	9	15	29
<b>National Standard</b>	<b>53.7%</b>			

## C4.1 Placement Stability, at least 8 days but less than 12 Months

During this reporting period, there was a slight decrease in placement stability data. Efforts to continue to place children with relatives continue in order to increase placement stability, but due to the process, often times children are placed in a foster home, pending approval of the relative home. While the agency had been close to the national standard in this area, data will be closely monitored.

Placement Stability (C4.1)				
	SIP Baseline January 2014 (Q3 2013)		Current April 2015 (Q4 2014)	
<b>Performance</b>	<b>83.6%</b>		<b>79.6%</b>	
<b>Numerator and Denominator</b>	46	55	39	49
<b>National Standard</b>	<b>86%</b>			

## 5B (1) Timely Medical Exams

These measures show a decline in the data for Medical and Dental exams. In part this is a CWS/CMS data entry issue. Data entry training for new staff will be provided in an effort to increase data entry correctly into CWS/CMS system. A public health nurse is assigned to assist with the CHDP medical/dental exams data entry for foster children. However, they too have lost over 50% of their staff and are currently recruiting. There continues to be a lack of access for rural families to obtain appropriate medical and dental care. Often, that care is only found in neighboring counties, which is often a long distance for families to travel.

Timely Medical Exams (5B1)				
	SIP Baseline January 2014 (Q3 2013)		Current April 2015 (Q4 2014)	
<b>Performance</b>	<b>72.6%</b>		<b>66.2%</b>	
<b>Numerator and Denominator</b>	45	62	43	65
<b>National Standard</b>	<b>N/A</b>			

5B (2) Timely Dental Exams

Timely Dental Exams (5B) (2)				
	SIP Baseline January 2014 (Q3 2013)		Current April 2015 (Q4 2014)	
<b>Performance</b>	<b>22.7</b>		<b>18.9</b>	
<b>Numerator and Denominator</b>	10	44	10	53
<b>National Standard</b>	<b>N/A</b>			

**Probation**

The number of youth under probation supervision is very small in this County and during the reporting period, no youth under probation supervision met the data criteria. Below are measures for which a comparison denominator was available.

C1.4 Reentry Following Reunification (exit cohort)

Reentry following Reunification (C1.4)				
	SIP Baseline January 2014 (Q3 2013)		Current April 2015 (Q4 2014)	
<b>Performance</b>	<b>0%</b>		<b>0%</b>	
<b>Numerator and Denominator</b>	0	2	0	1
<b>National Standard</b>	<b>9.9%</b>			

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

Adoption within 12 months (C2.3)				
	SIP Baseline January 2014 (Q3 2013)		Current April 2015 (Q4 2014)	
<b>Performance</b>	<b>0%</b>		<b>0%</b>	
<b>Numerator and Denominator</b>	0	1	0	2
<b>National Standard</b>	<b>22.7%</b>			

C2.4 Legally Free within 6 months (17 months in care)

Legally Free within 6 months (C2.4)				
	SIP Baseline January 2014 (Q3 2013)		Current April 2015 (Q4 2014)	
<b>Performance</b>	<b>0%</b>		<b>0%</b>	
<b>Numerator and Denominator</b>	0	1	0	2
<b>National Standard</b>	<b>10.9%</b>			

**C3.1 Exits to Permanency (24 months in care)**

Exits to Permanency (C3.1)				
	SIP Baseline January 2014 (Q3 2013)		Current April 2015 (Q4 2014)	
<b>Performance</b>	<b>0%</b>		<b>0%</b>	
<b>Numerator and Denominator</b>	0	1	0	1
<b>National Standard</b>	<b>29.1%</b>			

**C3.3 In Care 3 years or Longer (emancipated or age 18 in care)**

In Care 3 years or Longer (C3.3)				
	SIP Baseline January 2014 (Q3 2013)		Current April 2015 (Q4 2014)	
<b>Performance</b>	<b>0%</b>		<b>0%</b>	
<b>Numerator and Denominator</b>	0	0	0	1
<b>National Standard</b>	<b>37.5%</b>			

**2F Timely Monthly Caseworker Visits (out-of-home)**

Once again, for Probation, the data shows 0% compliance, as a CWS/CMS data entry issue. This will be a focus of training for new staff.

Timely Monthly Caseworker Visits (2F)				
	SIP Baseline January 2014 (Q3 2013)		Current April 2015 (Q4 2014)	
<b>Performance</b>	<b>72%</b>		<b>0%</b>	
<b>Numerator and Denominator</b>	18	25	0	31
<b>National Standard</b>	<b>90%</b>			

## State and Federally Mandated Child Welfare/Probation Initiatives

The County has participated in and implemented current federal or state initiatives. Current examples include, but are not limited to:

- Core Practice Model for the State 4/17/13: State wide initiative to develop Core Model to streamline Child Welfare practice language and function throughout the state.
- Fostering Connections to Success Act (AB 12): Agency collaborating with partners to implement AB 12 and improve outcomes for transitional age youth. Educating youth, families, and providers about resources and access for NMDs. In May 2011, a FYS AB 12 Subcommittee was appointed to supervise the implementation of AB 12 on 05/11 with SW Supervisor as chair. Committee met monthly until Q2 2012/2013, when meetings were scheduled less frequently. Mission statement: The San Benito County AB12 Subcommittee's mission is to streamline communication among providers to identify and serve all eligible youth and ensure they have access to post-secondary education and independent living services to foster their success as independent adults. Policy and procedure were developed and continue to be reviewed and revised as AB 12 evolves.
- Katie A.: Department leaders met and conferred regularly about implementation. Workers Participated in *Katie A. Parent Engagement Series Training 8/2/13*, Targeted Case Management and services for at-risk children with open CPS cases, multiple placements or high mental health needs. Department representatives meet biweekly with Behavioral Health for identification and implementation. Currently five youth have been identified. We are exploring other rural county approaches. Lake County provided a presentation on creative service delivery by in-house staff, including early engagement groups and parent partner positions. Staff involved stakeholders' including parents interested in becoming parent partners and foster youth. Eligibility Forms to help identify eligible children were drafted.
- Safety Organized Practice (SOP) has been integrated into our child welfare system through close collaboration with the Bay Area Academy and coaching during 2013. Through this practice model, social workers have been able to apply a structured decision making strategy designed to help all the key stakeholders involved with a child (e.g., the parents, the extended family, the child welfare worker, supervisor, managers, lawyers, judges, and other individuals to keep focused on assessing and enhancing child safety **at all points** in the case process). This practice model integrates the best *signs of safety* methodology, (i.e., a strengths and solution focused child welfare approach that is family-informed and includes Structured Decision Making).
- ~~Due to challenges in recruiting staff with MSWs, we are currently working on a waiver with CDSS that will help us fill the vacant positions.~~

**Priority Outcome Measure or Systemic Factor: Median Time to Reunification (C1.2)**

**National Standard: 5.4 months**

**CSA Baseline Performance: 11.9 months January 2013 (Q3 2012)**

**Current Performance: 8 months (Q4 2014)**

**Target Improvement: 6.9 months**

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

**National Standard: 9.9%**

**CSA Baseline Performance: 12.5% January 2013 (Q3 2012)**

**Current Performance: 5% (Q4 2014)**

**Target Improvement: 9.9%**

**Priority Outcome Measure or Systemic Factor: Reunification within 12 months (C1.3)**

**Probation**

**National Standard: 48.4%**

**CSA Baseline Performance: January 2013 (Q3 2012) Probation had no cases that fit data qualifications for this period**

**Current Performance: 0% (Q4 2014)**

**Target Improvement: 48.4%**

## 5 – Year SIP Chart Child Welfare

During the period 2014-2019, Child Welfare will work on the following two outcomes (C1.2, C1.4) using the strategies and related efforts according to the action steps below for each outcome. Probation will work on outcome C1.3.

Based on review of internal data, including CSAs and annual SIP reports, we have set the following improvement benchmarks or goals for each outcome:

### **Outcome C1.2: Median time to reunification**

**Our CSA baseline is 11.9 months.**

In the comparison period, we were not able to maintain compliance with the federal standard. Our analysis of the data illustrates the impact that a small number of total cases (47) can have on data outcomes. Our median time to reunification increased from 7.3 months to 7.6 months over this period. With the strategies and action steps detailed below, we believe that we can identify those factors which we can influence and with expanded use of SOP should be able to return the data on this outcome to better reflect our improved practice and decrease median time to reunification by 30 days each year.

### **Outcome C1.4: Reentry following reunification (exit cohort)**

**Our CSA baseline is 12.5%**

San Benito County's performance on this outcome has fluctuated (4.5% to 12.5%) due to the small size of our caseload and limited substance abuse resources in the community. By identifying transition services and structured collaborative casework with providers, we expect to again operate within the national standard through reducing our rate of reentry by a minimum of one percent/year, or one fewer child re-entering child protection after reunification each year, beginning in 2016.

## 5 – Year SIP Chart Probation

### **Outcome C1.3: Reunification within 12 months (entry cohort)**

**Our CSA baseline is 0 %**

This outcome was also chosen by the **Probation Department** as a measure for their progress in refocusing probation to emphasizing working with youth in the context of his/her family. The national standard for this outcome is slightly under one half of all children/youth (48.4%) reunified within 12 months. The number of youth under probation supervision is very small in this County and during the reporting period, no youth under probation supervision met the data criteria. Probation expects to reach and maintain the national standard for each youth who meets the data requirements for each year beginning in 2016.

Strategy 1: Expand use of Safety Organized Practice (SOP) and improve fidelity to the model.	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Median time to Reunification 5.4 months (7.6 months CSA) Re-entry following reunification 9.9% (12.5% CSA)	
	<input checked="" type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Supervisors start meeting to plan an assessment of current use of SOP, including uniform training, ongoing training, supervisors training and use of coaching.	September <del>2014</del> 2015	January <del>2015</del> - 2016	Deputy Director and Supervisors
B. Supervisors meet with social workers to discuss how they use SOP and their recommendations for improvements in practice that would make SOP more effective.	October <del>2014</del> 2015	January <del>2015</del> -2016	Deputy Director and Supervisors
C. Train social workers and supervisors as needed to ensure that expanded use follows SOP protocols.	March <del>2015</del> 2016	March <del>2016</del> 2017	Deputy Director and Supervisors
D. Engage social workers in program evaluation through case review with supervisors.	October <del>2015</del> 2016	August 2019-ongoing	Deputy Director and Supervisors
E. Supervisors monitor expanded use of SOP and identify necessary supports, including procedure change and training needed.	October <del>2015</del> 2016	August 2019-ongoing	Deputy Director and Supervisors

Strategy 2: Improve transition planning for families about to reunify and collaboration with community services to provide specific support for reunifying families.	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Re-entry after reunification 9.9% (12.5% CSA)	
	<input checked="" type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Convene working group to develop a protocol for assessing reasons for reentry and transition planning.	October <del>2014</del> 2015	February <del>2016</del> 2017	Deputy Director and Supervisors
B. Conduct quarterly MDT meetings to improve communication between supervisors and service providers regarding preparation for reunification and support after reunification for families.	January 2015 2016	June 2015 2016	Deputy Director and Supervisors
C. Convene working group to design a consolidated individualized case plan with providers.	September 2015– 2016	February 2016– 2017	Deputy Director and Supervisors
D. Closely monitor Family Maintenance prior to case closure, incorporate feedback into transition planning.	February 2016 2017	August 2019	Deputy Director and Supervisors
E. Apply the protocol to review each case upon reentry.	November 2014 2015	August 2019	Deputy Director and Supervisors
F. Continue implementation of SOP at reunification through individualized case planning.	October <del>2014</del> 2015	August 2019	Deputy Director and Supervisors
G. Evaluate reentry data and revise case plan, training, policy/procedure, internal operations as necessary.	October <del>2016</del> 2017	August 2019	Deputy Director and Supervisors

Strategy 3: Continue and expand efforts to engage fathers and the paternal family	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Median Time to Reunification 5.4 months (11.9 months CSA)	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Create a working group including fathers and providers to explore ways to improve engagement of parents and extended families, with an emphasis on fathers who have traditionally been underserved.	August <del>2015</del> 2016	September <del>2015</del> 2016	Deputy Director and Supervisors
B. Explore best practices and other counties' experience with engaging parents and extended family members, specifically fathers.	January <del>2016</del> 2017	June <del>2016</del> 2017	Deputy Director and Supervisors
C. The working group develops policies and procedures to expand engagement of fathers, including contracting with community providers to offer program specifically for fathers.	June <del>2016</del> 2017	August <del>2016</del> 2017	Deputy Director and Supervisors
D. Provide specific training for social workers and providers on engaging fathers.	September <del>2016</del> 2017	Ongoing through August 2019	Deputy Director and Supervisors
E. Regularly review progress on engagement by meeting with fathers and social workers	August <del>2017</del> 2018	October <del>2017</del> 2018	Deputy Director and Supervisors
F. Make necessary modifications and revisions to policy, procedure, and practice/training as necessary.	December <del>2017</del> 2018	February <del>2018</del> 2019	Deputy Director and Supervisors

Strategy 4: Improve family engagement, with specific focus on outreach to extended family members for placement, to strengthen stability in relative homes, and permanency.	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Median Time to Reunification 5.4 months (11.9 months CSA) Reentry Following Reunification 9.9% (12.5% CSA)	
	<input checked="" type="checkbox"/> CBCAP		
	<input checked="" type="checkbox"/> PSSF		
	<input type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Convene a work group including relative caregivers, providers, and social workers on reaching out to and engaging relatives and ideas for strengthening relative and NREFM placements.	January <del>2015</del> 2016	June <del>2015</del> 2016	Deputy Director
B. Review family engagement and NREFM policy and make necessary modifications to support best practices and family find efforts.	July <del>2015</del> 2016	December <del>2015</del> 2016	Deputy Director (and/or designees)
C. Conduct case review of failed relative placements, including cases of multiple placements (3 years)	September <del>2015</del> 2016	April <del>2016</del> 2017	Deputy Director
D. Survey relatives/NREFMs who have or had provided placement for related youth regarding their needs and recommendations.	January <del>2016</del> 2017	April <del>2016</del> 2017	Deputy Director
E. Update staff on a regular basis regarding policy changes and progress on family engagement by including SIP updates on staff meeting agenda and agency email.	June <del>2015</del> 2016	Ongoing through 2019	Deputy Director
F. Review impact of policy, procedure, and practice changes, including training, and make further revisions as necessary.	June <del>2015</del> 2016	Ongoing through 2019	Deputy Director

Strategy 5: Improve casework with families as a means of strengthening reunification (Probation)	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Reunification within 12 Months 48.4% (Probation had no cases meeting data requirements during the reporting period.)	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Convene working group to review current casework with families, including raining, policy, procedures, and best practices.	June <del>2014</del> 2015	December <del>2016</del> 2017	Probation Department Chief and/or designee
B. Schedule and implement SOP training for all Probation Officers.	January <del>2015</del> 2016	December <del>2015</del> 2016	Probation Department Chief and/or designee
C. Design a cooperative real time training protocol with Social Services Agency to begin training with social workers on working with families including home visits and family engagement.	June <del>2015</del> 2016	December <del>2015</del> 2016	Probation Department Chief and/or designee
D. Train Probation Officers in using team meetings with family members, youth, and providers as a means of relationship building and case planning.	January <del>2016</del> 2017	July <del>2016</del> 2017	Probation Department Chief and/or designee
E. Monitor implementation of training, use of team meetings, and case planning through case reviews by supervisors and reporting at monthly management meeting.	January <del>2016</del> 2017	Ongoing through 2019	Probation Department Chief and/or designee
F. Make modification to training, tem meetings, case planning as necessary.	December <del>2016</del> 2017	Ongoing through 2019	Probation Department Chief and/or designee