

# California - Child and Family Services Review

## Annual SIP Progress Report

6/5/2012 – 2/4/2015



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California – Child and Family Services Review Signature Sheet

For submittal of: CSA  SIP  Progress Report

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SIP Period Dates	06/05/2012-02/04/2015
Outcome Data Period	Quarter Ending - October 2014 (Q2-2014)
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## Introduction

### Introduction

The Sutter County System Improvement Plan (SIP) Progress report outlines the progress that Child Welfare Services (CWS) and the Juvenile Probation Department in Sutter County have made since the implementation of the three year SIP submitted in June 2011.

The 2011 SIP outlined strategies that CWS and the Juvenile Probation Department plan to implement over a three year period to improve outcomes for children and families in our community. The 2011 SIP incorporated the findings from the 2010 County Self Assessment (CSA) and the 2010 Peer Quality Case Review (PQCR), and is operational from June 2011 to June 2014. A SIP one year update was completed covering June 2011 to June 2012. A second review of our three year SIP Plan was completed in February 2014. However, changes have been implemented to transition to a five year plan; therefore, Sutter County is submitting this final SIP Progress report due in February 4, 2015. Sutter County will begin planning the CSA and Peer Review (PR), formerly known as the PQCR, in early 2015. The CSA plan is due in September 2015 and the five year SIP is due in February 2016.

During this current review period, Sutter County's goal has been to review the effectiveness of our SIP by monitoring quarterly outcome data along with the goals, strategies, and milestones (action steps). At the time of this update, the most recent UC Berkeley quarterly report is October 2014 (Q2 2014)<sup>1</sup>. There have been four quarterly reports since the last SIP update in 2014. Generally, Sutter County CWS and Juvenile Probation continue to make positive headway with the goals of the SIP. However, it should be noted that in smaller counties, such as Sutter County, families that may have several siblings can create a skewed view of the statistics that are produced in the quarterly data. Further, some of the data will continue to be skewed for several quarters as the same children are counted again depending upon the methodology of data, entry or exit cohort data, and rolling quarter data.

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<sup>1</sup> Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Williams, D., Yee, H., Hightower, L., Mason, F., Lou, C., Peng, C., King, B., & Lawson, J. (2013).

*Child Welfare Services Reports for California*. University of California at Berkeley Center for Social Services Research website.

URL: <[http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)>

## SIP Progress Narrative

### Stakeholders Participation

#### CWS:

Sutter County CWS and Juvenile Probation continue to work with agency and community partners. The goals of the SIP lend themselves to working with many and varied partners. With our increasing utilization of the Safety Organized Practice (SOP) family engagement model, there has been opportunity to forge strengthened partnerships with many of our service providers and to educate them on this model. The SOP model illustrates how empowering this type of strengths based approach is in effecting change for our children and families with an increase in safety, permanency, and well-being. Also, with the advent of the Icebreakers model, many of our foster parents are developing relationships and support networks with the parents with a view to being the lynch-pin to support reunification and greater placement stability.

Sutter County CWS and Juvenile Probation continue to strengthen their partnerships with other agency and community partners. Increasing efforts have been made to develop relationships with our local Foster Family Agencies to promote the Icebreakers model and support foster parents to promote partnerships that are supportive to our families in reunification and placement stability along with forging long lasting connections in permanency planning efforts.

Sutter County is dedicated to Multi-Disciplinary Team (MDT) approaches to serve our children and families with an appropriate level of mental health services to keep children safely in their homes or to reduce or prevent placement of children. Partners involved in the team approach include mental health, probation, public health, schools, and other service providers in the community. Reducing the number of children being placed in foster care by identifying the needs of the children and families continues to be a key feature of MDT groups in Sutter County.

Collaborative efforts with the Juvenile Court include regular monthly meetings which occur between Human Services leadership, Welfare & Social Services, Mental Health, Probation, and the Juvenile Court Judge to promote strong communication and address high level operational or systemic issues that arise.

The Linkages project, which partners CalWorks and Child Welfare, provides a team approach to better serve families and improve outcomes. Other partners include probation, substance abuse counselors, mental health counselors and Peer Empowerment Providers. These collaborative meetings incorporate the review of families in the SOP framework of what is working well, and what are the worries and next steps for the providers and/or the families.

This type of format has solidified the SOP framework with our agency partners. Working with families and CalWorks provides the information and resources to be put into place which has a direct impact on time to reunification. This collaborative effort continues and with funding through some new avenues in CalWorks this will continue to strengthen our efforts to reunify families and keep families together with the additional access to Family Stabilization and Subsidized Employment funding sources.

**Probation:**

During Probation’s implementation of new systems and processes, including CWS/CMS, AB12, and a systematic process to track juvenile recidivism, numerous agencies have been supportive. Sutter County Child Protective Services, the Resource Center for Family-Focused Practice, the Administrative Office of the Courts, and California Department of Social Services have all provided information and/or feedback regarding Probation’s implementation of programs and services. The Sutter County Juvenile Court Judge has supported Probation’s efforts to implement AB12; including making appropriate findings and ordering services in the best interest of the non-minor dependent. Probation has continued use of and garnered significant support from county agencies and community partners in creating transition plans that meet the needs of minors through the Family Assistance and Services Team (FAST) and SuperFAST.

**Current Performance Towards SIP Improvement Goals**

**CWS:**

**Priority Outcome Measure or Systemic Factor**  
Reunification Within 12 Months (Measure C1.3)

**Data Analysis**

The most recent data from October 2014 (Q214) indicates Sutter County is performing at 38.5% which is below the National Standard of 48.4%. The changes over the past three quarters have been erratic and this may be attributable to the continued development of the implementation of the Safety Organized Practice Model. Bringing all cases into this type of on-going family engagement model with additional training and on-going monitoring with the advent of a tool to evaluate its success from an anecdotal perspective along with the close analysis of cases is key to improving in this outcome measure.

**Reunification Within 12 Months (Measure C1.3)**

Quarter	Performance	Number of cases above/below compliance threshold	Direction From Previous Quarter	National Standard Compliance
Q214 (01/01/13-06/30/13)	38.50% (15/39)	-6	↓	NO
Q114 (10/01/12-3/31/13)	33.30% (8/24)	-4	↓	NO
Q413 (07/01/12-12/31/12)	42.90% (6/14)	-1	↑	NO
Q313 (04/01/12-09/30/12)	40.00% (6/15)	-1	↓	NO
Q213 (01/01/12-06/30/12)	53.80% (14/26)	-5	↑	YES
Q113 (10/01/11-3/31/12)	39.30% (11/28)	-4	↓	NO
Q412 (07/01/11-12/31/11)	50.00% (14/28)	0	↑	YES
Q312 (04/01/11-09/30/11)	50.00% (15/30)	0	↑	YES
Q212 (01/10/11-06/30/11)	30.30% (10/33)	-6	↓	NO
Q112 (10/01/10-03/31/11)	36.10% (13/36)	-3	↓	NO
Q411 (07/01/10-12/31/10)	53.50% (23/43)	+3	↓	YES
Q311 (04/01/10-09/30/10)	54.30% (25/46)	+3	↓	YES
Q211 (01/01/10-06/30/10)	58.60% (17/29)	+3	↑	YES
Q111 (10/01/09-03/31/10)	55.60% (15/27)	+2	↑	YES

**Priority Outcome Measure or Systemic Factor**  
**Re-entry Following Reunification (Measure C1.4)**

**Data Analysis**

The most recent data from the October 2014 quarterly report (Q214) indicates that Sutter County is at 6.1%, which exceeds the National Standard of 9.9%. This indicates positive

performance in this area. Over the past three quarters the number of children reentering foster care following reunification has decreased.

\*Note the impact that sibling groups of 3 or more, for example, have on compliance with this measure. The trend toward decreasing percentages demonstrates improvement in this measure during the period of this update review.

This is a quasi-entry cohort measure, as each cohort is comprised of children who “enter” the status of successful reunification at the same time. Because of the timelines involved with collecting entry cohort data, it is difficult to directly correlate whether activities from the current SIP are having an effect on performance.

However, a key to successful reunification and trending on a low re-entry rate has significance that could be attributed to SOP and, in particular, the degree to which a strong and healthy support network is wrapped around the entire family with emphasis on the safety elements of the children involved. The focus of developing the family’s natural supports is a key component to children not re-entering the system.

Re-entry Following Reunification (Measure C1.4)

Quarter	Performance	Number of children above/below compliance threshold*	Direction From Previous Quarter <i>(note: down arrow indicates positive performance)</i>	National Standard Compliance
Q214 (07/01/12-06/30/13)	6.10% (2/33)	+1	↓	YES
Q114 (04/01/12-3/31/13)	8.70% (2/23)	0	↓	YES
Q413 (01/01/12-12/31/12)	9.70% (3/31)	0	↓	NO
Q313 (10/01/11-09/30/12)	12.50% (4/32)	-1	↓	NO
Q213 (07/01/11-06/30/12)	29.30% (12/41)	-8	↑	NO
Q113 (04/01/10-3/31/12)	23.30% (10/43)	-6	↓	NO
Q412 (01/01/11-12/31/11)	24.40% (11/45)	-7	↓	NO
Q312 (10/01/10-09/30/11)	27.10% (13/48)	-8	↑	NO
Q212 (07/01/10-06/30/11)	10.50% (6/57)	0	↓	NO
Q112 (04/01/10-03/31/11)	12.70% (8/63)	-2	↓	NO
Q411 (01/01/10-12/31/10)	16.20% (11/68)	-4	↑	NO
Q311 (10/01/09-09/30/10)	16.10% (10/62)	-4	↓	NO
Q211 (07/01/09-06/30/10)	26.70% (12/45)	-8	↑	NO

**Priority Outcome Measure or Systemic Factor**

Exits to Permanency (Measure C3.1)

**Data Analysis**

The most recent data from October 2014 quarterly report (Q214) indicates that Sutter County is at 8.3% which well below the National Standard of 29.1%. Over the past three quarters and several quarters prior to that Sutter County has maintained at or near the National Standard.

Measure C3.1 is not an entry cohort measure; however, data collection for this measure is dependent to some extent on entry dates (the cohort is made up of children from multiple entry cohorts). It should be noted that this measure is reported by UC Berkeley in “rolling quarters,” which means that there is some data overlap from quarter to quarter. This is an exit cohort measure, which considers outcomes (specifically, an exit to permanency) that occur within one year regarding children who are in foster care for 24 months or longer on the first day of the respective quarter.

Achieving permanency within this time-frame can sometimes be challenging, particularly with some older children who may have suffered years of abuse and neglect before becoming known to us. Some of the barriers to finding permanency for this group include children’s mental health issues that need to be stabilized and maintained. Also, locating appropriate family or non-related extended family members can prove difficult when children have significant mental health and other behavioral challenges. Further, finding foster families with the necessary training and supports to provide an appropriate level of care for children who are stepping down from group home settings or are at risk of group home settings is a gap in available services. Identifying and addressing children’s mental health needs is a focus that is being addressed. Collaborative efforts are strengthened through partnerships with Sutter-Yuba Mental Health for assessment and delivery of specialty mental health services when there is an identified need for children in placement or at risk of placement. It is our hope that services developed as a result of the Katie A. settlement will further contribute to better outcomes for children with significant mental health and behavioral problems and ultimately lead to improvement in the Exits to Permanency measure.

It should be noted that Sutter County is doing very well on the C2.1 measure which captures adoptions within 24 months using an exit cohort. Sutter County has consistently been well above the national standard of 36.6%. Current data (Q214) stands at 65.2%. This success is the result of thoughtful effort and collaboration. We have worked consistently with our partners at California Department of Social Services (CDSS) to achieve adoption within a 24 month timeframe, and particularly as this is identified as a permanent outcome for many of our children, early referrals to adoptions are made so that their concurrent plan is reviewed on a regular basis.

Sometimes barriers are systemic and can include the court process and proceedings which can be delayed for good cause continuances or during the appeal process when terminating reunification services to parents or terminating parental rights. These barriers are being addressed through collaborative meetings with the court and with feedback and training from the Administrative Office of the Courts (AOC).

Exits to Permanency (Measure C3.1)

Quarter	Performance	Number of children above/below compliance threshold*	Direction From Previous Quarter <i>(note: down arrow indicates positive performance)</i>	National Standard Compliance
Q214 (07/01/13-06/30/14)	8.30% (3/36)	-7	↓	NO
Q114 (04/01/13-3/31/14)	18.90% (7/37)	-3	↓	NO
Q413 (01/01/13-12/31/13)	25.00% (9/36)	-1	↓	NO
Q313 (10/01/12-09/30/13)	30.80% (12/39)	-1	↑	YES
Q213 (07/01/12-06/30/13)	26.30% (10/38)	-1	↑	NO
Q113 (04/01/12-3/31/13)	21.10% (8/38)	-2	↓	NO
Q412 (01/01/12-12/31/12)	28.90% (11/38)	+1	↑	YES
Q312 (10/01/11-09/30/12)	24.30% (9/37)	-2	↓	NO
Q212 (07/01/11-06/30/12)	38.20% (13/34)	+3	↑	YES
Q112 (04/01/11-03/31/12)	25.90% (7/27)	-1	↑	NO
Q411 (01/01/11-12/31/11)	5.60% (1/18)	-4	↓	NO
Q311 (01/10/10-09/30/11)	37.90% (11/29)	+3	↑	YES

**Probation:**

**Priority Outcome Measure or Systemic Factor**

8A- Children Transitioning to self-sufficiency

## **Data Analysis**

According to the Quarter 2, 2014 UC Berkeley Data Extract, there were 0 youth who transitioned to self-sufficiency during this time frame (completed high school/equivalent, obtained employment, had housing arrangements, received ILP services, and/or had a permanent connection with an adult). There is no national goal for this outcome.

The minor's reported for in the Quarter 2 data include minors that have been returned to their families prior to the age of majority, and thus are not living independently and are still attending school.

In 2014, Probation has had at least 2 minors meet milestones in regards to Section 8A; however Child Welfare indicated the report was not submitted for Quarter 2. Both minors completed high school, gained employment, had secure housing, and supportive adult relationships. Probation and Sutter County Child Welfare have now resolved the outcome reporting barriers.

Probation does not currently have any active AB12 cases. Most recently, one minor aged out of AB12 services and was successfully enrolled in college and living in the college dorms. Another minor eligible for services, was set for Court to begin AB12 services, but chose to opt-out of AB12 services at the last minute. The minor was notified that if he changes his mind in the future and would like to opt-in, to contact Probation to begin the process. Probation's placement officer and supervisory staff continue to attend AB12 trainings and discussions to expand knowledge and execution of the AB12 process.

Unfortunately, Probation has only recently had the ability and the processes in place to collect data and measure outcomes for placement processes. CWS/CMS has been instrumental in aiding Probation in evaluation of practices and processes. Further, Probation has recently gained full access to SafeMeasures and has implemented a system to track juvenile recidivism on all probation cases, including placement. Due to the above, and the fact that we have very few minors in placement (currently 2) there is not baseline data available for comparison. Probation has consistently maintained low placement numbers. Thus far, in 2014, Probation has had no more than 5 minors in placement at one time. Probation will continue to provide services to minors and families pre-placement to defer placement of minors as long as possible and/or indefinitely.

In regards to the most current quarters data, see below:

### **Strategy 1- Reunification**

#### **c1.4 Reentry Following Reunification:**

Probation has not had any minors reenter placement after reunifying.

## Status of Strategies

### CWS:

Sutter County Child Welfare Services (CWS) has engaged in continuous efforts to maximize resources and examine ways to improve outcomes for children and families. The following describes the ongoing efforts of the selected strategies.

### **Strategy 1: Sutter County CPS will fully implement the Signs of Safety (SoS) Safety Organized Practice (SOP) Family Engagement Model.**

#### **Action Step Status**

- A. Expand SoS SOP training to a wider array of social workers within the Department, beyond the SoS SOP Core Implementation Team. (Timeframe: Start -June 2011/ Completed June 2012).
- B. Utilize the existing inter-county collaborative to support implementation of SoS SOP. (Timeframe: Start -June 2012/ Completed June 2013)
- C. Create a Policy and Procedures for implementation of SoS SOP. (Timeframe: Start - June 2011/ Completed June 2012)
- D. Develop a monitoring tool to report implementation progress to CPS Program Manager. (Timeframe: Start -June 2012/ Anticipated completion June 2015)

#### **Analysis**

Safety Organized Practice (SOP) is a strategy designed to provide skills, techniques, and an overarching practice methodology for child welfare work. It offers techniques for creating constructive working partnerships between child welfare practitioners, the families they work with, and community resources. Sutter County CWS maintains consistent use of SOP to promote the engagement of families in an effort to reduce the identified dangers for the child(ren). In Sutter County CWS, this practice is often used at the first interview with a child(ren) by using “three houses” to help elicit information in a safe and age appropriate format. The “safety mappings” are recognized as a key element of family engagement allowing increased clarity about the hopes, concerns, and purpose for any particular child welfare intervention throughout the life of a case. Through the use of SOP, Sutter County CWS social workers have been able to partner with the family in the process of developing a plan to help provide for the safety of their children. Furthermore, these collaborative meetings are designed to elicit family, friends and other support in order to accept the support of their safety network to achieve sustainable safety.

Sutter County CWS has initiated the use of surveys after completing “safety mappings”, which allow participants to provide feedback regarding this process. While this is a new process, early

indications reflect that participants feel this process has provided them with helpful information and these meetings lessened anxiety and feeling of uncertainty. Sutter county CWS will continue working to achieve consistent SOP practice and program fidelity by having all social workers attend ongoing SOP trainings to stay up-to-date with this practice.

**Method of evaluation and/or Monitoring**

Sutter County CWS is using surveys which allow SOP participants to evaluate and provide feedback regarding this process. Sutter County CWS will continue to use CWS/CMS, SafeMeasures, CDSS data reports and Business Objects reports to monitor and evaluate this strategy.

**Additional strategies (when applicable)**

None.

**Program Reduction**

None.

**Strategy 2: Implement “Icebreaker meetings” (first meeting between birth parent/ foster parent) to increase collaboration between the foster parent and birth parent.**

**Action Step Status**

- A. Explore how other counties have implemented “Icebreaker” meetings (Timeframe: Start -June 2012/ Completed June 2013)
- B. Develop Policy and Procedures to implement “Icebreaker” meetings, including policy and training. (Timeframe: Start -June 2012/ Completed September 2013)
- C. Implement “Icebreaker meetings.” (Timeframe: Start -June 2012/ Completed October 2013)
- D. CPS Supervisors will be trained to encourage and monitor usage of Icebreaker protocol (Timeframe: Start -June 2012/ Completed October 2013)
- E. Develop a measure to assess the utilization and effectiveness of Icebreaker meetings. (Timeframe: Start -October 2013/ Anticipated completion June 2015)

**Analysis**

Icebreaker Meetings is the first introduction between the birth parent and foster parent to share vital information about the child’s needs and care. Sutter County CWS has integrated this concept into practice as a component of Safety Organized Practice (SOP). Social workers encourage birth parents and foster parents to form a working relationship, when possible, at the beginning of each case. This early introduction allows the birth parents and foster parents

to form alliances as a means to reduce tension between the families. Upon recognizing the collaboration between families, the child(ren) feel more at ease and secure in their placements.

In Sutter County CWS, there have been numerous successful birth and foster family relationships established. Examples of these working relationships have been observed by means of supportive communication amongst the families, visitation with the birth parents at the foster parents' home, shared family outings, and long-term relationships maintained after the child(ren) are reunified with the birth parents.

In Sutter County CWS, Icebreaker meeting has become an element of the SOP process therefore the previously mentioned survey may be adapted to capture the effectiveness of this model.

**Method of evaluation and/or Monitoring**

Sutter County CWS will continue to use CWS/CMS, SafeMeasures, CDSS data reports, Business Object reports and surveys to monitor and evaluate identified strategies.

**Additional strategies (when applicable)**

None.

**Program Reduction**

The Icebreaker meeting concept will be integrated into the Safety Organized Practice Model utilized in Sutter County CWS.

**Strategy 3 - Explore development of expanded community support services targeted for family reunification**

**Action Step Status**

- A. Attend trainings to expand knowledge of the function and principles of Family Resource Centers. (Timeframe: Start -June 2012/ Completed June 2013)
- B. Conduct research to determine which natural supports (such as Family Resource Centers) are currently operating in the region. (Timeframe: Start -June 2012/ Completed June 2013)
- C. Integrate information regarding familial utilization of natural supports during family reunification cases into the Peer Case Review process. (Timeframe: Start -June 2013/ Completed June 2014)
- D. Continue to explore barriers encountered by reunifying families preventing connection to natural supports, such as Family Resource Centers. (Timeframe: Start - June 2013/ Anticipated completion June 2015)

**Analysis**

Sutter County CWS social workers continuously search for services in our community and surrounding areas to meet the specific needs of families in the Family Reunification program. CWS implementation of Safety Organized Practice has required families to cultivate independence by finding and/or creating their own natural support systems. Longstanding resources in the community available to individuals include programs such as First Steps (outpatient substance abuse treatment), Family Soup (parental support/advocacy), Sutter-Yuba Mental Health (mental health services), and Salvation Army Depot (Residential substance abuse treatment). Social workers have always made efforts to maintain communication with everyone involved in the case individually, but with the implementation of Safety Organized Practice, these efforts are more streamlined. The social worker and the family work with the identified natural and formal supports in an enhanced collaborative framework which allows for long term success

**Method of evaluation and/or Monitoring**

Sutter County CWS will continue to use CWS/CMS, SafeMeasures, CDSS data reports and Business Objects to monitor and evaluate identified strategies.

**Additional strategies (when applicable)**

None.

**Program Reduction**

None.

**Strategy 4- Improve evaluation of time to permanency for children in foster care for 24 months or longer**

**Action Step Status**

No longer a strategy.

**Analysis**

This strategy is no longer being utilized. It was the hope that CWS could create a more realistic view of the statistics guiding Sutter County’s performance with children in foster care for 24 months or longer. CWS has chosen to concentrate efforts on other strategies, but mindful that the need for this information is always valid.

**Method of evaluation and/or Monitoring**

None.

**Additional strategies (when applicable)**

None.

**Program Reduction**

No longer a strategy.

**Strategy 5- Focus efforts on permanence for children that are in care for more than 18 months, but less than 3 years**

**Action Step Status**

- A. Develop a system to track foster youth that are approaching two years in foster care. (Timeframe: Start -June 2012/ Completed June 2013)
- B. Present the plan to CPS management. (Timeframe: Start -June 2012/ Completed June 2014)
- C. Conduct ongoing monitoring and evaluation of implementation of policy through periodic reviews and quarterly reports. (Timeframe: Start -June 2012/ Anticipated completion October 2015)
- D. The Department of Social Services transitioned authority of Sutter County adoption cases from the Sacramento Adoptions Services Unit to the Chico Adoptions Services Unit. CPS will continue to conduct ongoing monitoring and evaluation of implementation of policy through periodic reviews and quarterly reports. (Timeframe: Start –September 2013/ Anticipated completion February 2015)
- E. Develop a workgroup to assess the utilization and effectiveness of permanency efforts. (Timeframe: Start -June 2014/ Anticipated completion June 2015)

**Analysis**

Sutter County CWS has continued to maintain a steady focus on this strategy recognizing the importance of permanence for children. Typically, a child in this population is not presently suitable for adoption because the child’s decision to not be adopted or a child’s mental illness/behavior. CWS social workers continually strive to provide the most appropriate permanent plan for each individual child.

CWS consistently utilizes Safety Organized Practice (SOP) which provides an excellent formula to identify and notify relatives and non-related extended family members that a child(ren) is in foster care. It offers techniques for creating constructive working partnerships between CWS social workers, the families they work with, relatives and non-related extended family members. When reunification has failed, the individuals identified through SOP would learn how they can become a resource as a placement option, which ideally could lead to guardianship or adoption.

CWS has solidified a collaborative working relationship with California Department of Social Services (CDSS), Chico Adoptions Services Unit. This connection has created better case

management and improved communication with children, families, and prospective adoptive care providers. CWS and CDSS Adoptions Social Workers complete home visits together to create a joint support for children. CWS meets monthly with the Chico Adoptions Unit to discuss all active cases. Sutter County CWS utilizes SafeMeasures to monitor the number of children in this strategy in order to evaluate what services are actively addressing permanence efforts.

Another avenue to address this population, is maintaining compliance in the state requirements detailed in All County Letter (ACL) 13-87, in which children twelve years or younger who reside in group home care, are assessed at least every 60 days by the Multi-Disciplinary Team to determine if the group home specialized services provided to the dependent child, and ACL-13-86 in which children who have been residing in group home care for longer than 365 consecutive days, will be assessed semi-annually to determine if the group home specialized services provided to the child. Sutter County CWS presents the child at SuperFast, a multidisciplinary team which is comprised of Directors from various county agencies, such as Sutter Yuba Mental Health, Sutter County Probation and Sutter County Social Services. This forum allows county agencies to evaluate and brain storm services and supports necessary to transition the child to a lower level of care.

#### **Method of evaluation and/or Monitoring**

Sutter County CWS will continue to use CWS/CMS, SafeMeasures, CDSS data reports and SuperFast team meetings to monitor and evaluate this strategy.

#### **Additional strategies (when applicable)**

None.

#### **Program Reduction**

None.

### **Strategy 6- Focus efforts on permanence for children that are in care for more than 3 years**

#### **Action Step Status**

- A. Utilize SafeMeasures to track foster youth that have been in care for more than 3 years. (Timeframe: Start -June 2012/ Completed June 2013)
- B. Conduct ongoing monitoring and evaluation through periodic reviews and quarterly reports. (Timeframe: Start -June 2012/ Completed June 2013)
- C. The Department of Social Services transitioned authority of Sutter County adoption cases from the Sacramento Adoptions Services Unit to the Chico Adoptions Services Unit. CPS will continue to conduct ongoing monitoring and evaluation of

implementation of policy through periodic reviews and quarterly reports. (Timeframe: Start -September 2013/ Anticipated completion February 2015)

- D. Develop a workgroup to assess the utilization and effectiveness of permanency efforts. (Timeframe: Start -June 2014/ Anticipated completion June 2015)

### **Analysis**

Sutter County CWS prioritizes the importance of permanence for children. Unfortunately, the children in care for more than three years are often older youth or youth in group homes with significant mental health and behavioral challenges. Often, a child in this population is not immediately suitable for adoption because the child's decision to not be adopted or a child's mental illness/behavior. Regardless of these barriers, CWS persistently pursues a wide range of opportunities to provide the most appropriate permanent plan for each individual child.

As previously stated, CWS has solidified a collaborative working relationship with California Department of Social Services (CDSS), Chico Adoptions Services Unit. This connection has created better case management and improved communication with children, families, and prospective adoptive care providers. CWS and CDSS Adoptions Social Workers complete home visits together to create a joint support for children. CWS meets monthly with the Chico Adoptions Unit to discuss all active cases. On annual basis, children in this population are reviewed to evaluate the status of their permanency plan to determine if they are suitable for adoption. Sutter County CWS utilizes SafeMeasures to monitor the number of children in this strategy in order to evaluate what services are actively addressing permanence efforts.

Sutter County CWS continues to emphasize preparing older youth for the transition to independent living through participation in the Independent Living Program (ILP). Older youth in care are given a variety of opportunities to learn and practice essential competency based life skills. Another option for older youth is utilizing Fostering Connections to Success Act, Assembly Bill (AB) 12 to remain a dependent of the court after the age of eighteen (18) by becoming a Non Minor Dependent (NMD) to ease the transition to independence.

Another avenue to address this population, is maintaining compliance in the state requirements detailed in ACL 13-87, in which children twelve years or younger who reside in group home care, will be assessed at least every 60 days by the Multi-Disciplinary Team to determine if the group home specialized services provided to the dependent child, and ACL-13-86 in which children who have been residing in group home care for longer than 365 consecutive, will be assessed semi-annually to determine if the group home specialized services provided to the child. Sutter County CWS presents these children at SuperFast, a multidisciplinary team which is comprised of Directors from various county agencies, such as Sutter Yuba Mental Health, Sutter County Probation and Sutter County Social Services. This forum allows county agencies to evaluate and brainstorm services and supports necessary to transition the child to a lower level of care.

Adoption Promotion and Support Services are being utilized in-house. Sutter County is promoting these efforts through a master's level social worker who is an avid proponent of SOP and is working with older children who have been in care for three years or more without achieving permanency. By exploring options through SOP tools such as the "three houses" and the "safety house", a great deal of invaluable information is gathered from the children about other "safe" adults in their lives which are potential options for permanency if reunification fails. One of our youth who is 17 was interviewed utilizing the tool which reiterated her plan of becoming self-sufficient by remaining in foster care under a non-minor dependent plan because she does not want to be adopted, but believes that the foster home she has been in for the past year and a half is her "family". She has been in foster care for many years and has had numerous placements, and was in this home when she was younger. At this time she would like to remain in this home beyond 18 and could also consider an adult adoption as a non-minor dependent at that time.

Also interviewed was an 11 year old boy who had been resistant to being adopted. However in recent times and with the advent of a placement that is a good fit he is expressing an interest in being adopted and stated, "I would like my foster mom to become my mom and be able to have the same last name". Also, he stated, "I would like out of CPS and be a regular child and not a foster child". This was helpful information that was gathered as the case carrying social worker did not know this about the child.

#### **Method of evaluation and/or Monitoring**

Sutter County CWS will continue to use CWS/CMS, SafeMeasures, CDSS data reports and SuperFast team meetings to monitor and evaluate this strategy.

#### **Additional strategies (when applicable)**

None.

#### **Program Reduction**

None.

**Strategy 7- In collaboration with Sutter-Yuba Mental Health, implement the requirements of the Katie A settlement identifying areas where services integration would lead to positive client outcomes**

#### **Action Step Status**

- A. Form a county Implementation Team including child welfare and mental health services. (Timeframe: Start –April 2013/ Completed May 2013)
- B. Through a partnership between mental health (Children System of Care and WRAP) and child welfare, design a coordinated services delivery system for children, youth and families served by both agencies to include services assessment and delivery of

specialty mental health services when identified as a need. (Timeframe: Start - May 2013/ Completed February 2015)

- C. Develop a screening tool procedure as an element of the Katie A settlement to assess youth for mental health services and identify the need to be assessed for specialty mental health services. (Timeframe: Start –September 2013/ Anticipated completion February 2015)
- D. Train CPS social workers on the screening tool procedure. (Timeframe: Start – February 2014/ Completed May 2014)
- E. CPS Supervisors will monitor Social Worker utilization of the screening tool procedures with children and families. (Timeframe: Start -May 2014/ Anticipated completion February 2015)

### **Analysis**

CWS has started to develop a procedure to ensure timely use of the Mental Health Screening Tool (MHST) for children with an open CWS case. Sutter County CWS with Sutter-Yuba Mental Health are coordinating efforts to implement the Katie A settlement requirements. Continued screening, assessment, and delivery of specialty mental health services to the youth identified as having a need is part of the current practice and is being further developed. This system will be designed to ensure effective implementation of mental health interventions which will result in positive outcomes in Measure C1.3 Reunification within 12 months, C1.4 Reentry following Reunification, and C3.1 Exits to Permanency.

Collaborative efforts are ongoing to assess and provide mental health services to children with open child welfare cases. Sutter-Yuba Mental Health provides intensive case management through Children’s System of Care (CSOC) services to our children as well as through Wraparound and are serving our children who meet the sub-class criteria for specialty mental health services are assessed and served with ongoing case management with Child and Family Team meetings focusing on serving the family.

### **Method of evaluation and/or Monitoring**

Sutter County CWS will continue to use CWS/CMS, SafeMeasures, CDSS data reports, Mental Health Screening Tool and MDT meetings with Sutter-Yuba Mental Health to monitor and evaluate this strategy. Sutter County CWS works closely with Sutter-Yuba Mental Health to monitor efficacy and implementation of ongoing service integration strategies.

### **Additional strategies (when applicable)**

None.

### **Program Reduction**

None.

## **Probation:**

**Strategy 1 – To improve our outcomes measurement practices to reduce recidivism rates and improve our outcomes for children transitioning from group home and other residential commitment programs to their homes.**

### **Action Step Status**

Action Step A – As noted in the February 4, 2014 Annual Report, DataMart software did not prove to be a constructive software for the probation department, thus it was not utilized. Probation modified the plan to create a system to track recidivism using existing internal processes. This was made feasible in August 2014 by adding additional tracking information (case closure date and type of closure) to an existing spreadsheet used to track all referrals made to the probation department. This will allow for compilation of data to determine recidivism outcome for not only our placement population, but all juveniles within the Sutter County Probation system. Probation continues to utilize Assessments.com to determine risk, protective, need factors. Assessments.com also allows for reports to determine change in protective factors to determine progress in cases. To further aid in improving outcome measurement practices, in September Probation was granted full access to SafeMeasures at no cost, due to Probation's low placement population (currently 3 minors are in placement in Sutter County through Probation).

Action Step B – Probation continues to utilize psychological assessments for minors with specialized needs and to aid in determining suitable placement; however for this reporting period, Probation has been fortunate to not have had any minors in need of this service. Currently, Probation is determining disposition for a minor with highly specialized needs; however the Public Defender in the matter funded the psychological evaluation via the Court.

Action Step C – Probation continues to utilize the CWS/CMS system in everyday placement activities. CDSS has been using our data to report on face to face contacts and Independent Living Program (ILP) services and is providing feedback on meeting Federal Standards. CWS/CMS is also being used in researching past CWS history for minors who are deemed at imminent risk for placement, thus are in pre-placement status, to develop collaborative case plans with minors, parents/guardians, and county and community resources to keep the minor in the home with appropriate services.

Action Step D – All Probation staff have been trained in Family Finding Strategies, including family mapping and eco-mapping. Although Probation has continued to struggle with confidentiality issues surrounding Family Finding, Probation has had several cases this year in which Family Finding tools have been utilized. One case in particular was successful in gathering immediate family, extended family, and friends of the family together for a meeting to discuss the minor's needs, the type of living environment best suited for the minor, and possible family and non-relative extended family members (NREFM) that would be willing to assist in the minor's case plan and placement. Ultimately, the minor was returned to her mother; however the process identified numerous supports systems that were previously

unutilized. Most recently SIP funds have been used to assist in parent transportation to a minor's group home for family counseling. The minor had been removed from her father's care and placed in a group home near her mother. The minor's mother and the minor have reconnected and the minor's case plan now includes transitioning to live with her mother and grandmother upon successful completion of group home treatment objectives.

### **Analysis**

Overall, Probation has made great strides in developing processes for measuring outcomes with utilizing CWS/CMS, SafeMeasures, Assessments.com, and the new recidivism tracking process. However, there is still much progress to be made. Probation will continue to track outcomes and begin to use the information gleaned to modify and hone programs, practices, and processes.

Family Finding processes are in effect and Probation will continue to expand the use of Family Finding, especially as the confidentiality issue is defined in more detail in the future.

### **Method of evaluation and/or Monitoring**

Probation has increased programs for compiling and evaluating data and outcomes for placement processes. Further, Positive Achievement Change Tool (PACT) assessments through Assessments.com are completed at minimum every six months and can be utilized to compare protective and risk factors of minors to determine progress on the case plan objectives.

### **Additional strategies (when applicable)**

Because SafeMeasures is new to Probation, continued familiarization with the system will be needed. Probation will continue to develop a plan of systematic evaluation of outcomes to improve processes.

### **Program Reduction**

None.

**Strategy 2 – To provide ongoing services to children who are transitioning from group homes and other residential commitment programs to living independently.**

### **Action Step Status**

Action Step A – AB12 has been implemented for eligible minors. Probation does not currently have any active AB12 cases. Most recently, one minor aged out of AB12 services and was successfully enrolled in college and living in the college dorms. Another minor eligible for services, was set for Court to begin AB12 services, but chose to opt-out of AB12 services at the last minute. The minor was notified that if he changes his mind in the future and would like to opt-in, to contact Probation to begin the process. Probation's placement officer and supervisory staff continue to attend AB12 trainings and discussions to expand knowledge and execution of the AB12 process.

### **Analysis**

Probation has fully implemented AB12 and has witnessed success with the process.

### **Method of evaluation and/or Monitoring**

Probation measures AB12 success through various means: PACT assessments, minor's testimonials, Court feedback, recidivism, and CDSS data, via UC Berkeley California Child Welfare Indicators Project (CCWIP).

### **Additional strategies (when applicable)**

None.

### **Program Reduction**

None.

## **Obstacles and Barriers to Future Implementation**

### **CWS:**

SOP has ultimately been embraced by social workers within the agency. Many of the long term experienced social workers were initially resistant to a new way of critical thinking with this model. Some of the less experienced social workers were somewhat hesitant to immerse themselves in the model framework without a good deal of encouragement and support in training efforts provided both in-house and through the Regional Training Academy (RTA). However, with the support from administration and management, supervisors and peers, social workers have now become more confident in themselves and the model. This past year one of the supervisors led the initiative with the RTA to participate in Champions of SOP. This was a commitment over several months along with social workers to practice and give feedback on coaching the model. Continued training on all elements of SOP is being fostered by the supervisor to gain more buy-in from social workers as they have a better understanding of implementing all aspects of SOP.

Fully implementing Icebreaker meetings has been challenging because of some reluctance of foster families to engage with biological parents. We have collaborated with our Foster Family Agency (FFA) partners to overcome the history of foster parents focusing on providing care to the children and not always considering the value of the benefits to the well-being of the children by meeting parents of the children in their care. We have seen that the foster parents and parents who have participated in the icebreaker process, have developed more supportive roles with the families which often continues past children reunifying with the parents. Foster parents who continue to provide day care or occasional respite care for children supports the safety network to these children in their family home.

**Probation:**

DataMart was deemed too complex and not “user-friendly,” which made it useless for Probation’s needs.

Probation recently had an issue with viewing/opening closed cases. This was significant barrier when the placement officer was under time constraints to add data to a closed case. CWS/CMS technical support rectified the problem within several weeks and Probation now has the needed access to CWS/CMS case files.

Confidentiality issues continue to be a hot topic regarding the Family Finding statute. Probation has found there to be a lack of consistent interpretation and application of Family Finding throughout California probation departments. It is hoped that in the near future, training will be provided for a clearer understanding of the confidentiality issues.

**Promising Practices/ Other Successes****CWS:**

With the ever changing climate of Child Welfare and Probation, the strengthening of our MDT groups is paramount. Sutter County already has several MDT groups that provide the partnership needed to review children in group homes and other placements on a regular basis.

We also have strength in our Peer Review group which is made up of social workers, supervisors, and a manager. It is presented in the format of SOP and Structured Decision Making to review next steps to return children into the care of their parents or move a case towards a successful transition to closing out of the child welfare system.

In spite of the continual changes and challenges of staffing and having approximately half of child welfare social workers with less than five years in child welfare, there has been an ongoing commitment to train and provide quality social work to the children and families we serve. There continues to be an emphasis on training and implementing SOP, and training more social workers to become facilitators is a goal as well as training on all aspects of SOP. An emphasis continues to be to integrate this practice in the field, and using the solution focused approach with children and families with the Three House method gives the children a voice in the process.

Icebreakers is a coordinated effort to forge relationships between foster parents and the families of the children for whom they provide care. This is an essential part of the work with engaging families and working with them to provide healthy and supportive relationships, and foster parents are an integral part of this foundation.

Family Resource Centers are currently operating in our community and our families are able to access services through these centers. For families with children who have special needs Family

Soup provides an array of resources. Such resources provide an impact on our outcomes measures which we have included in our SIP, such as Time to Reunification and Reentry outcomes, and those that are not encompassed in the SIP such as Recurrence of Maltreatment, and Placement Stability.

Also this past year Sutter County along with the Juvenile Court Judge and our partners at CDSS Adoptions, Chico planned our first Sutter County Adoption Day. This event occurred on November 7, 2014 during National Adoption Month. There was a concerted effort to complete adoptions on children within the 24 month time line, and to also realize some important milestones for families who had been waiting a long time to adopt the children in their care, but had been hindered by the appeal processes. Some ten children were adopted by six families. The court room was filled with family and friends of each adoptive family, and there were refreshments and activities for the children. This was very well received by all and will likely become an annual event.

### **Probation:**

Probation began implementation of The Change Companies curriculum in July 2014 and continues to roll out training to staff through January 2015. The journaling program has already garnered positive feedback from minors and probation officers both. Probation is optimistic that this evidenced based program will aid in rehabilitation and thus, reduction of recidivism for minors, especially those at risk for removal from the home.

In July 2014, Probation entered into contract with Justice Benefits, Inc. (JBI) for Title IV-E assistance with time studies. Probation is hopeful the assistance from JBI will streamline processes and aid in proper documentation and accountability for pre-placement cases.

Probation's Placement Officer has implemented the annual assessments for minor's in group home care past 365 days. The Placement Officer also utilizes the 90 day Transitional Independent Living Plan and Transitional Independent Living Plans timely for youth transitioning out of care.

### **Outcome Measures not meeting State/National Standards**

#### **CWS:**

Sutter County continues to concentrate efforts in outcome measures that are not meeting State/National Standards on a consistent basis in our SIP. There are no other areas that are not currently being addressed in the SIP that Sutter County falls below the State/National Standards on a regular basis. However, we are continually monitoring our outcome measures. The measures are inextricably linked in the sense that children and families cannot be best served without a holistic approach of considering safety, permanency, and wellbeing throughout the life of the case and beyond. We anticipate that we will be reviewing all areas during our

upcoming County Self Assessment and concentrate efforts in our Peer Review in an underperforming area. The five-year plan is an opportunity to focus on evaluating and monitoring progress of strategies with a more long-term view.

**Probation:**

The continually small amount of minor’s in placement through probation, make it difficult to measure true performance. Probation’s conservative approach to placement of minor’s means that those minors that are placed have significant needs, including mental health, sexual offender counseling, and co-occurring disorders. Frequently, the parents of the these minors either cannot care for their needs or cannot contain the minor’s from victimizing others and from victimizing themselves.

**C1.1 Reunification Within 12 Months:**

**Data Analysis**

The data indicates Probation’s 2<sup>nd</sup> Quarter 2014 outcomes in this area are 44.3% compared to the national standard of 75.2%. During Quarter 2, the minors in placement included those with sex offender issues, extensive mental health issues and severe trauma issues, with a lack parental supervision and little to no family support. As stated above, Probation’s approach to placement is to only place those minors with significant needs, including mental health, sexual offender counseling, and co-occurring disorders. Frequently, the parents of these minors either cannot care for their needs or cannot contain the minors from victimizing others and from victimizing themselves. Because of their significant needs, these minors typically continue to need treatment beyond the 12 month period.

**C4.1 Placement Stability:**

**Data Analysis**

The data indicates Probation minors move group homes frequently (75% vs the National Goal of 86%). Probation’s goal is to keep the minor within the same program; however minors move within that program, which may explain why the percentage indicates placement instability. A minor may be housed in the most restrictive home; however upon encroachment of successfully completing the program, minors are usually transitioned to an Independent Living home within the same program to assess their ability to transition home. Once the change occurs, Probation must indicate the housing change in the CWS/CMS system, which is not necessarily a placement change. For this reporting period, probation reported for four children, three met the goal, resulting in a 75% rate compared to 86% for the National Standard.

## State and Federally Mandated Child Welfare/Probation Initiatives

### CWS:

Katie A v. Bonta refers to a class action lawsuit filed in Federal District Court in 2002 concerning the availability of intensive mental health services to children in California who are either in foster care or at imminent risk of coming into care. A settlement agreement was reached in the case in December 2011. Child welfare and mental health leaders from state and local levels are working together to establish a sustainable framework for the provision of an array of services that occur in community settings and in a coordinated manner. As part of this agreement, the California Department of Social Services (CDSS) and the California Department of Health Care Services (DHCS) agreed to take specific actions that will strengthen California's child welfare and mental health systems with objectives that include:

- Facilitating the provision with an array of services delivered in a coordinated, comprehensive, community-based fashion that combines service access, planning, delivery, and transition into a coherent and all-inclusive approach, which is referred to as the Core Practice Model (CPM).
- Addressing the need of some class members with more intensive needs (referred to as "subclass members") to receive medically necessary mental health services in their own home or family setting in order to facilitate reunification and meet their needs for safety, permanence, and well-being. These more intensive services are referred to as Intensive Care Coordination (ICC), Intensive Home Based Services (IHBS), and Therapeutic Foster Care (TFC).
- Clarifying and providing guidance on state and federal laws as needed to implement the settlement agreement so that counties and providers can understand and consistently apply them.

Within Sutter County we have been working closely with our mental health partners and identifying the needs of our youth both in foster care and in the home. Sutter County already has a Wraparound program which serves our dependent children and wards. Further, we have an extensive System of Care for children that provide services to both children and families in placement and in the home.

Sutter County has also looked at mental health screening tools for our children and has also worked closely with our partners at mental health to assess the efficacy of these tools. We have strategized with a work group to implement the screening tool process and procedure at various points of the case and document findings and outcomes in our Child Welfare Services/Case Management System (CWS/CMS). We have implemented the Mental Health Screening Tool (MHST) which is utilized by our social workers. This information is reported to

the court and the outcome of the screening tool provides important data to refer for mental health assessments to our mental health clinician.

With the emphasis that children and families are best served when children are placed in committed, permanent, and nurturing families, CDSS began working with stakeholders to review congregate care in September 2012. The outcome of this review brought about the need to review children in group home care for a cumulative period/period of more than one year along with those children who are in group home care under the age of 12. Sutter County already had a number of MDT groups in place to review these children, and have strategized with our MDT groups such as FAST and SuperFAST to thoroughly review our group home placements and review the plan of transition into lower levels of care which resemble more family like settings. Sutter County is committed to continued efforts in this area to step down children from group home settings.

AB12 - Services to Non Minor Dependents (NMDs). There are several social workers who have knowledge and training in this area and are readily available to assist others with placement types and court related issues. We have had an increase in young adults eligible for this program and re-entering as NMDs.

#### **Probation:**

Probation is mandated to implement AB12. The implementation of this bill has been successful and the Placement Officer continues to attend training in this area.

Probation is in the process of creating accounts with the three identified credit report agencies to maintain compliance with the children and family services improvement and innovation act (ACL 14-23). Thus far, Probation has had no minors identified as having credit reports.

Probation instituted compliance with mandates for assessments to determine the appropriateness of group home placement for children and youth in group home care over one year in duration (ACL 1-43-14/ACL 13-86). Probation has completed two assessments thus far, and is in the process of a third.

Probation will continue to comply with all mandates and reviews and examine practices to provide the appropriate services that are in the best interest of the minors.

# California Child and Family Services Review

## Annual SIP Progress Report

6/5/2012 – 2/4/2015

ATTACHMENT 1



### 3 – YEAR SIP CHART

**Priority Outcome Measure or Systemic Factor(CWS):** C1.3 Reunification Within 12 Months (Entry Cohort)

**National Standard:** 48.4 %

**CSA Baseline Performance:** 44.4%

Current Performance: 38.5%

**Target Improvement Goal:** The county's goal is to continue performing at or above the National standard of 48.4%.

**Priority Outcome Measure or Systemic Factor(CWS):** C1.4 Reentry Following Reunification (Exit Cohort)

**National Standard:** 9.9%

**CSA Baseline Performance:** 16.1%

Current Performance: 6.1%

**Target Improvement Goal:** The county's goal is to continue performing at or above the national standard of 9.9%.

**Priority Outcome Measure or Systemic Factor(CWS):** C3.1 Exits To Permanency (24 Months In Care)

**National Standard:** 29.1%

**CSA Baseline Performance:** 25%

Current Performance: 8.3%

**Target Improvement Goal:** The county's goal is to steadily improve Exits to Permanency by 20.8% to meet the national standard of 29.1%.

**Priority Outcome Measure or Systemic Factor (Probation):** 8A Children Transitioning to Self-Sufficient Adulthood.

**National Standard:** N/A (Not Measured)

**CSA Baseline Performance:** There was no means of measuring a baseline performance at the time of the original Systems Improvement Plan.

**Target Improvement Goal:** Improve outcomes for youth transitioning from group homes and other residential commitment programs to their homes.

<p>Strategy 1(CWS): Sutter County CPS will fully implement the <del>Signs of Safety</del> (SoS) Safety Organized Practice (SOP) Family Engagement Model.</p>	<input type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>C 1.3 Reunification within 12 months</p> <p>C1.4 Reentry following Reunification</p> <p><input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project</p>	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A		
<p>Action Steps:</p>	<p>Implementation Date:</p>	<p>Completion Date:</p>	<p>Person Responsible:</p>
<p><b>A.</b> Expand SoS SOP training to a wider array of social workers within the Department, beyond the SoS SOP Core Implementation Team.</p>	<p>June 2011</p>	<p>June 2012</p>	<p>CPS Ongoing Social Worker Supervisor</p>
<p><b>B.</b> Utilize the existing inter-county collaborative to support implementation of SoS SOP.</p>	<p>June 2012</p>	<p>June 2013</p>	<p>CPS Program Manager All CPS Social Worker Supervisors CPS SoS SOP Core Implementation Team</p>
<p><b>C.</b> Create a Policy and Procedures for implementation of SoS SOP.</p>	<p>June 2011</p>	<p>January 2012</p>	<p>CPS Program Manager</p>
<p><b>D.</b> Develop a monitoring tool to report implementation progress to CPS Program Manager.</p>	<p>June 2012</p>	<p>June 2015</p>	<p>All CPS Social Worker Supervisors CPS SoS SOP Core Implementation Team</p>

Strategy 2(CWS): Implement "Icebreaker meetings" (first meeting between birth parent / foster parent) to increase collaboration between the foster parent and birth parent.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C 1.3 Reunification within 12 months C1.4 Reentry following Reunification <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Person Responsible:	
A. Explore how other counties have implemented "icebreaker" meetings	June 2012	June 2013	Social Worker IV/SIP Project Manager
B. Develop Policy and Procedures to implement "icebreaker" meetings, including policy and training.	June 2012	September 2013	<del>CPS Program Manager</del> -CPS Supervisor/SIP Project Manager
C. Implement "icebreaker meetings."	June 2012	October 2013	CPS Social Workers
D. CPS Supervisors will be trained to encourage and monitor usage of icebreaker protocol	June 2012	October 2013	All CPS Social Worker Supervisors
E. Develop a measure to assess the utilization and effectiveness of icebreaker meetings.	October 2013	June 2015	CPS Supervisor/SIP Project Manager

Strategy 3(CWS): Explore development of expanded community support services targeted for family reunification.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C 1.3 Reunification within 12 months C1.4 Reentry following Reunification  <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Attend trainings to expand knowledge of the function and principles of Family Resource Centers.	June 2012	June 2013	CPS Program Manager Peer Empowerment Provider
B. Conduct research to determine which natural supports (such as Family Resource Centers) are currently operating in the region.	June 2012	June 2013	Peer Empowerment Provider
C. Integrate information regarding familial utilization of natural supports during family reunification cases into the Peer Case Review process.	June 2013	June 2014	Peer Review Participants (CPS Social Workers, Peer Empowerment Provider, and Management)
D. Continue to explore barriers encountered by reunifying families preventing connection to natural supports, such as Family Resource Centers.	June 2013	June 2015	Peer Review Participants (CPS Social Workers, Peer Empowerment Provider, and Management)

<p>Strategy 4(CWS): Improve evaluation of time to permanency for children in foster care for 24 months or longer.</p> <p>No longer a strategy.</p>	<input type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>C3.1 Exits To Permanency (24 Months In Care)</p>	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A		
<p><input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project</p>			
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>
<del>A. Develop a measure to assess Sutter County's performance with achieving permanence for children that enter foster care over time.</del>	June 2012	No longer a strategy.	Permanency Data Workgroup, SWIV Data Team Lead
<del>B. Develop a data collection process and procedures.</del>	June 2012	No longer a strategy.	Permanency Data Workgroup
<del>C. Evaluate data and analyze trends.</del>	June 2012	No longer a strategy.	Permanency Data Workgroup

Strategy 5(CWS): Focus efforts on permanence for children that are in care for more than 18 months, but less than 3 years.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s):	
	<input type="checkbox"/> CBCAP	C3.1 Exits To Permanency (24 Months In Care)	
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Develop a system to track foster youth that are approaching two years in foster care.	June 2012	June 2013	Ongoing Unit Supervisor Permanency/Adoptions Workgroup
B. Present the plan to CPS management.	June 2012	June 2014	Ongoing Unit Supervisor Permanency/Adoptions Workgroup
C. Conduct ongoing monitoring and evaluation of implementation of policy through periodic reviews and quarterly reports.	June 2012	June 2015	Ongoing Unit Supervisor Permanency/Adoptions Workgroup
D. The Department of Social Services transitioned authority of Sutter County adoption cases from the Sacramento Adoptions Services Unit to the Chico Adoptions Services Unit. CPS will continue to conduct ongoing monitoring and evaluation of implementation of policy through periodic reviews and quarterly reports.	September 2013	February 2015	Ongoing Unit Supervisor Permanency/Adoptions Workgroup

<p><b>E.</b> Develop a workgroup to assess the utilization and effectiveness of permanency efforts.</p>	<p>June 2014</p>	<p>June 2015</p>	<p>Ongoing Unit Supervisor Permanency/Adoptions Workgroup</p>
<p>Strategy 6 (CWS): Focus efforts on permanence for children that are in care for more than 3 years.</p>	<p><input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A</p>	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): C3.1 Exits To Permanency (24 Months In Care)</p>	
<p>Action Steps.</p>	<p>Implementation Date:</p>	<p>Completion Date:</p>	<p>Person Responsible:</p>
<p><b>A.</b> Utilize Safe Measures to track foster youth that have been in care for more than 3 years.</p>	<p>June 2012</p>	<p>June 2013</p>	<p>Ongoing Unit Supervisor Permanency/Adoptions Workgroup</p>
<p><b>B.</b> Conduct ongoing monitoring and evaluation through periodic reviews and quarterly reports.</p>	<p>June 2012</p>	<p>June 2013</p>	<p>Ongoing Unit Supervisor Permanency/Adoptions Workgroup</p>
<p><b>C.</b> The Department of Social Services transitioned authority of Sutter County Adoption Services Unit to the Chico Adoptions Services Unit. CPS will continue to conduct ongoing monitoring and evaluation of implementation of policy through periodic reviews and quarterly reports.</p>	<p>September 2013</p>	<p>February 2015</p>	<p>Ongoing Unit Supervisor Permanency/Adoptions Workgroup</p>

<p><b>D.</b> Develop a workgroup to assess the utilization and effectiveness of permanency efforts.</p>	<p>June 2014</p>	<p>June 2015</p>	<p>Ongoing Unit Supervisor Permanency/Adoptions Workgroup</p>
<p><b>Strategy 7 (CWS):</b> In collaboration with Sutter Yuba Mental Health implement the requirements of the Katie A settlement, identifying areas where service integration would lead to positive client outcomes.</p>	<p><input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A</p>	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): C 1.3 Reunification within 12 months C1.4 Reentry following Reunification C3.1 Exits To Permanency (24 Months In Care)</p>	
<p><b>Action Steps:</b></p>	<p>Implementation Date:</p>	<p>Completion Date:</p>	<p>Person Responsible:</p>
<p><b>A.</b> Form a county Implementation Team including child welfare and mental health services.</p>	<p>April 2013</p>	<p>May 2013</p>	<p>CPS and MH Program Managers</p>
<p><b>B.</b> Through a partnership between mental health (Children System of Care and Wraparound) and Child Welfare, design a coordinated services delivery system for children, youth and families served by both agencies to include services assessment and delivery of specialty mental health services when identified as a need.</p>	<p>May 2013</p>	<p>February 2015</p>	<p>CPS and MH Program Managers</p>

C. Develop a screening tool procedure as an element of the Katie A settlement to assess youth for mental health services and identify the need to be assessed for speciality mental health services.	September 2013	February 2014	County Katie A Implementation Team
D. Train CPS social workers on the screening tool procedure.	February 2014	May 2014	County Katie A Implementation Team
E. CPS Supervisors will monitor Social Worker utilization of the screening tool procedures with children and families.	May 2014	February 2015	CPS Supervisors

Strategy 1 (Probation): To improve our outcome measurement practices to reduce recidivism rates and improve our outcomes for children transitioning from group home and other residential commitment programs to their homes.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 8A Children Transitioning to Self-Sufficient Adulthood	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A		
<del>Action Steps.</del>	<del>Implementation Date:</del>	<del>Completion Date:</del>	<del>Person Responsible:</del>
<del>A. Further efforts to implement Evidence Based Practices by utilizing Assessments.com software and adding in the "DataMart" package for outcome measurement.</del>	July 2011	July 2011 It was decided that DataMart would not be used by Sutter County Probation. This	

			action step will be stricken from our plan.	
<b>B.</b> Utilize specialized psychological assessment and testing measures for those minors prior to placement that require more highly specialized treatment needs. These minors include those who are in sex offender treatment programs and those who suffer from mental health disorders. The assessments have allowed Probation and the Court to determine appropriate placements and treatment for such minors and has successfully aided in the rehabilitation of minors.	January 2012	January 2012	January 2012 The use of the assessments will continue throughout the SIP process.	Supervising Probation Officer
<b>C.</b> Integrate the use of CWS/CMS for outcome measures.	January 2012	January 2012	March 2013	Supervising Probation Officer and Placement Officer
<b>D.</b> Integrate Family Findings for those minors who are in need of guardians, besides biological parent(s).	March 2013	March 2013	March 2013 The use of the Family Findings will continue throughout the SIP process.	Supervising Probation Officer
<b>E.</b> Create a tracking system to accurately measure juvenile recidivism within Sutter County.	February 2014	February 2014	October 2014	Deputy Chief Probation Officer

<p><b>F. Gain access to Safe Measures to further track outcomes and evaluate practices.</b></p>	<p>August 2014</p>	<p>October 2014</p>	<p>Deputy Chief Probation Officer</p>
<p>Strategy 2 (Probation): To provide ongoing services to children who are transitioning from group homes and other residential commitment programs to living independently.</p>	<p> <input type="checkbox"/> CAPIT  <input type="checkbox"/> CBCAP  <input type="checkbox"/> PSSF  <input checked="" type="checkbox"/> N/A         </p>	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): 8A Children Transitioning to Self-Sufficient Adulthood</p>	<p> <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project         </p>
<p>Action Steps:</p>	<p>Implementation Date:</p>	<p>Completion Date:</p>	<p>Person Responsible:</p>
<p><b>A. Implement AB12 for eligible youth.</b></p>	<p>June 2012</p>	<p>June 2012</p>	<p>Supervising Probation Officer and Placement Officer</p>