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California – Child and Family Services Review Signature Sheet

For submittal of  CSA  SIP  Progress Report

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County	San Joaquin County
SIP Period Dates	October 2014 – October 2015
Outcome Data Period	Report Publication: October 2015, data extract Q2 2015

County Child Welfare Agency Director

Name	Michael Miller
Signature*	
Phone Number	(209) 468-1000
Mailing Address	102 S. San Joaquin Street Stockton, CA 95202

County Chief Probation Officer

Name	Stephanie James
Signature*	
Phone Number	(209) 468-4000
Mailing Address	575 W. Matthews Rd. French Camp, CA 95231

Public Agency Designated to Administer CAPIT and CBCAP

Name	
Signature*	
Phone Number	
Mailing Address	

Board of Supervisors (BOS) Signature

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  
 744 P Street, MS 8-12-91  
 Sacramento, CA 95814

\*Signatures must be in blue ink

## Contact Information

Child Welfare Agency	<b>Name</b>	<b>John Greco, Deputy Director</b>
	<b>Agency</b>	<b>Human Services Agency, Children's Services</b>
	<b>Phone &amp; E-mail</b>	<b>(209) 468-1000; <a href="mailto:jgreco@sigov.org">jgreco@sigov.org</a></b>
	<b>Mailing Address</b>	<b>102 S. San Joaquin Street Stockton, CA 95202</b>
Probation Agency	<b>Name</b>	<b>Mark Elliott, Assistant Deputy Chief Probation Officer</b>
	<b>Agency</b>	<b>Juvenile Probation Department</b>
	<b>Phone &amp; E-mail</b>	<b>(209) 468-4000; <a href="mailto:melliott@sigov.org">melliott@sigov.org</a></b>
	<b>Mailing Address</b>	<b>575 W. Matthews Rd. French Camp, CA 95213</b>
Public Agency Administering CAPIT and CBCAP (if other than Child Welfare)	<b>Name</b>	
	<b>Agency</b>	
	<b>Phone &amp; E-mail</b>	
	<b>Mailing Address</b>	
CAPIT Liaison	<b>Name</b>	
	<b>Agency</b>	
	<b>Phone &amp; E-mail</b>	
	<b>Mailing Address</b>	
CBCAP Liaison	<b>Name</b>	
	<b>Agency</b>	
	<b>Phone &amp; E-mail</b>	
	<b>Mailing Address</b>	
PSSF Liaison	<b>Name</b>	
	<b>Agency</b>	
	<b>Phone &amp; E-mail</b>	
	<b>Mailing Address</b>	

# California - Child and Family Services Review

## Annual SIP Progress Report

OCTOBER 1, 2014 – OCTOBER 1, 2015



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# Introduction

## INTRODUCTION

The California Child and Family Services Review (C-CFSR), an outcomes-based review mandated by the Child Welfare System Improvement and Accountability Act (Assembly Bill 636), was passed by the state legislature in 2001. The goal of the C-CFSR is to establish and subsequently strengthen a system of accountability for child and family outcomes resulting from the array of services offered by California's Child Welfare Services (CWS). 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.

The 2014 – 2019 San Joaquin County System-Improvement Plan (SIP) outlines strategies that the San Joaquin County Human Service Agency's - Child Welfare Services (CWS) and San Joaquin County Probation Department (PD) have agreed to implement to improve outcomes for children and families. The SIP is one of three components of an evaluation and planning process mandated by AB 636, the Child Welfare System Improvement and Accountability Act of 2001.

The 2014 SIP marked the beginning of a five year cycle for Child Welfare Services and Juvenile Probation, and incorporates the findings of the 2014 County Self-Assessment (CSA) and the 2014 Peer Review, as mandated by AB 636. Both Children's Services and Juvenile Probation completed the Peer Review in February 2014. In interviews with peers from selected counties, child welfare staff identified strategies to address placement stability (prior outcome 4.1) and juvenile probation staff identified strategies related to timely reunification (prior outcome C1.1 and C1.2). The County Self-Assessment, which outlines system strengths and areas for improvement, was also completed in 2014 through an extensive community planning process.

Children's Services has experienced some challenges with staffing over the past year. Although there were additional positions allocated for Children's Services in the 2014 budget, the severe fluctuations in staffing has made it difficult to maintain a full workforce. There have been some promotions and retirements, some staff were released from probation, and there were other staff that simply did not believe Child Welfare was a good fit for them. Out of all of the new staff hired over the past two years, there has been approximately 50% retention for various reasons. This has been an extreme detriment to some of the larger programs. For example, the Intake and Assessment (I&A, Emergency Response) Program is allocated for 30 positions. As of August 2015, there were only 13 positions filled with completed trained staff. Since that time, new staff members have been hired; however, they must participate in the internal mentorship

and training program before they can be in full rotation and have a full caseload. In addition to this, they must also complete training through the Northern Training Academy.

Over the past three years, 17 line staff and four supervisor positions have been added to the Children's Services Bureau and it is anticipated that additional staff will be added during the 2015-2016 fiscal year. Children's Services formed a new division bringing the bureau to four divisions. This organizational restructuring would allow the Program Managers over the service delivery programs to concentrate their core responsibilities to program integrity and oversight. The programs in each division are outlined below:

Division I:

- Intake and Assessment
- Court Intake and Assessment
- Voluntary Family Maintenance

Division II:

- Court Program
- Family Social Work (Reunification & Maintenance)

Division III:

- Relative Assessment
- Licensing
- Adoption
- Long term foster care/Permanent Placement
- Treatment
- Guardianship

Division IV:

- Team Decision Making
- Teaching Demonstrating Homemakers
- Independent Living Program
- AB 12/Extended Foster care
- Continuous Quality Improvement/Case Review Program

- Child Advocacy Center (forensic interviews)
- Transportation
- Placement Facilitators

This SIP Progress Report will provide an update on the progress San Joaquin County has made on the 5-year SIP plan. It contains written analysis of current outcome data performance and the status of SIP strategies and action steps. Additionally, it will provide an analysis of strengths and barriers encountered during implementation; outcome measures not meeting national standards, and state and federally mandated initiatives.

## SIP Progress Narrative

### **STAKEHOLDERS PARTICIPATION**

The community, public and private agencies partners have been heavily involved in the implementation of the County's SIP strategies and action steps. This has been accomplished primarily through Children's Services, the Children's Services Coordinating Commission (CSCC), the Disproportionality Project, the Safety Net Program (Differential Response, Concrete Support Services and Post-reunification/after care Programs) and the Safety Organized Practice Steering Committee. Children's Services and Juvenile Probation are actively involved in many other community meetings and advisory boards such as the SMART (Special Multi-disciplinary Assessment Referral Team), Katie A meetings, Drug court meetings, Disproportionality meetings, Juvenile Justice Commission and Positive Youth Justice Initiative meetings, Foster Family Agency meetings and Commercial Sexual Exploitation of Children Interagency committee. A concerted effort has been made to include the input of those in the community and those impacted by the initiatives and policies and procedures within Children's Services and Probation.

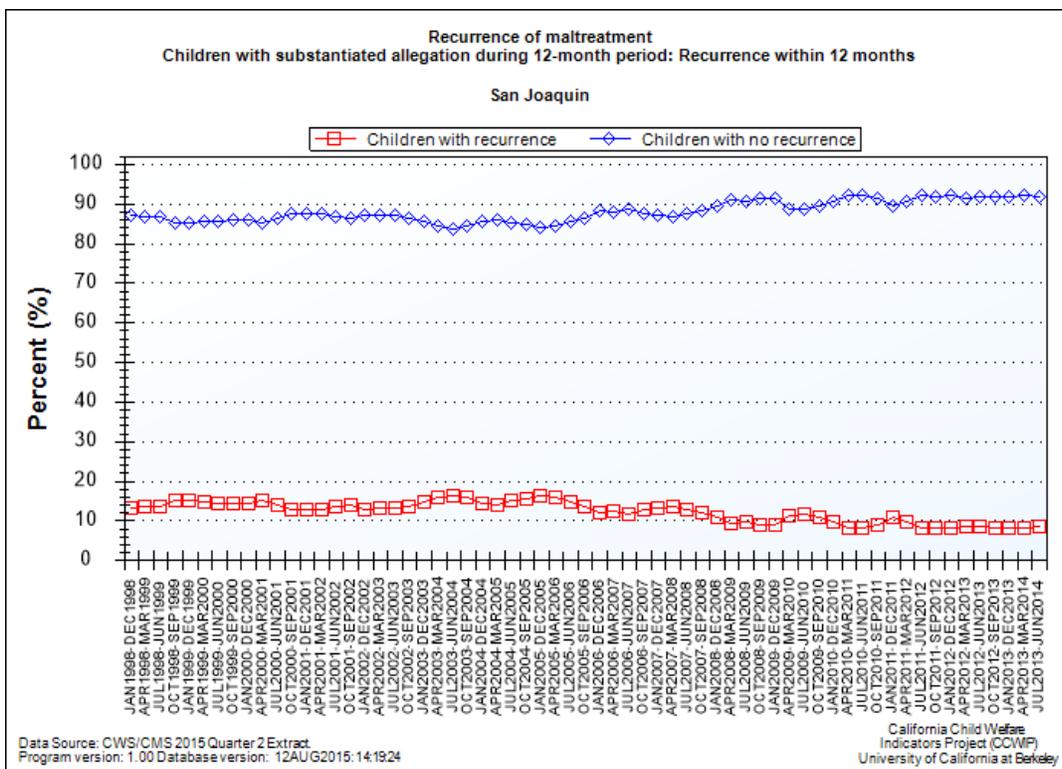
San Joaquin County Probation continues to work closely with our community. There are meetings with the stakeholders on a monthly and in some cases weekly basis. The stakeholders that have been identified in working towards timely reunification are the placement programs, community based organizations, the county SMART committee (multidisciplinary team), the parents and guardians, as well as the individuals with interest in all stages of planning for the projected areas of improvement, including sustainable reunification.

## CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS

San Joaquin County Child Welfare Services identified four outcomes to focus on for the 2014 – 2019 System Improvement Plan. The outcome data and progress towards improvement in these areas is as follows:

### S2 RECURRENCE OF MALTREATMENT

Federal/CWS Outcomes Measure: Of all children who were victims of a substantiated maltreatment allegation during a 12-month reporting period, what percent were victims of another substantiated maltreatment allegation within 12 months of their initial report?

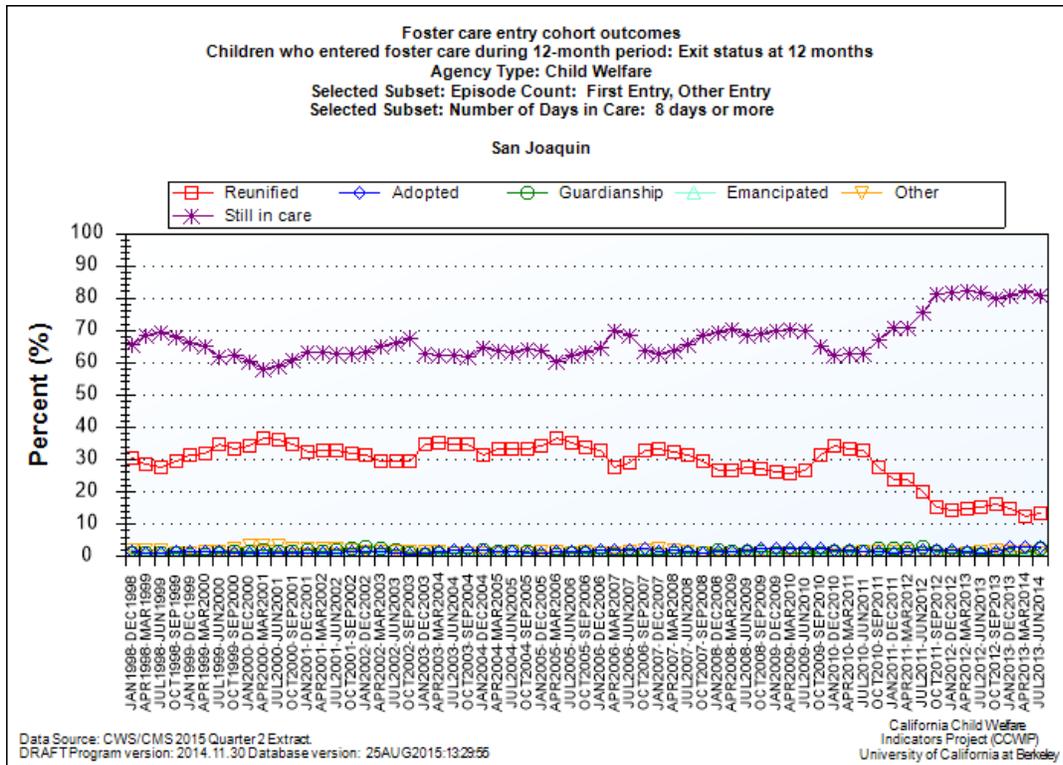


**Data Analysis:** The data graph shows that the performance of San Joaquin County is around the national standard of 9.1% for Recurrence of Maltreatment, and the goal is to perform below the national standard. In Oct 1, 2011 – Sept 30, 2012 reporting period (UC Berkeley CCWIP- Report Publication: January 2014. Data Extract: Q3 2013), Child Welfare was at 8.2%. The April 1, 2013 – March 31, 2014 reporting period (UC Berkeley CCWIP- Report Publication: July 2015. Data Extract: Q1 2015) reports performance at 7.9% so there has been improvement in this area. Generally, San Joaquin County is performing slightly better in the new measure S2 Recurrence of Maltreatment than the old measure S1.1 No Recurrence of Maltreatment.

These two areas continue to be of interest to San Joaquin County because there is a strong investment in the quality of life and support that social workers provide to children after removal from their parents and after children have come into contact with this agency.

## P1 PERMANENCY IN 12 MONTHS (ENTERING FOSTER CARE)

Federal/CWS Outcomes Measure: Of all children who enter foster care in a 12-month period, what percent discharged to permanency within 12 months of entering foster care?



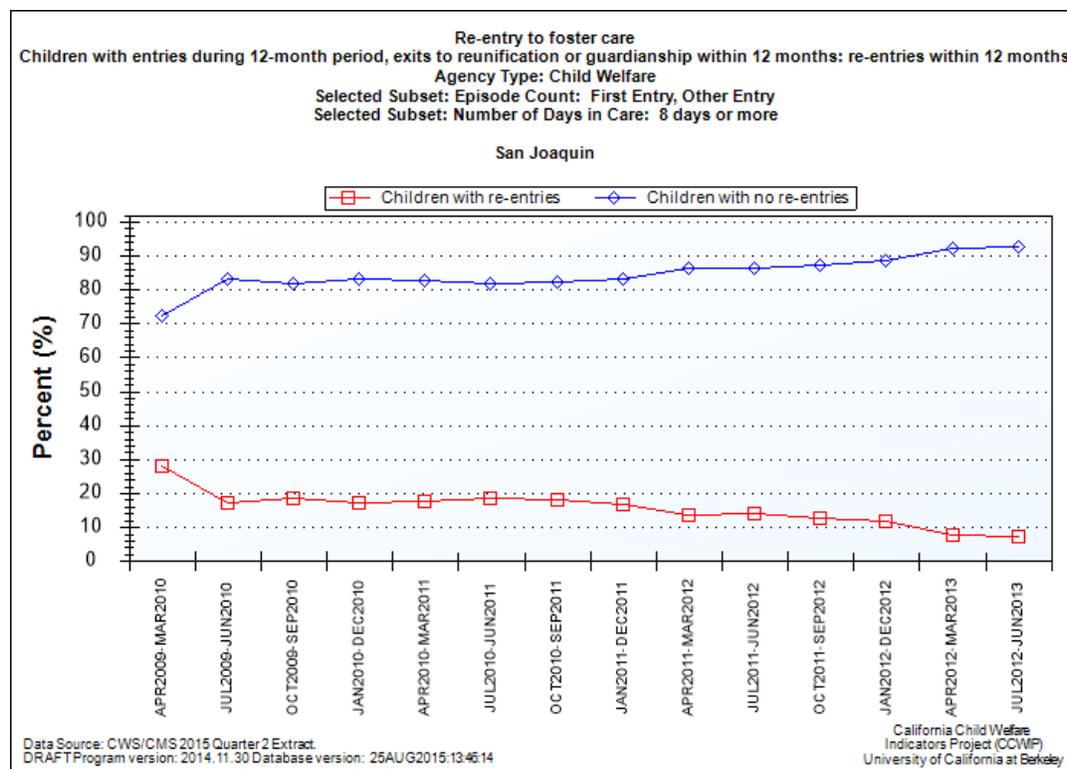
**Data Analysis:** The national standard and goal for Permanency in 12 months (Children Entering Foster Care) is to be above 40.5%. The data graph shows that the performance of San Joaquin County is extremely below the national standard of 40.5%. In Oct 1, 2011 – Sept 30, 2012 reporting period (UC Berkeley CCWIP- Report Publication: January 2014. Data Extract: Q3 2013), reunification was reported as 15.0%; Adoption was reported as 1.6% and Guardianship was reported as 1.2%. The total is 17.8%. The April 1, 2013 – March 31, 2014 reporting period (UC Berkeley CCWIP- Report Publication: July 2015. Data Extract: Q1 2015) reports performance at 16.2% with Reunification at 12.3%, Adoption at 2.9%, and Guardianship at 1.0%. Generally, San Joaquin County is performing about the same in the new measure P1 - Permanency in 12 months (Children Entering Foster Care) as the old measures.

The challenges in meeting this outcome for San Joaquin County are multi-faceted. In San Joaquin County, there have been significant economic challenges that have impacted the quality of life for the community, as well as service provision by the child welfare agency. Public resources have been impacted by these harsh economic times and this has been especially challenging. The growth of the Spanish Speaking population has contributed to special demands on programs to have staff that are qualified for research based programs. Stakeholders recognize unemployment, housing instability, drug abuse and criminal convictions as a barrier to meeting this outcome as well. Furthermore, the decisions made by the Juvenile Court have an impact on timeliness to reunification, even if social workers recommend reunification. During the CSFR case reviews, it has been documented that often times there are continuances that have a severe impact on the length of time a case remains open and a child remains in care.

Staffing issues continue to impact caseloads and length of time families are involved in the Child Welfare system. Over the past two years, some programs within Children's Services have had 60% turn over. This inevitably impacts the continuum of care that families receive because the children have to become familiar with different social workers and the families experience delays in case management, referrals and court processes.

## P4 REENTRY INTO FOSTER CARE IN 12 MONTHS

Federal/CWS Outcomes Measure: Of all children who enter foster care in a 12-month period who discharged within 12 months to reunification, living with a relative(s), or guardianship, what percent re-enter foster care within 12 months of their discharge?

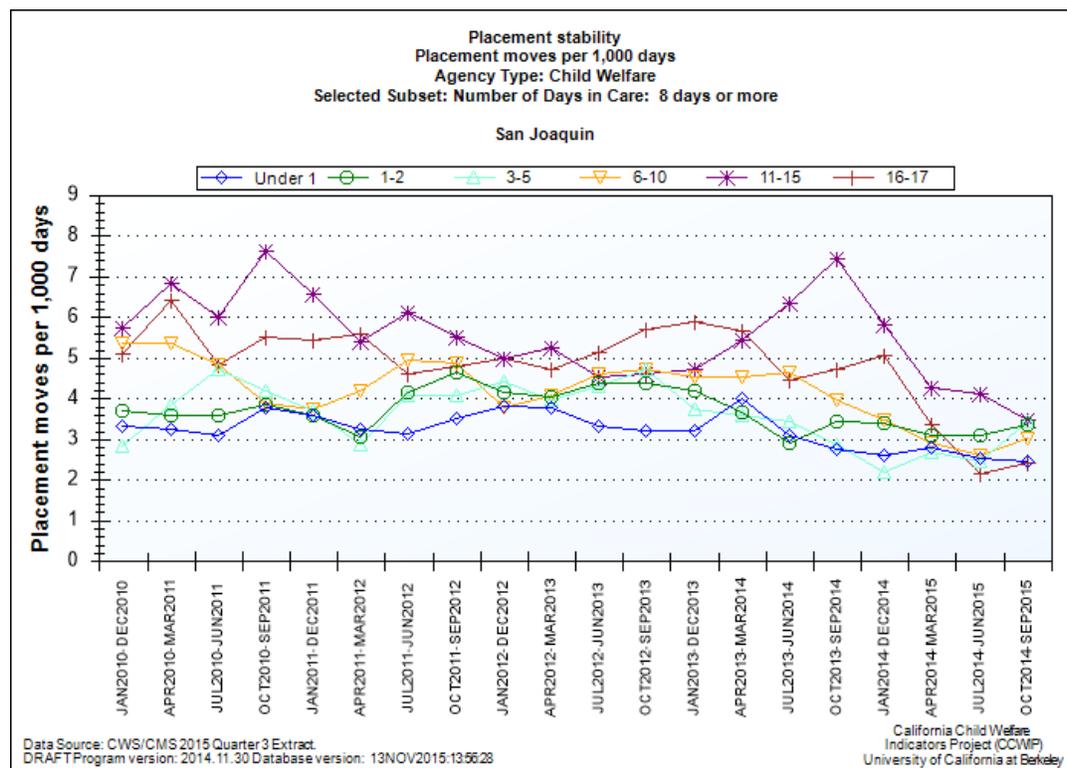


**Data Analysis:** The data graph shows that the performance of San Joaquin County for Reentry to Foster Care. The national standard is to be less than 8.3%. In Oct 1, 2010 – Sept 30, 2011 reporting period (UC Berkeley CCWIP- Report Publication: January 2014. Data Extract: Q3 2013), Child Welfare performance in this area was at 18%. During the reporting period of April 1, 2012 – March 31, 2013, the performance in this area has improved to 7.7% which is a significant improvement, putting San Joaquin County’s re-entry performance as better than the national standard. Generally, San Joaquin County is performing about the same in the new measure P4 - Reentry as the old re-entry measure.

The children who are impacted the most by this outcome are those children of parents who are most impacted by poverty, unemployment and barriers with obtaining housing. The improvement in this area may be due to the development of the Safety Net Services Program – which include Differential Response, Concrete Support Services and after care case management. Additional information about the Safety Net Services program is contained later in this report.

## P5 PLACEMENT STABILITY

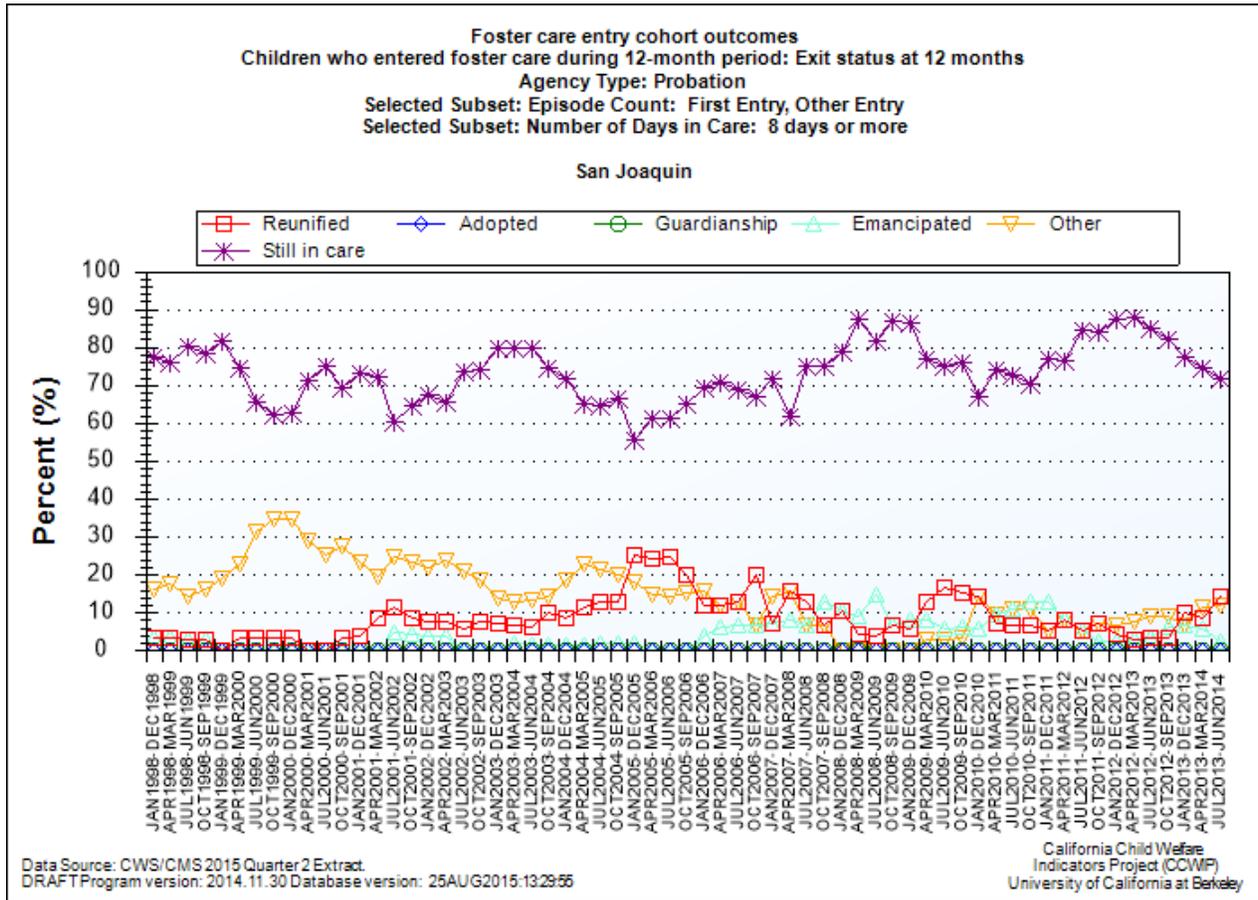
Federal/CWS Outcomes Measure: Of all children who enter foster care in a 12-month period, what is the rate of placement moves per 1,000 foster care days?



**Data Analysis:** The data graph shows that the performance of San Joaquin County for Placement Stability. The national standard is to be less than 4.1 placement moves per 1,000 foster care days. . In Oct 1, 2012 – Sept 30, 2011 reporting period (UC Berkeley CCWIP- Report Publication: January 2014. Data Extract: Q3 2013), Child Welfare performance in this area was at 4.30. During the reporting period of April 1, 2014 – March 31, 2015, the performance in this area was 3.14, which is an improvement. Generally, San Joaquin County is performing about the same in the new measure C4.3 Placement Stability (at least 24 months in care) as the old re-entry measure.

San Joaquin County became an “official” Team Decision Making (TDM) county in 2012. The policy is for TDM meetings to be held at every placement change, including removal and reunification. The purpose of the TDM meeting is to preserve the placement of the child/youth and support the youth in that placement. An inferred conjecture can be made regarding this outcome measure between the implementation of the TDM program and the reduction in the number of placement changes within San Joaquin County Children’s Services.

## PROBATION: P1: PERMANENCY IN 12 MONTHS (CHILDREN ENTERING FOSTER CARE)



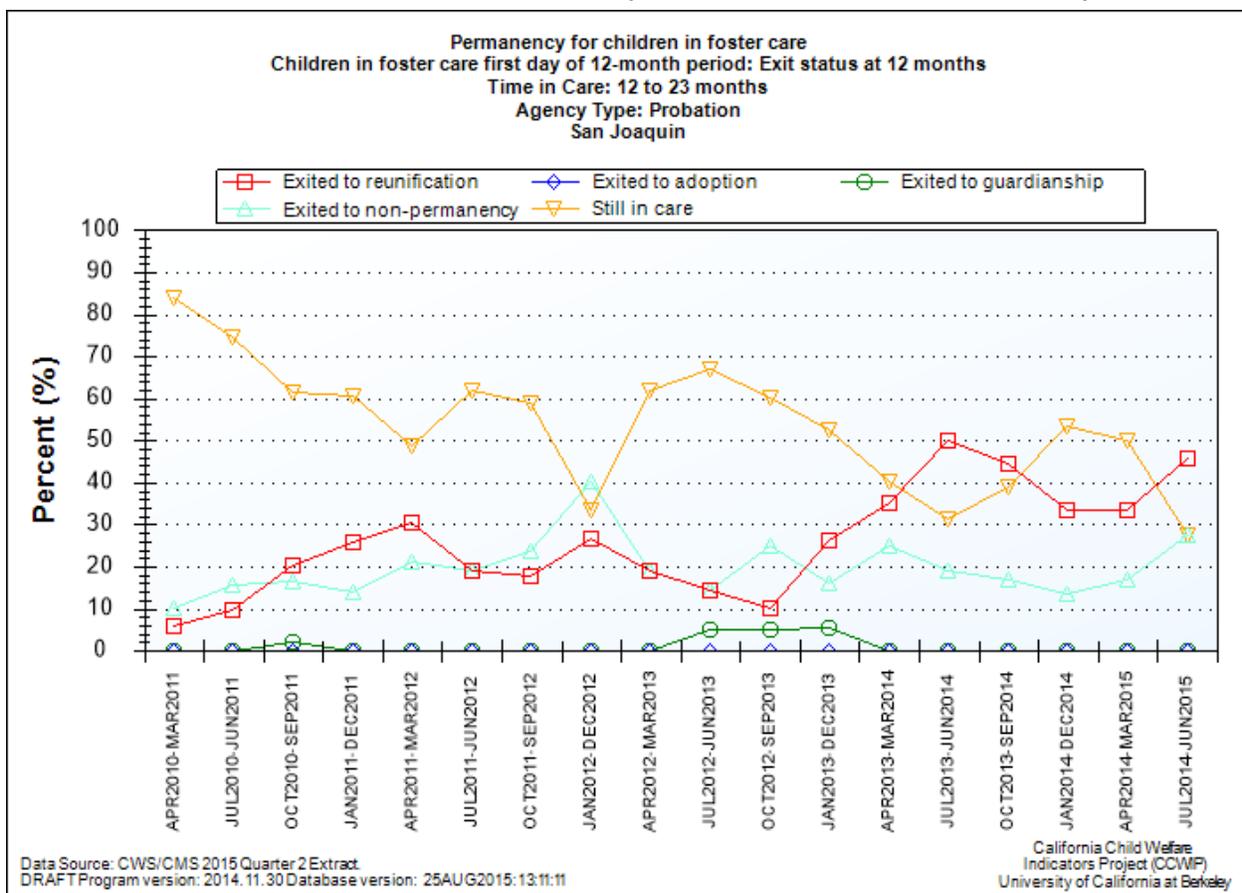
San Joaquin County is well below the national average of 40.5 percent in outcome measure P1. In 2011-2012 reporting period (UC Berkeley CCWIP- Report Publication: January 2014. Data Extract: Q3 2013) was at 7%. In 2013-2014 (UC Berkeley CCWIP – Report Publication: July 2015. Data Extract: Q1 2015) there was an increase to 8.6 percent. In the most recent data extracted (UC Berkeley CCWIP – Report Publication: October 2015. Data Extract: Q2 2015) the outcome measure doubled in regards to permanency in 12 months. The current data reports Probation is now at 14.3 percent. The increase can be attributed to the implementation of the action steps reported in this SIP Progress Report. Corrections have been made to the Probation Officers’ data entry into the CWS/CMS system after additional training was provided. It is anticipated that the numbers to continue to increase to align with the national standard.

Analyzing the data extracted, San Joaquin County Probation had 42 cases enter into foster care from July 1, 2013 to June 30, 2014. After reviewing the individual cases, it should be noted in six of the successful reunifications, each of these youth had lower level treatment needs in combination with suitable guardians and or parents to reunify home with. There were 6 youth who aged out of their placement facilities and enter either AB12 or chose not to participate and exit the foster care system. There were 4 cases transferred to other counties for jurisdiction; thus, San Joaquin County no longer had any input on the length of stay in placement in these

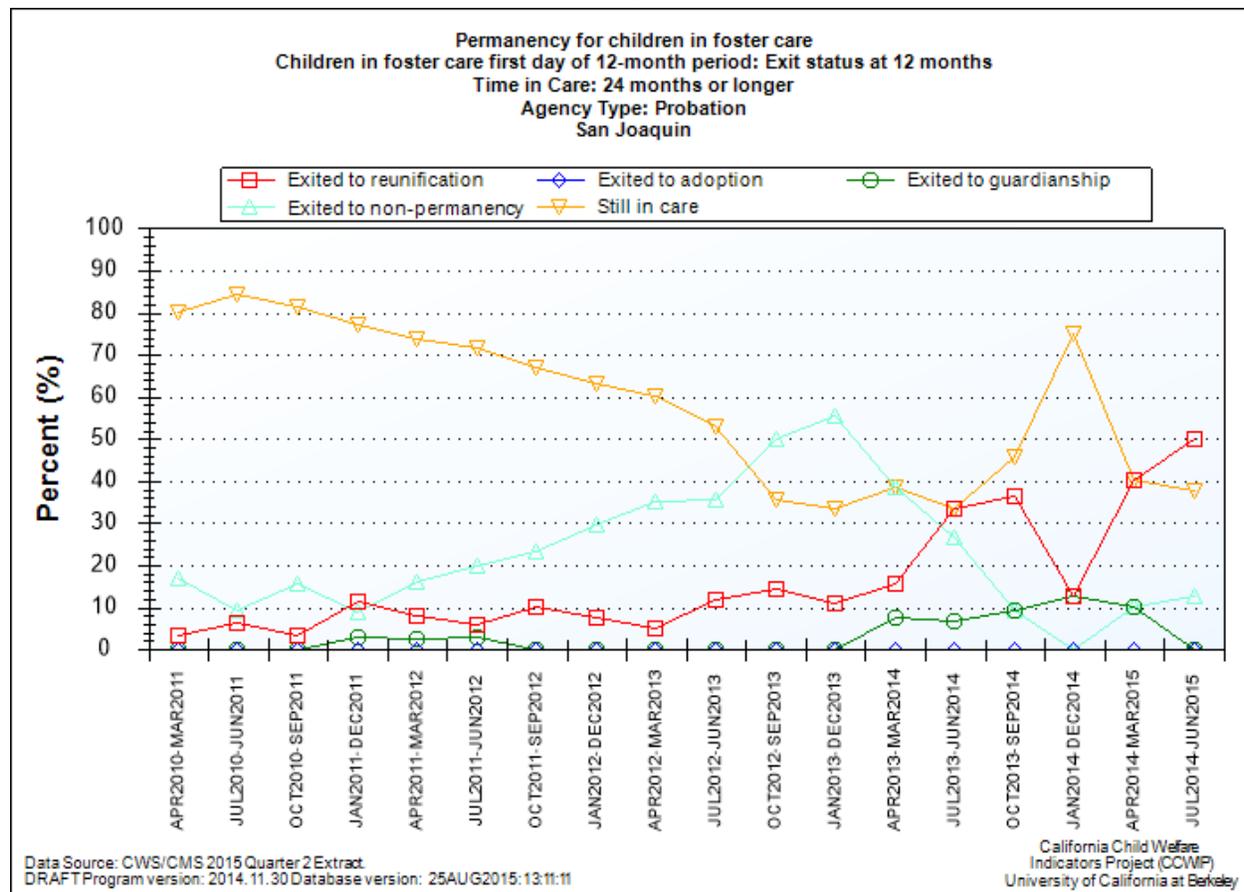
particular cases. The 25 remaining cases that had been in placement longer than 12 months all had multiple placement failures and it was determined the treatment needs of these youth were much higher than the youth that were able to reunify earlier than the 12 month period. In these 25 cases the treatment plan exceeded 12 months due to the individuals treatment needs such as sex offender treatment, and level of criminal sophistication, which included such crimes as robbery and assault. These youth usually also revealed prior undisclosed trauma once they started therapy in placement. Barriers included mending relationships with their family members that in some cases were the victims of the crime committed. Family therapy is an important component working towards reunification and placement instability often disrupts the length of consistent therapy. Multiple programs were utilized in an effort to holistically treat the trauma in an attempt to work towards behavior modification.

CFSR Round 3 measure Permanency in 12 months (Children entering foster care) replaces CFSR Round 2 measures C1.3 - Reunification in 12 months (Entry Cohort) and C2.5 - Adoption in 12 months (Legally Free). San Joaquin County Probation is performing similarly in this measure as with the previous measures.

### PROBATION: P2 - PERMANENCY IN 12 MONTHS (CHILDREN IN CARE 12-23 MONTHS)



## PROBATION: P3 - PERMANENCY IN 12 MONTHS (CHILDREN IN CARE 24 MONTHS OR LONGER)



San Joaquin County Probation exceeded the national average of 43.6 percent in outcome measure P2. In the July 1, 2014 to June 30, 2015 (UC Berkeley CCWIP – Report Publication: October 2015. Data Extract: Q2 2015), San Joaquin County was performing at a rate of 45.5 percent. In this same reporting period, Probation was performing at 50.00 with a national average of 30.3 in outcome measure P3. Meeting and exceeding the national average can be attributed to the majority of the Probation youth completing their treatment case plans within this time frame. The permanency timelines in this outcome measure allows the youth to receive adequate counselling while working towards behavior modification.

CFSR Round 3 measure Permanency in 12 months (in care 12-23 months) replaces CFSR Round 2 measures C2.1 - Adoption in 24 months, C2.3 - Adoption in 12 months (17 months in Care), C2.5 - Adoption in 12 months (Legally Free), and C3.2 - Exits to Permanency (legally free at exit). San Joaquin County Probation is performing similarly in this measure as with the previous measures.

CFSR Round 3 measure Permanency in 12 months (in care 24 months or more) replaces CFSR Round 2 measures C2.1 - Adoption in 24 months, C2.5 - Adoption in 12 months (Legally Free),

and C3.1 - Exits to Permanency (24 months in Care). San Joaquin County Probation is performing similarly in this measure as with the previous measures.

## **STATUS OF STRATEGIES**

### **STRATEGY 1 – DEVELOP AND EXPAND SAFETY NET SERVICES – DIFFERENTIAL RESPONSE, CONCRETE SERVICES FOR OPEN CHILD WELFARE CASES AND AFTER CARE/POST REUNIFICATION CASE MANAGEMENT**

#### **ANALYSIS**

Safety Net Services encompasses Differential Response Services, Concrete Support services (case management and non-case management) and After Care Case management services (commonly referred to as Post Reunification Services). San Joaquin County previously used Differential Response (DR) and Post Reunification Case Management (FOCUS) programs. The development of the Safety Net Program required the development of a Request for Proposal (RFP) and contracts with Community Based Organizations.

#### **ACTION STEP STATUS**

- A. **COMPLETED:** A workgroup was developed with Children’s Services social workers, supervisors and division chiefs. The workgroup met multiple times to identify priority needs for the development of Safety Net Services. The workgroup evaluated the existing DR program, referral forms and created tasks to develop the RFP for the new Safety Net Program.
- B. **COMPLETED:** The workgroup reviewed the data and anticipated the following approximations for the Safety Net Service programs:
  - i. Approximately 2,400 referrals annually by CPS would be made to the Differential Response program
  - ii. Approximately 1,500 referrals annually by CPS would be made for case management or Concrete Support services.
  - iii. Approximately 100 referrals for unduplicated families annually by CPS for post reunification case management services.
- C. **COMPLETED:** The RFP for Safety Net Services was released in September 2014 and a mandatory bidder’s conference for interested vendors was held in October 2014.

Proposals were submitted by the end of October 2014. Contracts were signed by the Board of Supervisors with two community-based organizations to provide Safety Net Services to families beginning January 2014.

The workgroup develop policies and procedures for each of the programs under Safety Net Services:

**Differential Response** – the first of the Safety Net Service programs involves calls made to CPS reporting suspected child abuse or neglect that do not rise to the statutory level of an in-person CPS response. In lieu of a response or investigation, a referral is made to the Differential Response program to offer and provide families with information and resources to address and ameliorate the issue that resulted in the initial report that was made to CPS. The goal of these services is to provide families with the needed support to reduce the need and likelihood of future formal involvement and intervention by CPS. This does not include any case management services.

**Concrete Support Services** – the second of the Safety Net Service programs involves the provision of case management or concrete support services (non-case management) in situations where CPS has been involved with the family and, through an investigation and assessment, determines that there are low or moderate risk issues that do not rise to the need for a higher level of intervention by CPS beyond a referral for short-term case management services. Case management service referrals should be completed only by social workers in the I&A program that have assessed the need for case management services for a family who does not have a current open CPS case. Case management services should not be duplicated by both the open CPS social worker and the concrete support services case manager.

A referral for Concrete Support Services is appropriate when a family has an open CPS case (in Voluntary Family Maintenance, Court, Family Maintenance, Family Reunification, Permanent Placement, and/or Treatment) and the case-carrying social worker feels that the family could benefit from short-term, concrete support services to assist with a specific need that the family has that will lead to the child being returned home or help preserve the child in the home. The goal of both of these services is to provide families with the needed support to prevent the recurrence of child maltreatment, increase placement stability and help reunify children and families within 12 months of the children first coming into foster care. It should also be noted that concrete support services should not duplicate efforts of any WRAP services that may be in place at the time of the referral to concrete support services.

**Post-Reunification Case Management Services** – the third of the Safety Net Service programs involves children who have returned home from an out-of-home placement and support is needed to help prevent re-entry into foster care. In addition to providing families who just reunified with their children much-needed support, the goal of these services is also to prevent re-occurrence of child maltreatment and subsequent re-entry into foster care. This is done through the provision of case management services after the juvenile dependency case has been dismissed. If the family being referred to post-reunification case management services are also receiving WRAP services, special attention should be made to the timing of the referral to allow WRAP providers to be in attendance at the dismissal TDM meeting where issues and concerns will be discussed and shared with the case manager who will be working with the family once dependency has been dismissed.

Case management services are defined as a service-funded activity, which includes addressing the child/family needs, developing a service plan with the family, monitoring progress in achieving the service plan objectives and ensuring that all services in the service plan are provided. It is important to remember that case management services through the Safety Net Service program are all *voluntary* and clients should agree to accept these services prior to the social worker making the referral.

Below are the year-to-date referral statistics (January 2015 – October 2015):

Evaluate out Referrals: 2635

Direct Case Management Referrals: 919

Concrete Support Referrals: 97

Post reunification Referrals: 107

- D. COMPLETED: Contracted vendors for Safety Net Services attended program meetings in the Intake and Assessment, Court and Family Reunification programs in February 2015 to explain the services their agency offered to social worker staff. They periodically attend program meetings to answer questions and provide updates about service provision. The management team of the CBOs and Children’s Services meets every other month and as needed for staffing updates and to discuss service provision.
- E. The timeline for this Action Step is March 2016.
- F. The timeline for this Action Step is March 2017.

## **METHOD OF EVALUATION AND/OR MONITORING**

Due to this being a new program, it is premature to measure impact of this program on recurrence of maltreatment. It is anticipated that this will happen during the next reporting period. Both Safety Net Services vendors are completing satisfaction surveys and developing methods to improve how they track engagement of families. They have to separate out the clients who engage in the services, the clients who choose not to engage in the services and the clients who had no contact with the agency. Both agencies provide monthly reports to Children's Services with information about their clients that include ethnicity, language and disability.

## **STRATEGY 2: IMPLEMENT SAFETY ORGANIZED PRACTICE**

### **ANALYSIS**

The implementation of Safety Organized Practice (SOP) in San Joaquin County began in 2012, prior to the start of this SIP cycle. 95% of staff and 100% of management went through the three-day foundational SOP training. A more concerted effort was made to involve the voice of stakeholders into the implementation of SOP. A SOP Steering Committee was developed and the first meeting was held on January 21, 2015. The Steering Committee is made up of foster parents, youth, birth parents and representatives from the faith based community, probation, drug treatment facility, the local homeless shelter and several Community Based Organizations. The purpose of the Steering Committee is to assist the Agency with removing any barriers that arise during implementation, provide feedback on the impact of SOP on the community and assist in the creation of new practices. There have been times when Safety Mapping meetings were held at the homeless shelter. Also, since the staff at the CBO's are aware of and have a deeper meaning of safety goals, it makes their work with families more intentional and focused. The SOP Steering Committee has met multiple times throughout the year. They have provided feedback on the Parent Orientation video and the court reports that were updated to include SOP language and principles.

### **Action STEP STATUS**

- A. COMPLETED AND ONGOING:** The SOP Implementation Team meets monthly and is made up of all four Division Chiefs and supervisors/staff from all programs in Children's Services. Agenda items include success stories from the use of SOP tools, training and coaching needs, lessons learned from "trying on" SOP tools and suggestions to aid in implementation. The SOP Implementation Team is also responsible for the installation of white boards in all of the agency conference rooms where Safety Mapping meetings could be held. Additionally, there are two SOP Corners in the agency. The SOP Corners

have SOP materials (in English and Spanish) that staff has quick access to on their way out of the office to do hands on work with families.

- B. COMPLETED AND ONGOING:** The Northern Training Academy has provided numerous trainings to supervisors and staff since the beginning of this SIP cycle.
  - i. Court report and Case Plans: November 4, 2014 and January 14, 2015.
  - ii. Family Meeting Facilitation: April 30, 2015.
  - iii. Harm and Danger Statements and Safety Goals: June 16, 2015.
  - iv. 3 day foundational training: June 30, 2015 – July 2, 2015.
  - v. Group supervision: November 10, 2015.
- C. COMPLETED AND ONGOING:** The Northern Training Academy has allotted 12 hours of coaching to San Joaquin County. The SOP Coach is available for one on one sessions with supervisors every month prior to the SOP Implementation Team meeting and as requested. She has attended unit meetings to coach supervisors on how to facilitate group supervision and case consultations.
- D. COMPLETED AND ONGOING:** A sub-committee was developed out of the larger SOP Implementation Team to focus on restructuring Court Reports to include SOP language and philosophies. County Counsel is present on this sub-committee to ensure any recommended edits do not conflict with language required by law. This sub-committee meets approximately once a month and has already updated the Detention report and Jurisdictional report. The sub-workgroup members are currently working on revising the Disposition report. Once all staff begin using the updated court report templates, it will insure consistency with the use of SOP language and principles.

There have been other engagement techniques developed that support the use of SOP engagement principles. A brochure has been developed that explains the court process is given to parents after their children have been removed from their care or their case has been referred to the Court program. A 13-minute video is also available for parents and on the San Joaquin County HSA website that gives information about the entire court process. [HTTP://WWW.SJCHSA.ORG/ASSISTANCE/CHILDRENS-SERVICES](http://www.sjchsa.org/assistance/childrens-services)
- E. IN PROGRESS:** A subcommittee has not yet been created to develop an internal monitoring system according to program function. San Joaquin County is still developing a clear message to staff regarding expectation and requirements as it pertains to the usage of SOP tools. This must first be established before monitoring can be done. The new implementation date will be August 2016 and the new completion date will be August 2019.
- F. ONGOING:** Training needs are frequently discussed during management meetings and amongst the Implementation Team. Group Supervision Training was offered in 2014 and was recently offered again for new supervisors to attend. During management meetings, it is discussed that supervisors are to fill the role of coach for their unit. There was recently a Safety Mapping done at the management meeting where supervisors

discussed what was working well, what worries them and next steps as it specifically pertained to the implementation of SOP. An official management statement about the implementation and usage of SOP is in the process of being developed so staff and management have a clear understanding about the usage of SOP.

- G. IN PROGRESS: Outcome data cannot yet be reviewed until usage is more uniform throughout the county. Other counties have expressed their difficulty with connecting data changes directly with the usage of SOP. San Joaquin County will continue to review the data and work to connect the usage of SOP with data changes. The timeline to begin this Action Step is June 2016, continuing through August 2019.

#### **METHOD OF EVALUATION AND/OR MONITORING**

Informed conjecture is the best way to measure usage of SOP. In speaking with numerous other counties, CDSS and the Northern Training Academy, it is difficult to monitor or evaluate Safety Organized Practice. SOP is a practice modality which embodies family engagement. A social worker could use the SOP tools and never fully engage the family and conversely a social worker could engage the family without using any of the SOP tools. Some social workers have attached copies of the SOP tools to their court reports however, this has not been standardized so this could not be used as a standardized measurement tool. Supervisory oversight is the best way to assess usage of SOP amongst staff during individual supervision.

There are multiple anecdotal stories from social workers and supervisors about how the use of SOP tools has shortened the length of time a child was in foster care (some cases were dismissed and some cases were transferred from Court to the Voluntary Family Maintenance Program). Other social worker stories reveal how the use of SOP tools assisted in stabilizing a foster care placement. It still a goal of the Implementation Team to determine if re-entries have been reduced, if there has been a reduction in placement changes or if there has been a reduction in the reoccurrence of maltreatment.

#### **STRATEGY 3: IMPLEMENT PARENT PARTNERS AND YOUTH ADVOCATE PROGRAMS**

##### **ANALYSIS**

San Joaquin County began the development of the Parent Partner and Youth Advocate program at the start of the SIP cycle. The mission of the Parent Partner program is to work with parents to increase awareness of their rights and responsibilities, to improve communication with the agency and providers, and to assist parents towards successful reunification with their children. This is an engagement strategy that was designed to pair parents who have successfully reunited with the children with parents who are going through the Child Welfare system. The mission of the Youth Advocate is to work with youth and increase awareness of their rights, to improve communication between the agency system and service providers, to assist youth

towards successful emancipation or permanency and to increase placement stability. Youth who are going through the Child Welfare system will be connected with youth who are familiar with the Child Welfare system.

There are two parent partners (one designated for Katie A. and one designated for Children's Services) and two youth advocates. Children's Services used the existing mental health job classification, mental health outreach worker, to expedite the hiring process of the Parent Partner. There were three different recruitments and after interviews, a Parent Partner was hired (30 hours per week) and began working on August 24, 2015.

#### **ACTION STEP STATUS**

- A. **COMPLETED:** A workgroup was formed in October 2014 with the specific goal of gathering information about Children's Services Parent Partner and Youth advocates. One of the first duties of the workgroup was to facilitate a focus group with parents and youth who have open CPS cases (or recently closed cases) to explore the best ways to utilize the Parent Partners and Youth Advocates. Three focus groups were held (two for parents and one for youth) and they yielded information that was used to determine where the parent partners and youth advocates would be best utilized.
- B. **COMPLETED:** The workgroup developed an implementation plan and time frame goals for implementation. Two active Parent Partners from Behavioral Health (mental health) Department were invited to be on the workgroup. They both attend the monthly workgroup meetings regularly. Representatives from non-profit agencies, Fathers and Families and Friends Outside, were invited to be on the workgroup.
- C. **COMPLETED AND IN PROGRESS:** The workgroup developed the duties of the parent partner:
  - i. A Parent Partner is trained to help parents gain awareness of their rights and responsibilities.
  - ii. A Parent Partner has the ability to help parents feel supported and to improve communication with the Agency and service providers.
  - iii. A Parent Partner will support parents with advocacy, knowledge of resources and assist them with successful reunification with their children.
  - iv. A Parent Partner will provide input to new practices, policies and procedures that are implemented by CPS to ensure that the voice of the parents and families are heard.
  - v. A Parent Partner will facilitate group meetings twice a week in support of parents with open CPS case. The meetings will begin with a Parent Orientation

video that describes the CPS process. Afterwards, the parents will have the opportunity to ask questions and talk with the Parent Partner one on one regarding support, education, advocacy and resources.

- vi. A Parent Partner will follow-up with parents who have successfully re-unified with their children.
- vii. A Parent Partner will participate on foster parent training panels.
- viii. A Parent Partner will communicate to professionals (social workers and service providers) on the family dynamics, cultural and special circumstances.

The workgroup developed the following materials for the Parent Partner Program:

- i. A brochure to provide to families at the beginning of their Child Welfare case to explain the benefits of having a Parent Partner,
- ii. A release of information form that would allow exchange of confidential information and
- iii. A referral form the social worker submits to connect a family with a Parent Partner.

Referral process: Since there is only one parent partner dedicated to Children’s Services, the workgroup took the feedback of the focus group and decided it was best to focus on families in the court program who recently had their children removed. This is a voluntary program and parents can decline to participate even if their social worker referred them to participate in the program.

- Target population: The workgroup decided that the best families to refer for a Parent Partner are families who have a child (or child amongst the sibling group) who is under the age of three. The Parent Partner would be assigned to the family while they were in the Court Program and their involvement would continue until 30 days after the case was transferred after the Dispositional Hearing. This provides an opportunity for the Parent Partner to be available to the family while the case is transitioning from Court to FSW (or any other programs). It was also recommended that the Parent Partner be present during the warm handoff between the sending and receiving social workers. A supervisor in the Court Program will oversee the Parent Partner Program.

Youth Advocate: The workgroup developed the duties for the Youth Advocate:

- i. Provide voluntary one-on-one services to youth.

- ii. Function as a connection between foster youth and system to improve communication and relay information regarding the needs/wants of the youth.
- iii. Help youth with their everyday problems that may not be addressed (i.e. group social skill building class).
- iv. Participate in presentations, seminars, interactive sessions, etc. in schools, colleges, universities, and other programs to provide education, increase awareness, and reduce stigma. Provide education about navigation through system in an age appropriate manner.
- v. Teach/empower youth to self-advocate and connect with community resources.
- vi. Maintain required documentation of services provided (similar to SOC 160).
- vii. Work with dependents and Non-Minor Dependents "in school" and "out of school"
  - support in K-12 system
  - support to GED/Adult School/Delta/tutoring/services after K-12 system
- viii. Participate in youth group events (i.e. pizza night) that unite foster youth to form lifelong connections outside of the system.
- ix. Assist with the evaluation of current and proposed policies and practices provided to youth. Serve on special committees and provide input from the youth perspective for policies and practice.
- x. Maintain confidentiality according to federal, state and agency standards
- xi. Offer support to youth placed at Mary Graham children's Shelter in order to increase awareness of the youth's rights. This may include "office hours" at Mary Graham to help rapport building.

The San Joaquin County Office of Education already has a foster youth mentor classification and they agreed to partner with Children's Services for recruitment and hiring of youth advocates. The two Youth Advocate positions will be funded by the County Office of Education. The supervisor of the AB 12 (extended foster care) and Independent Living Program will supervise the Youth Advocates. They will be stationed at the Mary Graham Children's Shelter.

- D. COMPLETED: The Parent Partner spent her first 60 days of employment shadowing workers in different units to learn the different programs in the Child Welfare system. She also attends the Court Program meetings to let workers know the support available through the Parent Partner program.
- E. The timeline for this Action Step is January 2017.
- F. The timeline for this Action Step is June 2017.
- G. The timeline for this Action Step is December 2017.

## **METHOD OF EVALUATION AND/OR MONITORING**

As identified in the mission statement, the goals of the Parent Partners are:

- i. To help the parent increase their awareness of their rights and responsibilities
- ii. To improve parent communication with the agency and providers
- iii. To assist parents towards successful (and timely) reunification

Possible ways to measure these outcomes are:

- i. Focus Groups (comparing their feedback before a Parent Partner is assigned versus after completing their work with a Parent Partner)
- ii. Using special codes in CWS/CMS
- iii. Surveys
- iv. Feedback from FSW staff to see if they observe a difference in families who had assigned Parent Partners versus families who did not
- v. Safe Measures (Comparing reunification results for families who had Parent Partners versus families who did not).

The program is still at the beginning stages of implementation. Additional monitoring and assessment will take place over the next rating period.

## **STRATEGY 4: CONTINUOUS QUALITY IMPROVEMENT**

### **ANALYSIS**

In December 2014, San Joaquin County became a pilot county for the C-CSFR case review process. Three supervisors attended a five-day training and worked with CDSS, the Northern Training Academy and surrounding counties during the pilot phase of the case review process. Although the cases reviewed were pilot cases, the two case reviews were able to identify trends within those cases and provided training to supervisors and staff on techniques that would increase the chances of receiving a strength rating. The “official” case review process began in October 2015 and soon after, the Policies and Procedures were released from CDSS. San Joaquin County will review 100 cases a year/25 cases per quarter. It is anticipated that two additional supervisor positions will be allocated for case reviews and quality assurance/training. Although the case review process is one part of the Continuous Quality Improvement Program, the identified action steps for this strategy have not yet begun as efforts were focused on the establishment of the case reviewers roles and responsibilities.

## **ACTION STEP STATUS**

Action steps for this strategy will begin in December 2016.

**STRATEGY 5: INCREASE PARENTAL INVOLVEMENT FOR JUVENILE PROBATION PLACEMENT YOUTH. INTEGRATE CWS/CMS TRAINING INTO THE ONGOING DAILY PRACTICE FOR ALL PLACEMENT PROBATION OFFICERS, CLERICAL AND PROBATION ASSISTANTS IN SAN JOAQUIN COUNTY.**

### **Analysis:**

San Joaquin County Probation Department identified the service component in the youth's CWS episode did not accurately reflect if reunification services were still in effect or had been terminated. Permanency in 12 months percentage this reporting period slightly increased and it can be attributed to correcting the data entry error.

Based off of statistical data for the six successful reunifications in the 2014 reporting period, 83 percent of these cases had active parental involvement. At this point, Strategy V is in the beginning stages of implementation and it is too early to determine if the actions are working.

### **Action Step Status**

A) In an effort to improve Probation Placement Unit's reunification outcome measures, a work group was convened to identify and assess obstacles to timely reunification. The work group identified some significant factors that contributed to Probation Placement Unit's low performance in achieving timely reunification. These obstacles include a lack of interest and effort on the parents/guardians behalf, poverty, no access to transportation, housing instability, access to a working telephone , and lastly the issues pertaining to the stability of the parents which include, mental health issues, substance abuse issues, employment, parenting skills, and criminal behavior. The group was very effective in identifying barriers that existed for parents and their role in timely reunification. This action was completed in December 2014.

B) The Probation Placement Unit identified a need for staff training to improve engagement with families, case planning, and discharge planning. The Placement Unit has participated in several trainings that include Justice Benefits training on case planning, Title IV-E and Reasonable Candidacy, CWS/CMS, Continuum Care Reform, Continuous Quality Improvement/Peer Review, Trauma Informed Care, Adolescent Development, Motivational Interviewing, and Effective Practices in Community Supervision. The Placement Unit has improved family engagement by utilizing Motivational Interviewing skills to engage with families. The trainings have also improved the way each officer assesses each individual case. Case plans are created with attainable treatment goals that include a discharge plan with timely

reunification and permanency in mind. However, when reunification fails and cannot be accomplished in the time frames, there is a requirement to work within the case plan/discharge plan which also includes a concurrent plan. This action step is ongoing.

C) The Probation Placement Unit has made modifications to trainings by offering a wide variety of monthly trainings and webinars as mentioned in section B. The team meetings procedures and Placement Unit policy was modified. The Placement policy was updated in the Placement manual to include the Positive Youth Justice Initiative. The use of Wrap Around services to transition youth out of foster care, back into the home is beginning 45 days prior to the youth returning home from the program. The team meeting procedures have changed to include weekly staffing for Probation Placement officers. This allows the officer to screen difficult cases with the Supervisor and Senior Deputy Probation officers. During the staffing the officers are able to identify the immediate needs of the youth and collaborate to remove barriers. The officer then collaborates with the placement programs, wrap services, PYJI, and the family to update the changes on the youths needs and services plan. The modification of team meeting procedures and placement policy has improved the ability in identifying obstacles and barriers earlier and addressing those issues by providing more support to the families. The Probation Placement Unit's reunification and parental engagement has improved and these efforts are reflected in the current outcomes data. This action will be ongoing process.

D) The Probation Placement unit has reviewed the Placement policies, including the assessments of Placement programs and how they can assist with timely reunification. The Placement programs policies on maintaining family connections have improved. Family Therapy is more consistent with the needs of each individual family. A new process has started which will enhance monthly parent meetings to include incentives for parents attending. The monthly parent letter that is sent to the youth's parent/guardian was updated in order to include the incentives for parents who attend our meetings. The parents who attend meetings will be provided transportation as needed, a meal, and the opportunity to meet with the placement programs case manager and probation officer. The Probation Placement Unit and the Placement programs recognize that parents visiting youth in placement is an important component of timely reunification. The Probation Placement Unit and the Placement programs will continue to engage parents and reiterate the importance of visiting the youth while in placement. Monetary assistance associated with the costs of the transportation and lodging has been provided by the Probation Department and Placement programs as needed. The Probation Department implemented a new process to purchase gas cards for families that have transportation but need assistance with fuel costs. Since the implementation of this process two families served have utilized the incentive to visits their youth in Southern California Placements. The Placement program was able to provide lodging for the parents. This action will be ongoing, as the Probation Placement Unit has encountered a barrier to purchasing any third party items that are not for the youth directly. The Probation Department is working with

the county auditor in an effort to obtain approval to purchase transportation and lodging for parents in need of assistance.

E) The Probation Placement Unit has taken steps to improve accurate input into CWS/CMS. The Probation Placement staff has participated and continues to participate in trainings with UC Davis to improve the data entry into the system. The Probation Placement Unit identified the Service Component in the youth's CWS/CMS folder did not accurately reflect if reunification services remained in effect or were terminated. All cases were audited and the changes have been made to reflect accurate information. Each case will continue to be accurately updated as needed. This action will be ongoing.

F) Quarterly workgroups were created to review progress on each project and make necessary modifications, implement and review. This action will be ongoing.

#### **METHOD OF EVALUATION AND/OR MONITORING**

Evaluation will be completed by analyzing the safe measures outcome reports, case reviews and case audits.

#### **ADDITIONAL ACTION STEP**

A Probation Assistant was hired and has been trained by UC Davis to assist with accurate and timely input of CWS/CMS Information.

#### **PROGRAM REDUCTION**

NONE

#### **OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION**

Although San Joaquin County Children's Services has made significant progress in implementing outlined strategies, the lack of stability in staffing has had a huge impact on implementation. The demographics of Probation staff are such that the majority of the staff have been employed for just over 2 years while the other staff have been here for 8+ years. There has been a struggle between recruiting/hiring/training new staff and implementing the SIP strategies. Additionally, the supervisors are tasked with maintaining mandates for their staff's performance and implementing new strategies. This is especially difficult with the implementation of the CSFR Case Review process where different areas of improvement regarding the quality of services are being highlighted.

County Probation Departments receive Federal Title IV-E funding administered through the State Department of Social Services to support efforts that allow at-risk youth, where appropriate, to remain in the family home rather than being placed in detention or group home facilities. A decrease in the number of eligible youth combined with more stringent claiming requirements has resulted in significant declines in revenue over the last few years. Staff continues to work with a consultant to adjust to the changes in the claiming process, but it is unknown how new requirements will affect future revenue.

The San Joaquin County Probation Department's grant for the Positive Youth Justice Initiative from the Sierra Health Foundation is scheduled to expire this month and the grant funds are currently pending renewal. If the grant is not renewed the Probation Department will reevaluate the usage of the Parent Partner from Positive Youth Justice Initiative as referenced in this action plan.

The Probation Department are currently working with the County Auditor to approve the implementation of policies in regards to travel expenses for parents/guardians associated with on-site visits to the placement programs

### **PROMISING PRACTICES/ OTHER SUCCESSES**

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In October 2014, San Joaquin County entered into an agreement with the Child and Family Policy Institute of California to develop and implement a Linkages program. The Core planning team includes the Director of the Human Services Agency, the Children's Services Deputy Director and supervisors and staff from Children's Services and Cal Works Welfare to Work Division. In December 2014, San Joaquin County finalized the Linkages Work plan. The goal of Linkages is to implement service coordination between San Joaquin County's CalWorks and Child Welfare Voluntary Family Maintenance programs to assist families in achieving economic stability and ensuring child safety.

The Disproportionality Workgroup has continued to meet monthly to address the number of African American children in foster care with a more targeted effort. The workgroup decided to focus on reducing the length of time African American children are in foster care, with specific solutions which focus on family/community, policy, program and system. A realistic measure of what success will look like in terms of reducing the length of stay for African American children was established. In looking at the statistics over the past five years the observation was made that the lowest median (not average but median) number of months in care was 11.9 in 2010. Based on this it was determined that a realistic and meaningful goal would be to lower the median length of stay to 11.8 months. It was also established that the time frame for accomplishing this will be from January 1, 2016 – January 1, 2017. An internal and external strategy was developed to meet this goal. The internal strategy was to have a warm hand off between a court worker, a reunification worker and the parent of an African American child. The external strategy involved reaching out to local churches and faith based organizations to see if they had any social services available for patrons or if they would be willing to develop a

social services program for patrons. This is exciting work that involves Child Welfare staff as well as community members.

Current best practices in the probation field include the use of evidence-based practices and programs. The San Joaquin County Juvenile Division assesses all youth entering the system for criminogenic needs and protective factors utilizing a validated risk and needs assessment tool. Youth are scored on risk to re-offend and resources are focused on moderate-high to high-risk youth in an effort to reduce recidivism.

The Department continues to provide training to staff and community-based organizations on evidence-based programming such as *Common Sense Parenting*, *Aggression Replacement Training*, *Girls Moving On*, *Courage to Change*, *Cognitive Behavioral Training for Substance Abuse*, and *Moral Reconation Training*. Additionally, all Juvenile Probation Officers are trained in Motivational Interviewing and Effective Practices in Community Supervision.

In 2013-14, the Department received a two-year implementation grant to improve outcomes for youth who have experienced significant trauma, have a history in the child welfare and foster care systems, and are now drawn into the juvenile justice system. Probation is partnering with youth-focused agencies, organizations, and groups to implement this initiative for these "crossover" youth. Anticipated outcomes are to provide crossover youth with positive opportunities to change their own course; create cross-agency strategies for information sharing; reduce recidivism; and empower the youth as leaders and mentors.

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

2F Monthly Visits: The national standard for Monthly Visits (Out of Home Care) is 95.0%. In Oct 1, 2014 – Sept 30, 2015 reporting period (UC Berkeley CCWIP- Report Publication: January 2016. Data Extract: Q3 2015), Child Welfare performance for Monthly Visits (out of home) was 93.2%. The national standard recently changed in this area from 90% to 95%. San Joaquin County was consistently performing over the standard when it was at 90%. The supervisors and staff have been made aware of the changes to the standard. The practice changes have to catch up with the expectations in this area. San Joaquin County has always been great with compliance numbers in this area. It is believed that a delay in data entry may also contribute to the performance in this area. Seeing the youth in the Child Welfare system continues to be a top priority of San Joaquin County.

P3 - Permanency in 12 months (in care 24 months or more): In Oct 1, 2014 – Sept 30, 2015 reporting period (UC Berkeley CCWIP- Report Publication: January 2016. Data Extract: Q3 2015), Child Welfare performance for this measure was 21.4%. The national standard is 30.3%. Even though San Joaquin County Child Welfare did not meet the national standard in this area, this remains an area where significant attention is being dedicated. Efforts have been made to

improve the process of the “warm hand off” between the case carrying social workers in the Court Program and Reunification Program to improve the continuum of care with the families. Additionally, the court has an impact on reunification.

Parents working on reunification are often struggling with many obstacles, including homelessness, poverty, stability, housing and transportation. Although some of the struggles may not be directly related to safety, the Juvenile Court has hesitated in reunifying families who do not have a stable living environment. It is anticipated that the clarity inclusion of Harm and Danger statements (SOP practice model) will provide the Court with a clearer idea of the circumstances of the family and increase reunification rates in a timely manner.

The Probation Department has had some significant factors contributing to the performance in achieving timely reunification. These obstacles include lack of interest and/ or effort on the parents/guardians behalf, poverty which prevents parental access to transportation, housing, telephone contact with the youth, and lastly issues pertaining to the stability of the parents which may include mental health, substance abuse, employment, parenting skills and criminal behavior.

A component that may be affecting this measure is placement stability. A majority of San Joaquin County Probation youth tend to have treatment needs that may exceed 12 months. Additional youth may have added treatment time due to undisclosed trauma revealed during the duration of placement. Finding suitable placement facilities for high risk Probation youth is a challenge in San Joaquin County. Placement changes can disrupt youth and set back efforts to reunify. Family finding efforts specific to Probation needs to increase at the beginning of the assessment level. Wrap services are also being provided in an effort to reunify youth more quickly.

## State and Federally Mandated Child Welfare/Probation Initiatives

In March 2015, San Joaquin County entered into an agreement with Child and Family Policy Institute of California to develop and implement a plan and policies/procedures to serve Commercially Sexually Exploited Children (CSEC) and Youth. On June 30, 2015, San Joaquin County submitted a plan to the California Department of Social Services and was subsequently awarded a grant that will allow us to better serve this specialized population. A Memorandum of Understanding was signed and presented to the Board of Supervisors in October 2015 amongst Child Welfare, Probation, Behavioral Health, Public Health, Mary Graham Children’s

Shelter, Juvenile Courts and District Attorney's Office with a commitment to work together to develop policies and procedures and implement Multidisciplinary Team meetings for CSEC youth and youth who are at-risk of CSEC activity.

Child Welfare will act as the point of contact for both "system" and "non-system" youth identified as having been trafficked. This includes youth who have open Child Welfare and Probation cases as well as youth who come into contact with law enforcement or a service provider. Cross-reporting as mandated by law with the incorporation of CSEC victimization into the 300 (b)(2) subsection of the Welfare and Institutions Code will occur and there will be two paths for response:

1. For trafficked youth already under the jurisdiction of either child welfare or probation, the social worker or probation officer will request an MDT convening through the CSEC Coordinator within the HSACSB.
2. For youth who are not under county jurisdiction, the agency having contact with that youth will request an MDT utilizing the same process described above.

The primary distinction between the two paths will be that the primary focus for "non-system" youth will be to provide community based-services to the youth and their family aimed towards the strengthening and /or maintenance of natural family supports. By default, youth who are already under jurisdiction and in out-of-home care will continue to have their placement needs determined by the Juvenile Court but the overarching goal will be to utilize the same community resources whenever possible for both populations

A Voluntary Family Maintenance (VFM) Program social worker has been identified to serve as the CSEC coordinator. This social worker is receiving additional CSEC training as is their direct supervisor. This social worker will be responsible for coordinating MDT meetings for both VFM and dependency cases as well as community based cases with no current formal child welfare or probation involvement. It is anticipated that the CSEC cases where there are no concerns regarding the parent/caretaker's participation in the exploitation will receive community-based case management services and if there are parental control or supervision issues, the first option will be to provide services through the VFM program with Court intervention being available when and if indicated. Safety Organized Practice is emphasized across all SJC child welfare programs so behaviorally specific case plan goals can be developed, including the creation of a safety network.

### **AB403: The Continuum of Care Reform**

Northern California Training Academy hosted a Continuum of Care Reform and Resource Family Approval collaborative on September 16th and 17th. The San Joaquin County Probation Placement Officer participated in m2 day training at UC Davis. The San Joaquin County Probation Department is collaborating with the Child Welfare Department on creating a plan. The San Joaquin County Probation Department is awaiting the new ACL that is specific to Probation.

The California Department of Social Services (DSS) has created a number of workgroups and subcommittees related to the implementation of the Continuum of Care Reform. The San Joaquin County Probation Placement Unit Supervisor and Senior Deputy Probation Officers have volunteered to participate in the Short Term Residential Treatment Centers (STRTC) Workgroup. It is anticipated that this workgroup will examine the services and supports the STRTCs shall provide to foster youth.



## 5 – Year SIP Chart

**Priority Outcome Measure or Systemic Factor:** No recurrence of maltreatment (S2)

**National Standard:** <9.1

**CSA Baseline Performance:** 8.2% - Oct 1, 2011 – Sept 30, 2012 reporting period (CCWIP- Report Publication: January 2014. Data Extract: Q3 2013)

**Current performance:** 7.9% - April 1, 2013 – March 31, 2014 (UC Berkeley CCWIP- Report Publication: July 2015. Data Extract: Q1 2015)

**Target Improvement Goal:** 7%

**Priority Outcome Measure or Systemic Factor:** Permanency in 12 months (P1)

**National Standard:** >40.5%

**CSA Baseline Performance:** 17.8% - Oct 1, 2011 – Sept 30, 2012 reporting period (CCWIP- Report Publication: January 2014. Data Extract: Q3 2013)

**Current performance:** 16.2% - April 1, 2013 – March 31, 2014 (UC Berkeley CCWIP- Report Publication: July 2015. Data Extract: Q1 2015)

**Target Improvement Goal:** 20%

**Priority Outcome Measure or Systemic Factor:** Re-entry into foster care in 12 months (P4)

**National Standard:** <8.3%

**CSA Baseline Performance:** 18% - Oct 1, 2010 – Sept 30, 2011 reporting period (CCWIP- Report Publication: January 2014. Data Extract: Q3 2013)

**Current performance:** 7.7% - April 1, 2012 – March 31, 2013 (UC Berkeley CCWIP- Report Publication: July 2015. Data Extract: Q1 2015)

**Target Improvement Goal:** 7%

**Priority Outcome Measure or Systemic Factor:** Placement Stability (P5)

**National Standard:** <4.12%

**CSA Baseline Performance:** 4.30 - Oct 1, 2012 – Sept 30, 2011 reporting period (CCWIP- Report Publication: January 2014. Data Extract: Q3 2013)

**Current performance:** 3.14 - April 1, 2014 – March 31, 2015 reporting period (CCWIP- Report Publication: July 2015. Data Extract: Q1 2015)

**Target Improvement Goal:** At least 5% improvement in placement stability/year (2015-2019)

**Priority Outcome Measure or Systemic Factor:** Permanency within 12 months (P1) **PROBATION**

**National Standard:** >40.5%

**CSA Baseline Performance:** 7% - 2011-2012 (UC Berkeley CCWIP- Report Publication: January 2014. Data Extract: Q3 2013)

**Current performance:** 8.6% - 2013-2014 (UC Berkeley CCWIP – Report Publication: July 2015. Data Extract: Q1 2015)

**Target Improvement Goal:** At least 5% improvement/year (2015 – 2019)

Strategy 1: Develop and Expand Safety Net Services – Differential Response, Concrete Services for open Child Welfare cases and After Care Case Management	<input type="checkbox"/> CAPIT	Applicable Outcome Measures and/or Systemic Factors: Reunification within 12 Months (C1.3): 48.4% (CSA 10.4%) Re-entry following reunification (C1.4): 9.9% (CSA 10.4%) Recurrence of Maltreatment (S1.1): 94.6% (CSA 94.5%)	
	<input type="checkbox"/> CBCAP		
	<input checked="" type="checkbox"/> PSSF		
	<input type="checkbox"/> N/A		
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>
<b>A.</b> Workgroup will meet to identify priority areas for development of the Safety Net Services Program; including an assessment of current Differential Response, the development of a Concrete Services program, as well as After Care case management program. Request for Proposals will be developed. Strengths and challenges will be considered.	October 2014	January 2015 <b>Update: Completed</b>	Division I Division Chief
<b>B.</b> The workgroup will review data on current use of Differential Response program, expected use of the Concrete Services and After Care programs. Special attention will be paid to identifying the target population for these services, including impact on child welfare practices.	December 2014	January 2015 <b>Update: Completed</b>	Division I Division Chief
<b>C.</b> Safety Net Services Program contracts are awarded to the CBO's, the workgroup will develop policies and referral forms for the use of this program for clear delineation of roles and responsibilities.	January 2015	March 2015 <b>Update: Completed</b>	Division I Division Chief
<b>D.</b> Workgroup will pay special attention to the number of families utilizing the services, recurrence of maltreatment, training for service providers, and training for CWS staff.	March 2015	March 2016 <b>Update: Completed</b>	Division I Division Chief
<b>E.</b> Measures will be developed that evaluate effectiveness, implementation and training needs for service providers and CPS staff. Implementation is reviewed by workgroup and agency administration including CWS/CMS special project code data.	March 2016 <b>Update: Not yet due – March 2016</b>	August 2017	Division I Division Chief
<b>F.</b> Outcome data will be reviewed for C1.3, C2.4 and S1.1 on an ongoing basis to determine if placement changes have been reduced, families are reunifying faster or there has been a reduction in the reoccurrence of maltreatment.	March 2017 <b>Update: Not yet due – March 2017.</b>	August 2019	Division I Division Chief

Strategy 2: Implement Safety Organized Practice (SOP)	<input type="checkbox"/> CAPIT	Applicable Outcome Measures and/or Systemic Factors: Re-entry following reunification (C1.4): 9.9% (CSA 10.4%) Placement Stability (C4.3): 41.8% (CSA 27.4%) Recurrence of Maltreatment (S1.1): 94.6% (CSA 94.5%)	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input type="checkbox"/> N/A		
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>
<b>A.</b> Convene workgroup to plan implementation of SOP throughout the agency and track impact on outcomes, including fidelity testing.	October 2014	February 2015 <b>Update: Completed and ongoing</b>	Division II Division Chief
<b>B.</b> Workgroup begins implementation, collaborating with Northern Academy on Advanced training and coaching schedule.	February 2015	August 2015 <b>Update: Completed and ongoing</b>	Division II Division Chief
<b>C.</b> Train supervisors in coaching on SOP with Northern Academy trainers, as necessary.	January 2015	June 2015 <b>Update: Completed and ongoing</b>	Division II Division Chief
<b>D.</b> Revise current policy and procedure to insure consistency with SOP principles and that related policies are complimentary.	September 2015	February 2016 <b>Update: Completed and ongoing</b>	Division II Division Chief
<b>E.</b> Appoint subcommittee from workgroup and selected staff to develop internal monitoring system according to function, e.g., I&A, Court, FM, FR, PP/Treatment and Adoptions	<del>August 2015</del> <b>August 2016</b>	August 2019 <b>Update: New implementation date</b>	Division II Division Chief
<b>F.</b> Monitor total training of staff and supervisors.	June 2015	August 2019 <b>Update: Completed and ongoing.</b>	Division II Division Chief
<b>G.</b> Outcome data will be reviewed for C1.4, C4.3 and S1.1 on an ongoing basis to determine if re-entries have been reduced, if there has been a reduction in placement changes or there has been a reduction in the reoccurrence of maltreatment.	June 2016 <b>Update: Not yet due – June 2016.</b>	August 2019	Division II Division Chief

Strategy 3:  Implement Parent Partners and Youth Advocate Programs	<input type="checkbox"/> CAPIT	Applicable Outcome Measures and/or Systemic Factors: Reunification within 12 Months (C1.3): 48.4% (CSA 14.3%) Placement Stability (C4.3): 41.8% (CSA 27.4%) Recurrence of Maltreatment (S1.1): 94.6% (CSA 94.5%)	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>
<b>A.</b> Form a workgroup with the specific goal of collecting information about Parent Partners and Youth Advocates, as a best practice and as implemented in other counties.	November 2014	January 2015 <b>Update: Completed</b>	Division III Division Chief
<b>B.</b> Develop an implementation plan for the program and invite a parents, especially fathers, to participate in serving all populations.	March 2015	July 2015 <b>Update: Completed</b>	Division III Division Chief
<b>C.</b> Develop policies and procedures to implement the program including recruitment, screening, training, referral process development, target population, case support and agency support with emphasis on father engagement.	June 2015	January 2016 <b>Update: Completed</b>	Division III Division Chief
<b>D.</b> Train staff, youth advocates, parent partners, and providers on their role in supporting the child welfare system.	June 2016	August 2019 <b>Update: Completed</b>	Division III Division Chief
<b>E.</b> Review implementation of program including obtaining feedback from parents, parent partners, staff and providers and CWS/CMS special projects code on median time to reunification.	January 2017 <b>Update: Not yet due – January 2017.</b>	August 2019	Division III Division Chief
<b>F.</b> Survey families on impact of program including improving access to services, understanding of court procedure, and family stability.	June 2017 <b>Update: Not yet due – June 2017.</b>	August 2019	Division III Division Chief
<b>G.</b> Workgroup makes necessary modifications & revises policy, procedure, screening, target population, training and program supports as needed. Outcome data will be reviewed for C1.3, C2.4 and S1.1 on an ongoing basis to determine if placement changes have been reduced, reunifying timeframes have been reduced or there has been a reduction in the reoccurrence of maltreatment.	December 2017 <b>Update: Not yet due – December 2017.</b>	August 2019	Division III Division Chief

Strategy 4: Develop and Implement a Continuous Quality Improvement (CQI) Program	<input type="checkbox"/> CAPIT	Applicable Outcome Measures and/or Systemic Factors: Reunification within 12 months (C1.3): 48.4% (CSA 14.3%) Reentry Following Reunification (C1.4): 9.9 % (CSA 10.4%) Placement Stability (C4.3): 41.8% (CSA 27.4%) Recurrence of Maltreatment (S1.1): 94.6% (CSA 94.5%)	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
<b>A.</b> Convene a workgroup of managers and social workers to discuss the goals of CQI and review other counties implementation of CQI.	<del>April 2015</del> Update: New implementation date December 2016	<del>October 2015</del> July 2017	<del>Projects Supervisor</del> Division IV Division Chief
<b>B.</b> Organize subcommittees from the working group with specific assignments to identify strategies for implementing CQI according to different child protection functions, e.g. in-court, permanency, family reunif, family maintenance, adoption, supportive transition.	<del>October 2015</del> Update: New implementation date July 2017	<del>January 2016</del> October 2017	<del>Projects Supervisor</del> Division IV Division Chief
<b>C.</b> Subcommittee drafts policies and procedures for implementation of CQI, including data collection and training.	<del>December 2015</del> Update: New implementation date October 2017	<del>April 2016</del> January 2018	<del>Projects Supervisor</del> Division IV Division Chief
<b>D.</b> Workgroup determines plan for implementation including training, coaching and data collection.	<del>January 2016</del> Update: New implementation date October 2017	<del>April 2016</del> January 2018	<del>Projects Supervisor</del> Division IV Division Chief
<b>E.</b> Implement policy, procedure, and practice changes.	<del>June 2016</del> Update: New implementation date June 2018	<del>January 2017</del> October 2018	<del>Projects Supervisor</del> Division IV Division Chief
<b>F.</b> Reconvene workgroup and review impact of policy, procedure and practice changes and make further revisions as necessary.	<del>December 2017</del> Update: New implementation date October 2018	August 2019	<del>Projects Supervisor</del> Division IV Division Chief

Strategy 5: Improve Probation Department working with families to improve timely reunification by strengthening parental engagement in case planning and preparing for a successful reunification.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure and/or Systemic Factor: Reunification within 12 months (C1.3): 48.4% (CSA 5.0 %)	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input type="checkbox"/> N/A		
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>
<b>A.</b> Convene a workgroup to identify and assess obstacles to timely reunification focusing on the role of parents.	October 2014	December 2014 <b>Update: Completed</b>	Placement Unit Supervisor
<b>B.</b> Train staff and supervisors on improving engagement with families, e.g. case planning and discharge planning.	January 2016	December 2016	Assistant Deputy Chief Probation Officer
<b>C.</b> Modify training, team meetings procedures, placement policy, and case planning as necessary.	January 2016	Ongoing through 2019	Assistant Deputy Chief Probation Officer Placement Unit Supervisor
<b>D.</b> Review all placement policies, including assessment of placements, policies and procedures for the transporting of youth placement and maintaining family connections.	January 2016	June 2016	Assistant Deputy Chief Probation Officer Placement Unit Supervisor
<b>E.</b> Make recommendations regarding uniformity of definition for data entry as relates to CWS/CMS coding for FR by Probation Depts. Review procedures regarding auditing and correction of data entry.	January 2015	June 2015 <b>Update: Completed</b>	Placement Unit Supervisor
<b>F.</b> Convene workgroup quarterly to review progress on each project and make necessary modifications, implement and review.	January 2015	August 2019	Assistant Deputy Chief Probation Officer Placement Unit Supervisor