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SIP SIGNATURE SHEET

California – Child and Family Services Review Signature Sheet
For submittal of: SIP Progress Report

County	Tehama County
CSA Period Dates	3/31/2012-3/31/2017
SIP Period Dates	8/31/2012 to 8/31/2017
Outcome Data Period	Quarter ending: December 31, 2014 (CWS/CMS 2014 Quarter 4 Extract)

County Child Welfare Agency Director

Name	Amanda Sharp
Signature*	
Phone Number	(530) 528-4078
Mailing Address	P.O. Box 1515 Red Bluff, CA 96080

County Chief Probation Officer

Name	Richard Muench
Signature*	
Phone Number	(530) 527-4052
Mailing Address	P.O. Box 99 Red Bluff, CA 96080

*Signatures must be in blue ink

Contact Information

Child Welfare Agency

Name Alyssa Rypka
Agency Tehama County Department of Social Services
Phone & E-mail (530) 528-4171 arypka@tcdss.org
Mailing Address P.O. Box 1515
Red Bluff, CA 96080

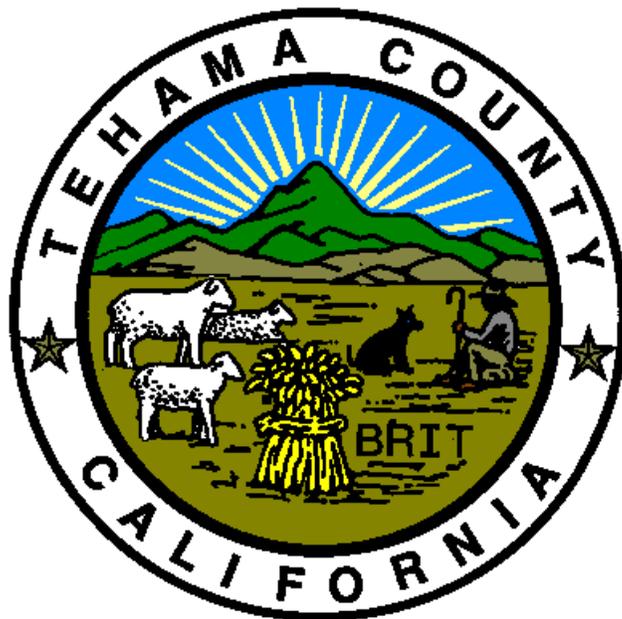
Probation Agency

Name Shelley Pluim
Agency Tehama County Department of Probation
Phone & E-mail (530) 527-4052 ext. 3012 spluim@tcprobation.org
Mailing Address P.O. Box 99
Red Bluff, CA 96080

TEHAMA COUNTY

California – Child and Family Services Review

Annual SIP Progress Report August 2015



Amanda Sharp, Director:
Department of Social Services

Richard Muench, Chief Probation Officer:
Department of Probation

TABLE OF CONTENTS

Introduction	3
SIP Narrative.....	4
Stakeholder Participation	4
SIP Stakeholder Roster	6
Current Performance Towards SIP Improvement Goals.....	8
CWS CFSR Measure S1.1	8
CWS CFSR Measure 2B-2	10
CWS CFSR Measure 4B-1	12
Probation 8A	13
Status of Strategies.....	14
<i>Strategy One</i>	14
<i>Strategy Two</i>	16
<i>Strategy Three</i>	19
<i>Strategy Four</i>	20
<i>Strategy Six</i>	24
Obstacles and Barriers to Future Implementation	25
Promising Practices/Other Successes.....	26
Outcome Measures Not Meeting State/National Goals	30
State and Federally Mandated Child Welfare/Probation Initiatives	33
Attachments	36
Five Year SIP Chart	36
SIP Signature Sheet	44

INTRODUCTION

The Tehama County Five-Year System Improvement Plan (SIP) for 2012-2017 was approved by the Tehama County Board of Supervisors on February 5, 2013. Between August 1, 2014 and July 31, 2015, Tehama County Child Welfare Services had experienced difficulty in keeping on target with our SIP outcomes. Although the data extracted does not reflect improvement to the overall outcomes, we continue to research and develop the identified strategies and the obstacles preventing overall improvements of the Five-Year SIP.

Significant improvement in communication and teamwork has been made over the past year. Stakeholders have gained knowledge about the SIP process, including how to implement strategies to improve outcome performance and help improve the lives of our families and children. We invited stakeholder's and community partners to SOP training developed by UC Davis in March 2015. We continue to see considerable improvement in communication between the Child Welfare Services (CWS), Probation, and Mental Health agencies and this has given staff from each agency, greater insight for understanding how to access services for the children and families that the agencies collectively serve.

This annual progress report will provide an update on the status, effectiveness of strategies, and improvement of the following identified measures:

- S1.1 No Recurrence of Maltreatment
- 2B-2 Timely Response, Emergency Response 10-Day Compliance
- 4B-1 Foster care placement in least restrictive settings least restrictive entries (first placement at point in time placement).
- 8A Probation

SIP NARRATIVE

STAKEHOLDER PARTICIPATION

The SIP stakeholders group agreed to meet on a bi-annual basis to discuss progress towards outcomes where we are performing well and in areas where attention is needed. The SIP stakeholders group met on September 14, 2014 and on June 26, 2015.

At the June 2015 meeting, 24 attendees represented 11 different populations, agencies, and organizations. The group reviewed the County's performance in the four SIP data measures. As in previous meetings, this review was followed by a gaps and strengths analysis, including planning for future action items that can help improve outcomes for families. The group also discussed the child welfare system in Tehama County specifically and how to improve services to families.

Some of the identified action items included:

- Provide opportunities for training to raise awareness of Safety Organized Practice (SOP) for community partners. We provided SOP training to the stakeholders in March 2015. There continues to be an interest from stakeholders/community agencies for additional SOP training opportunities and it was discussed to offer additional opportunities through Foundational Institute in the fall of 2015. Our foster parent liaison will attend this SOP training so SOP awareness can be incorporated into the foster parent PRIDE and advanced PRIDE training. This will bring awareness of the SOP philosophy to our foster parents also.
- Given the increased enthusiasm for the SOP philosophy, strengthening families and building networks remains a point of discussion with stakeholders. Discussions determined that the creation of a flow chart of agencies and services that are available for families needing services that are specific to their individual situations would be a valuable resource in improving services to families.
- Concern regarding measure 4B.1 the placement in the least restrictive setting at entry with a relative, continues to surface in our stakeholder meetings. As our performance measure dropped from 17.8% in the 2013 Quarter 4 extract to 7.4% in the 2014 Quarter 4 extract, stakeholders requested if there is a reporting format that can be created to track why we are not able to place with a relative first. There is currently not a reporting format in SafeMeasures® that drills down into the reason a first placement with Kin did not occur. We will look into manually tracking information on this outcome such as whether there are no relatives available, they cannot be approved due to background checks or home assessments or if they are not aware of the funding options that are available to them.

Previous stakeholder meetings identified sending out a quarterly report to SIP stakeholders that would highlight performance updates on each of the CWS SIP measures. This quarterly report has been developed and is distributed to SIP stakeholders quarterly. In addition to the stakeholder meetings, regular quarterly and monthly meetings are held with service providers and CWS staff to ensure that services are being carried out as outlined in the SIP. This year, there has been greater involvement and participation from other agencies in Tehama County. The CWS Leadership Team is comprised of the CWS Program Manager and CWS Supervisors, and meets on a weekly basis to discuss SIP performance and next steps.

SIP stakeholder engagement remains an on-going effort for ensuring that the community is part of the improvement process and is familiar with the work of CWS and Probation.

SIP STAKEHOLDER ROSTER

*Child Abuse Prevention Coordination Council (CAPCC)	Brian Heese, Executive Director Northern California Child Development Inc.(NCCDI) *TBD
County Children’s Trust Fund (CCTF)	Tehama County’s CAPCC acts as the CCTF Commission. See above.
County BOS designated agency to administer CAPIT/CBCAP/PSSF Programs	Amanda Sharp, Director
Tehama County Department of Public Health	Michelle Schmidt-Public Health Nurse
Tehama County Department of Mental Health	Betsy Gowan, Mental Health Director Edith Burnette, Licensed Clinical Supervisor
Tehama County Health Services Agency (Drug and Alcohol)	Phillip Hernandez
CWS administrators, managers, and social workers (including CAPIT/CBCAP/PSSF liaison)	Sherry Wehbey, Program Manager Steven Dickerson, Social Worker Supervisor Mindy Gonzalez, Social Worker Supervisor Cheryl Jackson, Social Worker Supervisor Melissa McKenna, Social Worker Supervisor Pia Van Kleef, Social Worker Supervisor Alyssa Rypka, Staff Services Analyst
Foster Youth	Involvement solicited; none engaged.
Juvenile Division Judge	Judge Matthew McGlynn
Native American tribes served within the community	Involvement neither solicited nor engaged.
Parents/consumers	Involvement solicited; none engaged.
Probation administrators, supervisors, and officers	Richard Muench, Chief Probation Officer Greg Ulloa, Probation Division Director Shelley Pluim, Juvenile Division Deputy Chief Chariti Quigley, Probation Officer, Placement Officer Glenda Hiebert, CWS/CMS Clerical Support/Office Assistant Supervisor
PSSF Collaborative	Tehama County’s CAPCC acts as the PSSF Collaborative. See above.
Resource families and other caregivers	Paula Layson-Foster Parent Judy Mandolfo-Foster Parent Liaison
CDSS – Outcomes and Accountability Bureau	Kelly Larivee, Social Services Consultant Heather Pankiw, Social Services Consultant
County Counsel	Adam Radtke, Deputy County Counsel
First 5	Denise Snider, Executive Director
Department of Education	Cynthia Cook, Early Childhood Education Project Director Jo Kee, Foster Youth Services Coordinator
Shasta College Foster and Kinship Care Education	Sheri Wiggins

Program	
Law Enforcement	Chad Dada, Tehama County Sherriff's Dept. Yvette Borden, Tehama County Sherriff's Dept.
Northern Valley Catholic Social Services (NVCSS)	Erna Friedeberg, Regional Director Camilla Delsid, Director Tehama County
Alternatives to Violence (ATV)	Jeanne Spurr, Director Linda Dickerson, Associate Director

CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS

CWS CFSR MEASURE S1.1

No recurrence of maltreatment - (National Goal: 94.6%)

Of all children who were victims of a substantiated maltreatment allegation during the first 6 months of the year, what percent were not victims of another substantiated allegation within the next 6-month period?

	From:	07/01/2011	01/01/2012	04/01/2012	04/01/2013	01/01/14
	To:	12/31/2011	06/30/2012	09/30/2012	09/30/2013	06/30/14
No recur. Of maltreatment w/in 6 mos. (%)		87.5%	94.5%	93.9%	95.9%	88.9%
No recurrence of maltreatment w/in 6 mos. (n)		112	104	123	118	96
Recurrence of maltreatment w/in 6 mos. (n)		16	6	8	5	12
Total Children:		128	110	131	123	108

Data Source: CWS/CMS 2014 Quarter 4 Extract.*

Target Improvement Goal:

Tehama County's goal is to improve performance in this measure from 87.5% to 90% by January 20, 2014. Increases of 1.6% each subsequent year will allow Tehama County to attain a 94.6% quarterly average by June 20, 2017.

Current Performance:

According to data retrieved from the UC Berkeley Dynamic Reporting System from 1/1/14 through 6/30/2014 (2014 Quarter 4 extract), Tehama County's no recurrence of maltreatment rate was 88.9%. This data reflects that twelve (12) out of 108 children were maltreated within six months of having a substantiated referral. However, a review of the data in SafeMeasures® revealed that five (5) of the youth included as having maltreatment recurrence was due to data entry errors in CWS/CMS:

- Four (4) reported incidents a SW had an open referral of abuse and neglect, and during the incident a secondary report of the same concerns was reported. Upon closure both referrals regarding the same concerns were substantiated. Given that there were two referrals substantiated, these incidents were reported in the recurrence of maltreatment outcome.
- One (1) of the recurrence of maltreatment incidents occurred when our county removed a child due to abuse and neglect and returned the youth to the parent. We substantiated the referral and transferred to the family's county of residence for follow up and investigation. The receiving county also substantiated their referral based on the original incident that we had substantiated which counted this as a recurrence of maltreatment.

If we had noticed that multiple referrals had been substantiated for the same incidents, we would have made the necessary corrections to this data entry and the measure would have reflected seven (7) out of 108 or 6.5% were victims of another substantiated allegation within the next six-month period or 93.5% of our youth with no recurrence of maltreatment. Current data continues to indicate fewer substantiated allegations of maltreatment than in previous reporting periods.

We have dedicating a portion of our leadership meeting to the review of our SIP measures. We are looking at the outcome measures in coordination with the CWS/CMS reporting of data that reflects these outcomes, so that appropriate corrections or adjustments can be made to improve the accuracy of the data reported and extracted.

The use of SOP continues to be positive for families in reunification because it helps the family to identify natural supports through the development of family safety networks to help them remain stabilized and supported after CWS involvement has ceased.

Since Tehama is a small county, only a few children can make a big difference on this measure. When we have had higher instances of recurrence of maltreatment, it usually involves a family with a large sibling group.

*Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Sandoval, A., Yee, H., Mason, F., Benton, C., Lou, C., Peng, C., King, B., & Lawson, J. (2014). *CCWIP reports*. Retrieved 8/25/2014, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

CWS CFSR MEASURE 2B-2

Timely Response 10-Day response compliance– (State Standard 90%):

Of all referrals requiring a 10-day response, what percentage was responded to within 10-days?

	From:	04/01/2012	01/01/13	1/01/2014	10/1/14
	To:	06/30/2012	03/31/13	3/31/2014	12/31/14
Timely Resp. (10-day resp. compliance) (%)		76.9%	77.0%	63%	76.8%
“10 days or less response” total referrals (n)		78	87	100	82
Seen by soc. Worker w/in 10 days (n)		60	67	63	63

Data Source: CWS/CMS 2014 Quarter 4 Extract.*

Target Improvement Goal:

Tehama County will improve performance on this measure from 76.9% to 84% by June 20, 2013. With subsequent annual increases of 2%, 2%, 1%, and 1%, Tehama County will attain a 90% quarterly average by June 20, 2017.

Current Performance:

According to the data from the UC Berkeley Dynamic Reporting System from 10/01/14 through 12/31/2014 (2014 Quarter 4 extract), of the 82 referrals assigned for 10-day response, 63 were completed within the 10-day requirement. This is a 76.8% completion rate of timely 10-day responses. According to the same period of time in the SafeMeasures® system, the percentage of responses made within 10 days is 82%. The CWS leadership team remains aware of the performance in this measure and continues to discuss with all social workers the importance of entering their contacts within the timeframes required so that the outcome summaries are extracting accurate data. In comparison, quarter one of 2015, there was an average of 127 open investigations during each month as opposed to quarter four of 2014 which showed an average of 148, which may contribute to the increased performance in this measure.

Although we do see improvement from the last annual update, this measure continues to remain a challenge for improving performance. Supervisors will be diligent in reviewing this measure with staff and working with staff on a weekly basis to discuss the current performance in this measure and to ensure that contacts are not missed and are being made timely.

TCDSS currently has four (4) Initial Response (IR) workers, 11 Ongoing workers (this includes two (2) Screeners), one (1) Placement worker and one (1) Licensing worker. We had five (5) IR workers in 2014 and were hoping to transition another worker into IR so we would have six (6). We hired a new social worker, and reassigned another social worker to ongoing cases. The plan for 2015 was to get the new social worker and newly reassigned worker trained in ongoing case management for six (6) months and then to transition one (1) of them into IR, so we would have five (5) IR workers again.

With the CWS Case Review implementation requirements, we have hired a Supervisor I who will promote on 9/1/15. We have hired an Ongoing worker to fill this position. Also due to staff turnover, the plan going forward into 2016 is to regain an optimal staffing level of five (5) – six (6) IR workers, 12 Ongoing workers (including two (2) screeners), one (1) Placement worker and one (1) Licensing worker. We have also requested two (2) additional social workers and are awaiting budget approval. The intention of adding the necessary IR worker(s) is to get us closer to meeting our 10-day requirements and to give the IR workers time to assess families fully for needs and safety plans that can hopefully prevent continued CPS involvement.

In Fall 2015, we will be reassigning staff to promote cross training that will help us avoid coverage issues and give an overall experienced approach within all levels of referrals, investigations and case management. Some Ongoing workers will move into IR roles to work with experienced IR workers; likewise, IR workers will be reassigned to Ongoing and work with experienced Ongoing workers. The newly hired workers will be assigned as Ongoing workers to receive training from experienced Ongoing workers and IR workers.

*Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Sandoval, A., Yee, H., Mason, F., Benton, C., Lou, C., Peng, C., King, B., & Lawson, J. (2014). *CCWIP reports*. Retrieved 8/25/2014, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

CWS CFSR MEASURE 4B-1

Foster care placement in least restrictive setting- least restrictive entries.

The level of restrictiveness of a foster care placement reflects the extent to which the placement provides and supports normalized daily living activities for children in a community-based, family setting. These data are reported exclusively in terms of a child's first placement (Measure 4B-1), rather than point in time placement (Measure 4B-2).

Placement Type	Interval				
	04/01/2009-03/31/2010	04/01/2011-03/31/2012	04/01/2012-03/31/2013	01/01/2013-12/31/2013	01/01/14-12/31/14
Kin	7.7%	20.7%	13.7%	16.8%	7.4%
Foster	69.9%	60.7%	64.9%	47.4%	48.5%
FFA	21.3%	16.3%	16.8%	33.7%	36.8%
Other	1.1%	2.2%	4.6%	2.2%	7.4%
Total	100%	100%	100%	100%	100%

DataSource: CWS/CMS 2014 Quarter 4 Extract.*

Target Improvement Goal: Tehama County will improve performance on this measure from 13.7% to 24% by March 20, 2014. Tehama County will increase 1% more each subsequent year of the plan to attain a 27% quarterly average by June 20, 2017.

Current Performance:

According to the data from the UC Berkeley Dynamic Reporting System from 01/01/2014 through 12/31/2014 (2014 Quarter 4 extract), 10 out of 136 of children were placed with kin for their first placement. This is 7.4% of children being placed in the least restrictive placement at entry.

Placing children with kin has remained an emphasis since December of 2012. The same barriers remain for improving this measure, such as the lengthiness of the process of approving relatives or Non-Related Extended Family Members (NREFM) when a child is detained after hours and sometimes in the middle of the night, and many families do not want to give CWS the names of relatives at the moment of detainment. With the incorporation of SOP strategies and FTMs, we are trying to capture as much information on the family members specific to each case so that placement with kin can be the first option for placement if possible.

Effective July 1, 2015, Tehama County opted in to the Approved Relative Caregiver (ARC) Program and we are optimistic that we will see some improvement in this outcome measure within future years. Having the increased income incentive to offer to family members who are able to qualify for placement should have an improved impact on first placement with kin.

*Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Sandoval, A., Yee, H., Mason, F., Benton, C., Lou, C., Peng, C., King, B., & Lawson, J. (2014). *CCWIP reports*. Retrieved 6/12/2014, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

PROBATION 8A

Probation: 8A Completed High School or Equivalency; Obtained Employment; Have Housing Arrangements; Received ILP Services; Permanency Connection with an Adult. After establishing a baseline, Probation will increase the percentage of youth completing or receiving the following services and/or milestones from 0% to 5% by 2017:

1. Completing High School or Equivalency
2. Obtaining Employment
3. Having Housing Arrangements
4. Receiving ILP services
5. Receiving Permanency Connection with an Adult

Current Performance:

The Tehama County Probation Department continues to improve its data collection regarding measurement 8A. The department has received training as planned since the 5-year plan for the SIP came into effect. The department found that data was not being recorded into the CWS/CMS system correctly. Probation has trained new support staff and exposed current staff to the issues and importance of ensuring our data is recorded. New staff and another placement officer will enable data input into CWS/CMS to reflect the actual improvements regarding 8A. Currently Probation has one (1) high school graduate, four (4) youth who are employed, seven (7) have housing, three (3) are receiving Independent Living Plan (ILP) services and eight (8) have permanent connections with an adult.

STATUS OF STRATEGIES

STRATEGY ONE

CWS– Increase the use of Safety Organized Practice (SOP):

- a. Continued SOP training for workers to help with keeping focus on safety (Timeframe: January 2013 – Ongoing).
- b. Consistent supervision of cases to ensure that safety threats have been fully addressed (Timeframe: January 2013 – Ongoing).
- c. Use of SOP tools with families to develop natural supports and community partners so they have resources prior to transitioning from institutional support (Timeframe: March 2013 – Ongoing).
- d. Educate community partners regarding SOP to develop a clear understanding of the safety issues (Timeframe: August 2013 – Ongoing).

Summary:

Currently, SOP is across all aspects of Tehama County CWS. Social workers are and have been utilizing the SOP tools in a multitude of settings: court reports, case plans, FTMs, intake and referrals, and mappings of families. Social workers are also using SOP tools when conducting open dialogue with community and service providers.

The department, CWS supervisors and the UC Davis facilitator, Brad Seiser decided the best use of SOP was to focus on how CWS leadership, which includes the CWS Program Manager and the CWS Supervisors, can be successful in incorporating SOP practices in group supervision. CWS leadership convenes weekly to address any challenges regarding processes and SOP practices and to openly discuss best practice. The leadership meetings with Brad Seiser have been very effective in that FTMs have become more frequent with the majority of social workers conducting FTMs. SOP language is being used throughout the life of the case, and social workers and supervisors are utilizing within their practice some form of SOP tool and assessment through one-on-one or group supervision.

CWS leadership has continued to attend current practice updates and trainings to implement the SOP Red Team practice for intake. This practice change is scheduled for the fall of 2015. One of the barriers to the implementation of Red Teams has been staffing limitations, which we anticipate may be mitigated in the fall. We are waiting for board approval to hire two (2) more social workers.

The Leadership team has conducted training for the Courts on SOP with successful outcomes where the Judge has begun incorporating SOP talk and requests for written documentation of SOP in

reports. The leadership team has begun the education and training of community members and organizations through individually addressing specific agencies in explaining what SOP consists of and how it has impacted CWS and clients, as well as attempting to be a transparent organization for all community members. Community members continue to express enthusiasm and support in the SOP process and have requested that additional training opportunities be made available. We are looking to include another SOP training in Fall 2015 or Winter 2016 and are looking to include foster parent participation also.

STRATEGY TWO

Surround children and families with support so there is no recurrence of maltreatment:

- a. Consistent referrals to community partners for Functional Family Therapy (FFT) prior to reunification or adoption, and during family maintenance for stabilization (Timeframe: January 2013 – Ongoing).
- b. Consistent referrals to community partners for FFT for families that have successfully reunified, but may need services to prevent recurrence of maltreatment (Timeframe: January 2013 – Ongoing).
- c. Wraparound program referrals will pair families with a Parent Partner, to enhance stabilization during the transition from institutional supports to natural supports when reunifying (Timeframe: January 2013 – Ongoing).
- d. Timely and consistent monthly visits to the family to ensure safety of child at time of reunification (Timeframe: May 2013 – Ongoing).
- e. Utilize Safe Measures to monitor timeliness of monthly Social Worker visits (Timeframe: January 2013 – Ongoing).
- f. Require Social Workers to work with the parents to identify a family safety network while developing a Case Plan (Timeframe: September 2013 – Ongoing).
- g. Evaluate results of strategy to determine whether No Recurrence of Maltreatment measure has improved (Timeframe: June 2013 – Annually).

Summary:

Children First Counseling Center continues to operate the FFT program for Tehama County CWS. Social Workers continue to refer families to FFT and the program is operational and working well at this time. There were 14 families served by the program during the reporting period. There are between eight and twelve families engaged in the program at any given time. Currently, there is no waiting list, and there is room for three or four additional families. Referrals are made on an as-needed basis by CWS case managers. The number of families served has decreased during the reporting period. There are limits on the number of families that can be served by the FFT program, and there has been a waiting list for services in the past; however, at this time the counseling agency could accommodate more families into the program presently. The county CWS agency attempts to refer the families who have complicated situations for the FFT services. The frequency of monthly contacts has decreased during the reporting period when compared to the previous year's review.

The number of families served through the Wraparound program was at a low level during the previous reporting period due to staffing issues. Currently, the Wraparound program is fully staffed with a full time case manager adjusting to the new role. The number of families being served by the program increases as the current case manager's level of experience increases. There are currently six families in the program with a plan to add two additional families in the month of June 2015, and two in the month of July 2015. Additionally, there are two families preparing to exit the program. The program has two families on the waiting list, but the goal is to have five families on the waiting list. The program has one full time case manager, and one full time Family Partner position through AmeriCorp.

Social worker monthly face to face contacts have fluctuated during the reporting period (September of 2014 through May of 2015) from a low of 78.2% to a high of 87.5% with the majority of the months registering percentages in the lower 80% range. The average contact rate from September 2014 to May of 2015 is 81.5%. The frequency of monthly contacts has decreased from the previous level which was in the mid to upper 80th percentile range¹.

The utilization of the SafeMeasures Software 5 (SM5) program varies from worker to worker due to a variety of reasons. Many staff are skilled in the use of technological tools and discover that the tool is useful while other staff members may be less apt towards the use of computers and technology. Most CPS Social Workers have accessed SafeMeasures during the reporting period. The number of staff who accessed SafeMeasures has improved during the reporting period compared to the previous reporting period. SM5 was released during the reporting period, and many staff have familiarized themselves with the new program and its features. CWS Supervisors continue to reinforce the importance of accessing and utilizing the SM5 system to assist them at achieving essential functions of their work.

Tehama County Social Workers have been trained and encouraged to utilize safety practices and SOP tools. During the reporting period Tehama County has increased the usage of FTMs. In addition, there has been an emphasis on utilizing SOP tools including the Consultation and Information Sharing Framework recently updated by U.C. Davis in coordination with SOP stakeholders. The agency seeks to identify and develop the family's safety/support network during the initial stages of CWS involvement. The agency has directed Social Workers to include the Family's Support Network into CWS case plans. Staff have been trained, and SOP terms and language appear in Detention reports. The CWS division has identified the need to increase the frequency of FTM's in the beginning days of a CWS referral being promoted to case. The agency also recognizes the need to increase the use of

¹ Children's Research Center SafeMeasures® Data. Tehama County, AB636 Measure 2C: Social Worker Contacts September 2014 through May 2015. Extracted 06/28/2015 from Children's Research Center Website. URL: <https://www.safemeasures.org/ca/>

FTM's and other SOP practices during the process of investigating referrals before they become formal CWS cases.

The agency has increased the use of SOP tools, and there have been discussions to consider the impact that implementing SOP had on the measures. It is suspected that increasing the utilization of SOP results in decreased numbers of children removed from family homes, an increase in efforts to mitigate child safety while the children remain placed with family, and a higher likelihood that "recurrences of maltreatment" may occur.

The recurrence of maltreatment measure (S1.1) has increased significantly during the reporting period 1/1/14 through 6/30/2014 (2014 Quarter 4 extract) used in this SIP. As discussed on page 8 in the [CWS CFSR Measure S1.1 Current Performance section](#), a portion of this increase included outcomes that had resulted from data entry errors in CWS/CMS. The agency will monitor CWS/CMS data entry more closely with staff in an effort to avoid and correct errors before they become outcomes in the quarterly extracts.

STRATEGY THREE

CWS- Implement use of Safe Measures tool on a regular basis:

- a. CWS Management Team will be trained in the use of Safe Measures (Timeframe: December 2012-March 2013).
- b. Develop guide on which measures should be reviewed regularly (Timeframe: April 2013).
- c. CWS Management Team will complete the intensive Supervisory Effectiveness Program training series (Timeframe: September 2012 - April 2013).
- d. Ongoing Supervision will include Safe Measures review with Social Workers. Focus will be put on open 10-day referrals with IR workers (Timeframe: April 2013 – Ongoing).
- e. Safe Measures will be reviewed by Supervisors and Program Manager during meetings (Timeframe: April 2013 – Ongoing).
- f. Evaluate impact of Safe Measures on timely response for 10-day referrals. Coordinate with OAB consultant on a quarterly basis to develop additional ongoing strategies to increase timely response (Timeframe: June 2013 - Quarterly).

Summary:

The Program Manager, CWS supervisors and social workers received training on the most current SafeMeasures 5 program. Supervisors continue to meet individually with staff during monthly one-on-one supervision meetings where they review the SafeMeasures data and also in weekly unit meetings in a group setting. We continue to remind social workers of the importance in accessing SafeMeasures regularly as a tool in ensuring accurate and timely data entry in CWS/CMS.

In our previous progress report, we had discussed that CWS leadership would review SafeMeasures data at least monthly to monitor SIP measures and progress toward our goals. The SafeMeasures data has not consistently been reviewed by CWS leadership in the last year and this will need to be a focus in the next year. We will provide training to our new Adoptions Supervisor who was hired in January 2015. We also hired a new analyst in February 2015. She has received training in SafeMeasures and will be ready to assist CWS leadership in reviewing our measures and SIP progress throughout the next progress year.

Timely response on 10-day referrals remains a challenge due to the lack of staffing but the importance of making these initial contacts is being emphasized repeatedly by the leadership team. We hope to see a change in staffing this coming fall if approved by the Board of Supervisors.

Use of the SafeMeasures tool is an integral part of tracking day-to-day work and helping social workers to keep up on important client contacts and necessary documentation. Use of the tool will be required over this next year as we move forward towards goals identified in the SIP.

Strategy Four

CWS: Improve timely response:

- a. Develop a guide for necessary information to include on referrals and timelines (Timeframe: March 2013 – May 2013).
- b. Develop a policy to include timeframe for response time and entering contact information in CWS/CMS (Timeframe: March 2013 – May 2013).
- c. Implement policy for Social Workers to respond timely and enter contact information in CWS/CMS within 48 hours of contact (Timeframe: May 2013).
- d. Monitoring of caseload during monthly supervision (Timeframe: May 2013 – ongoing).
- e. Evaluate results of strategy by assessing if timely responses have increased (Timeframe: January 2014-Annual).
- f. Make IR Checklist a required form (Timeframe: November 2014).

Summary:

Staffing remains a challenge for CWS. During September 2014 to May 2015, the CWS division did not increase from five (5) IR social workers to six (6) as desired but instead reduced to four (4) IR social workers. This has put additional pressure on the social workers and increased challenges to be compliant with the 10-Day response mandate.

The laminated IR checklist (Item F of Strategy 4) provided to all IR workers for reference was rarely used. The checklist is in a flow chart format taking the worker through investigation and to closure, or open cases. We have included a reminder on this checklist to; Think SOP! Two of the four IR social workers have their checklist hanging in their cubicle and one social worker reported that they refer to it occasionally when needed. The other two IR social workers report that they have their checklist but do not know where it is and do not refer to it. This checklist had not been fully implemented as a required checklist previously, but due to the lack of usage, we are looking into making completion of the checklist a requirement in the future to ensure that all processes and paperwork have been completed before promoting to an ongoing case.

The Policy and Procedure regarding timely contacts and entering contacts into CWS/CMS within 48 hours was recently completed. We revisited our internal goal for entering contacts within 48 hours and have adjusted this to 72 hours. It is our expectation, that our social workers will be able to meet this 72 hour mandate. It is scheduled to be put on the intranet for access in July 2015.

Supervisors and social workers have accessed SafeMeasures during this period very differently. SafeMeasures is being accessed consistently by some and sporadically by the majority. Supervisors

plan to print out social workers individual statistics and discuss them during unit meetings and one-on-one meetings.

Individual supervision with the IR worker continues to assure a thorough assessment occurs. The Supervisory Case Conference – IR (Green Sheet) still gets attached to each referral and includes the referral date and the date by which a contact must be made to be timely.

STRATEGY FIVE

CWS: Increase relative placements:

- a. Continue to use LexisNexis family search database to locate and connect with families on behalf of clients (Timeframe: January 2013 – Ongoing).
- b. Social Worker to request family member names and contact information from clients during investigation (Timeframe: January 2013 – Ongoing).
- c. Develop a form for Supervisor to sign off showing that possible family has been searched for & TDM scheduled on all in-custodies and to approve child to go to Foster Care (Timeframe: June 2013 – September 2013).
- d. Implement form and ensure that Imminent Risk of Removal TDM's are arranged at time of investigation (Timeframe: October 2013 – Ongoing).
- e. Provide transportation services for children to enhance placement stability by allowing them to maintain their same routines and connections (Timeframe: February 2013 – Ongoing).
- f. Evaluate results of strategy by assessing whether placements have increased significantly since implementation (Timeframe: March 2014 – Annual).

Summary:

Placing children with Relatives is a priority with Tehama County CWS. The process starts with obtaining names and phone numbers of viable relatives for placement. The Social Worker may place the child in the home of a relative immediately after receiving protective custody from law enforcement providing emergency background checks clears all adults in the home and the home meets basic safety standards.

A Relative Placement can be obtained following initial placement if there is a compelling reason to move the child (W&I 361.3(d))

At the time of removal, the Social Worker obtains names of relatives while in the investigation process. Our department has a support staff assigned to search for relatives using the Lexis Nexis®Accurint® person locator database. The support staff worker documents and keeps a file on relatives that are notified. The relative is added as Collateral in the CWS system for that child taken into protective custody. The support staff makes a telephone call and sends out a letter notifying the relative that the child is taken into protective custody and they can be considered for placement.

Social Workers when taking a child into protective custody will attempt to find a relative to place the child with in an emergency placement. The emergency placement protocol is followed.

An improvement to this process would be to have a Family Team Meeting (FTM) within 24 hours of the child being taken into custody. Tehama County has decreased the use of the TDM model and has adopted the SOP Family Model for FTMs. Utilizing the FTM at the time the child is taken into custody has been encouraged by the Program Manager but has proven difficult to coordinate mainly due to the parents at times are incarcerated or cannot be located and the social worker is mandated to interview, investigate and write a report for the court within 48 hours, which doesn't leave them enough time to invite family members and arrange for a meeting. FTMs during the investigative stage will need to be more regularly encouraged or enforced by CWS Leadership. The goal is to have these meetings as early as possible to increase the likelihood that a child will be able to remain safely in the home with support of family and friends. Supervisors will discuss and assess their workers' referrals and require a FTM for those families that have high risk of removal. CWS Leadership will create the documentation form for efforts in locating relatives and NREFMs that will also include acknowledgement of the assessment and need of the FTM at the investigation stage or at point of protective custody.

Creating a policy and procedure relative/NREFM search and placement was overlooked but will be added to the agenda for the weekly CWS Policies and Procedures meeting. The goal is to have a policy and procedure completed by 1/1/16. CWS leadership will need to ensure efforts have been made to locate relatives and NREFMs and that there is documentation of this search on every new in custody child.

Tehama County CWS staff continues to offer assistance to relative and NREFM caregivers through training offered in the community, books, DVDs and transportation if needed. Tehama County CWS hosts a caregivers meet and greet several times a year. There has also been a tracking database created for tracking all relative and NREFM applications. This will help the placement support team to keep track of applications better and allow the supervisor to assist with the process when the licensing social worker is out. This should help cut down the length of time for approving relative and NREFM applicants.

STRATEGY SIX

Probation: Ensure data that needs to be collected in order to achieve improvement goal is accomplished. A new case management system upgrade will be rolled out November 2012 and new data collection processes will be introduced. Collection of Outcome Measure 8A will be one of the numerous data elements to be collected. Additionally, data entry into the CMS/CWS system will be reviewed to ensure all required information is collected. Training for the new Juvenile Division Deputy Chief, the new Placement Officer and part-time help is being scheduled. Probation is currently in the process of transitioning case management to the new Placement Officer.

- a. Probation Supervisors, Placement Officer, Deputy Chief, and Support Staff will be trained in the use of the new case management upgrade (Timeframe: February 2013 – February 2016).
- b. CWS/CMS and case management upgrade implementation will be reviewed by Probation Supervisors and the Deputy Chief (Timeframe: March 2013 - Ongoing).
- c. Ongoing Supervision will include review of CWS/CMS and the case management system upgrade with the Placement Officer and Support Staff (Timeframe: March 2013 - Ongoing).
- d. Establish baseline data for Exit Outcomes for Youth Aging out of Foster Care or for youth who have reached their 18th birthday (Timeframe: March 2013 - February 2016).

Summary:

The Tehama County Probation Department uses Citrix to connect to CWS/CMS. This process has been challenging, as there are often times when Citrix does not work.

At the time that 8A was chosen, extended foster care was about to be implemented. This has caused skewing of the data and we are carefully reviewing this outcome. With the recent developments and reporting of the new SOC 405XP report in July 2015, we were able to see a more accurate representation of this outcome.

The juvenile department was unable to add extra staff and officers during this reporting period because the majority of our funding went to the adult offender post release program. We were temporarily receiving extra help. We have recently assigned the new Deputy Chief and the new placement worker so we have been spending a substantial amount of time transitioning cases and providing training in the CWS/CMS reporting requirements.

OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION

2B-2 Timely 10-Day Response

Workload has been an ongoing issue in making progress in Measure 2B-2 Timely 10-Day Response compliance. The investigation process is taking longer and as a result investigations are staying open longer, causing the number of investigations to increase for the Immediate Responses (IR) social workers. The number of open investigations as referenced on [page 7](#) of this document may be a reason we have seen some improvement since our last reporting period but given our need to increase staff the large number of open investigations still places a large amount of reviews and responses on our four (4) IR social workers. CWS Leadership Team will make previously discussed staffing changes in the next fiscal year.

Tehama County will be implementing Red Teams in the fall 2015. Our goal is to develop group supervision and group decision making teams that are able to perform reviews daily of all referrals that are received and make a collaborative determination on the response assignment due to the presence of imminent danger, level of risk and existing legal requirements. Our Path 1 providers have been successful in engaging our families in the assessment process to determine what they need to provide for the children's safety and well-being and the provision of services to meet those needs.

The use of FTMs through the SOP model has been difficult in implementing but CWS leadership is aware of the importance and value of this practice. A policy and procedure will be created so that FTMs become the standard process during investigations to help prevent the removal of children and to ensure a plan of service to increase our 4B – Least restrictive placement at entry which is discussed below.

4B-Least Restrictive Placement at Entry

Another challenge is increasing the number of children placed in approved relative/NREFM homes at entry. In 2011 we had a big increase in the number of children placed with relative/NREFMs. However, over the past few quarters, this has decreased. The relative approval process can be lengthy and since Tehama County does not have a receiving home, children are usually placed in foster care until a relative or NREFM home can be approved. Barriers include conducting the home inspection and getting all necessary paperwork filled out; this is especially true after hours. Another barrier has been the parent's hesitation to disclose the names of relatives at detainment. With the implementation of the SOP model for FTMs we are hoping to provide a comfortable and collaborative environment for our families so that we can capture as much information for their safety network and safety plan as possible. The CWS leadership team continues to emphasize the importance of placing with kin as well as looking for ways to speed up the process without compromising the safety of the child.

PROMISING PRACTICES/OTHER SUCCESSES

Federal Measure 2F, Timely Monthly Caseworker Visits

In September 2013 CWS staff began looking at Federal Measure 2F. At that time, Tehama County's performance indicated that only 79.6% of visits had been made during the reporting period. This was concerning since we knew our staff was making their required contacts, but was not entering the data into CWS/CMS timely. In the most recent outcomes report CWS/CMS 2014 Quarter 4 extract we have increased this percentage to 88.2% which is 1,781 monthly caseworker visits performed and reported out of 2,019 required.

Improved Use of Child Welfare Services/Case Management System (CWS/CMS)

Tehama County Probation had follow up CWS/CMS training in September of 2013 from UC Davis to train new staff and serve as a refresher course for staff needing additional guidance.

Probation staff joined CWS staff on October 23, 2013 for the Child Welfare Technology Conference and after the conference had the opportunity to discuss how data entry was working with CWS/CMS and any other issues that they were having. During this meeting, problems with tokens were identified and a plan to fix the problem was made. As a result, Probation staff received additional guidance in managing their assigned tokens, which included replacing broken tokens and reassigning tokens to different staff. CWS also designated a "super user" to be a contact person for Probation if they have any data entry questions in the future.

Probation will be transitioning staff in this next progress reporting period. New staff and former staff will be receiving additional training on CWS/CMS. The CWS "super user" and CWS analyst will both attend this training with Probation.

In the coming year we will be working more closely with Probation so that our agencies can collaboratively and effectively support our youth. TCDSS and Probation staff met in June 2015 to discuss providing joint response on referrals.

Promoting Safe and Stable Families(PSSF)

In previous years, the County has kept this funding component in house to be used for our CWS Social Services Aide charged with the role of encouraging adoption from foster care and supporting families who are or have adopted from foster care. We continue to keep this component in-house with a majority of the funding used to directly support events and training for adoptive homes and adoption partners. Our new Adoption Supervisor started in January 2015 and working closely with the Foster and Kinship Care Education Program has placed a strong focus on providing additional training, support and family networking activities this year. The adoptions team has offered 70 hours of extended training on topics such as Embracing Our Adopted Children and A New Perspective on Adoptions. In addition to bringing more training to adoptive families in Tehama County, support

events such as respite night and monthly support group workshops have been carefully selected with the intent to help families with day to day coping skills, allow networking with other families within the adoptive community, and bring adopted children together so they know they are not alone.

The Community –Based Family Support Services through PSSF will begin advocating and promoting FFT to post-adoptive families and reunified (aftercare) CWS families. We are optimistic that this will lead to the desired outcome of reducing the recurrence of child maltreatment and re-entry rates following reunification. As Tehama County is a small county, and given that data is entered into the CWS/CMS system correctly, it will only take 2 less recurrences of maltreatment to reach compliance in the S1.1 (No Recurrence of Maltreatment) measure.

Child Abuse Prevention, Intervention, and Treatment (CAPIT)

FFT is a short-term, high quality intervention program with an average of 12 sessions over a 3-5 month period. Services are conducted in both clinic and home settings and can be provided in a variety of settings including schools, child welfare facilities, probation and parole offices/aftercare systems and mental health facilities. FFT has proven to be successful in preventing families from having a new case opened and having children removed from the home. In Tehama County we see positive outcomes in measure C1.3 (Reunification Within 12 Months (Entry Cohort)). In the CWS/CMS 2014 Quarter 4 data extract our most recent performance is at 49.2% which is above the national standard goal of 48.4%. Currently in SafeMeasures for the period of 10/01/13 – 03/31/14 the percentage of children who were reunified within 12 months of their removal from the home is at 51.1%. We have consistently performed well in this measure and have provided advice and support to counties through the PQCR process when asked. We have been examining this positive outcome of the C1.3 measurement more closely as it may have a direct correlation on the negative outcomes we have been seeing on measures S1.1 (No Recurrence of Maltreatment) and our continuous struggle to meet the national goal for C1.4 (Reentry Following Reunification (Exit Cohort)).

Community-Based Child Abuse Prevention Program (CBCAP)

Services provided with our CBCAP funding have changed slightly beginning with the 15/16 fiscal year. The original SIP reported that our Differential Response(DR) Partnership was intended for Path 1 and 2 referrals with domestic violence as an issue. The new contract is not domestic violence specific only.

Safety Organized Practice Update

Tehama County CWS began implementation of SOP back in 2011. Since then, the team has been through countless coaching sessions with Brad Seiser from UC Davis to strengthen their skills in using the tools of SOP.

SOP focuses on keeping children safe within the family system. It uses a variety of evidence-informed practices which includes:

- Group supervision,
- Signs of Safety,
- Motivational Interviewing, and
- Solution-focused treatment.

In March 2015, we offered SOP training to the stakeholders. There were approximately 30 attendees comprised of TCDSS employees and stakeholders. All CWS staff have also received the FTM facilitation training.

Foster Parent Recruitment

In September 2013, foster parent recruitment became a priority as the number of foster homes had been declining in recent years. Our Juvenile Division Judge joined members of the CWS Placement Support Team to create a presentation to present at local service organizations and community groups to spread the word about the need for loving foster homes in Tehama County. There is also an emphasis placed on the need for relative and NREFMs to step forward when a child they know has been taken out of their home due to abuse and/or neglect.

In October 2014, we contracted the services of a Foster Parent Liaison. The goals of this position are to

- Improve the working relationship between Tehama County licensed foster family homes and Tehama County CWS;
- Establish a strong continuity of open communication between the CWS and foster parents/children within the system; and
- Increase level of support to newly licensed foster parents to promote retention of foster family homes and reduce placement disruptions

Through the liaisons efforts we have retained current foster family homes and have added 6 new homes. Tehama County currently has 50 licensed foster family homes.

Blue Ribbon Commission: Foster Parent/Foster Youth Committee

Tehama County has initiated a bi-annual meeting which includes participation from the judge, foster parents, California Youth Connection youth and community partners to discuss additional needs or areas for concern within our agency program. Through these discussions we determined a need in our recruitment and retention of foster families. We organized several community recruitment presentations led by our juvenile court judge and our placement support team. We hired a Foster

Parent Liaison. Feedback we have received from foster parents in response to the Liaison's coordination and support has been very positive and we will be continuing these services. We needed to also focus on the participation within our California Youth Connection program. A large concern for youth not attending was the inconvenience of the meeting location. We have been able to acquire a more convenient meeting space that has increased our participation levels.

OUTCOME MEASURES NOT MEETING STATE/NATIONAL GOALS

CWS CFSR Measure C1.4

Reentry Following Reunification (Exit Cohort)

In the 2013 and 2014 SIP Update, the county reported not meeting the national goal for Measure C1.4 (Reentry Following Reunification (Exit Cohort)). Tehama County continues to underperform in measure C1.4; however, there has been a large amount of improvement. In August 2014, the county reported that between April 1, 2012 and March 31, 2013, 24 out of 109 children, or 22%, reentered care within 12 months of being reunified. According to the Berkeley Dynamic Reporting System, between April 1, 2013 and March 31, 2014, 11 out of 79 children, or 13.9% reentered care within 12 months of being reunified. This is an improvement percentage of 8.1%.

The national goal is 9.9%, which has not been met by Tehama County since 2008. Although the CWS/CMS 2014 Quarter 4 data extract reported Tehama County's percentage at 22.7% the most recent data from the CWS/CMS 2015 Quarter 1 data extract calculates our percentage at 13.9% as noted above.

CWS leadership has been monitoring this measure closely. We have noticed that when we have positive outcomes in C1.3 (Reunification within 12 months (Entry Cohort)) there seems to be a direct correlation between having negative effects in this outcome measure C1.4; (more children re-entering after reunification) and in S1.1 (a higher number of children having a recurrence of maltreatment). We referenced the Berkeley Dynamic Reporting System and looked at the most recent reporting period of time for the C1.4 (Reentry Following Reunification (Exit Cohort)), C1.3 (Reunification within 12 months (Entry Cohort)), and S1.1 (No Recurrence of Maltreatment) measure. As the C1.3 (Reunification within 12 months (Entry Cohort)) has performed less positively at 48.9%, the C1.4 (Reentry Following Reunification (Exit Cohort)) measure has improved significantly to 13.9% and the S1.1 (No Recurrence of Maltreatment) also showed improvement to 89.6%. In looking at client level data, the children who are in care for 12 months or less and are subsequently returned home are more likely to re-enter the system within the following 12-month period and experience a recurrence of maltreatment than those who are in care for 12 months and longer. This is something that supervisors will continue to monitor with staff when looking at returning children home. They need to ensure that the parents have had enough time to make changes that are sustainable to avoid having their children re-enter care.

We are hoping with the new fiscal year and new service contracts being developed that we will see improvements in not only this SIP measure but in our no recurrence of maltreatment measure also; while still remaining at or above the national standard of 48.4% in reunification within 12 months the entry cohort. FFT continues to deliver positive outcomes in many of our families we are anticipating these outcome measures will begin to show improvement.

CWS CFSR Measure 2B-2

Timely Response 10-Day Response Compliance

Tehama County CWS has not met the national goal of 90% for Measure 2B 10-day Timely Response compliance, but with the upcoming staffing changes, the hope is to bring this performance up to standard. This measure continues to be a primary focus with CWS Leadership and strategies for improvement are discussed regularly.

CWS Measure 2F

Timely Monthly Caseworker Out-of-Home Visits

Since 2010, Tehama County has only met the national goal of 90% for Measure 2F (Timely Monthly Caseworker Out-of-Home Visits) in 3 reporting periods. See the table extract from SafeMeasures below:

Measure 2F - Timely Monthly Caseworker Out-of-Home Visits

County: Tehama

Includes: All children in an open placement episode for at least one whole calendar month between 04/01/2014 and 03/31/2015.

Filter: None

Subset: None

Reporting Period	Percentage	Cases	Contacts Made	Contacts Required
04/01/2014 - 03/31/2015	85.30%	289	1762	2065
01/01/2014 - 12/31/2014	88.30%	261	1742	1972
10/01/2013 - 09/30/2014	90.60%	263	1775	1960
07/01/2013 - 06/30/2014	92.20%	256	1760	1909
04/01/2013 - 03/31/2014	91.10%	242	1618	1776
01/01/2013 - 12/31/2013	89.40%	247	1537	1720
10/01/2012 - 09/30/2013	86.80%	227	1438	1656
07/01/2012 - 06/30/2013	84.50%	229	1390	1645
04/01/2012 - 03/31/2013	81.80%	239	1337	1634
01/01/2012 - 12/31/2012	81.40%	252	1338	1643
10/01/2011 - 09/30/2012	80.70%	252	1328	1646
07/01/2011 - 06/30/2012	80%	255	1382	1728
04/01/2011 - 03/31/2012	79.80%	237	1437	1801
01/01/2011 - 12/31/2011	78.30%	253	1476	1886
10/01/2010 - 09/30/2011	78.60%	251	1515	1928
07/01/2010 - 06/30/2011	76%	252	1451	1909
04/01/2010 - 03/31/2011	76.90%	241	1389	1806
01/01/2010 - 12/31/2010	75.80%	248	1377	1817

Extract Date: 06/05/2015 Analysis Date: 06/06/2015

[Children's Research Center SafeMeasures® Data. Tehama County, Measure 2F – Timely Monthly Caseworker Out-of-Home Visits January 2010 through March 2015. Extracted 06/30/2015 from Children's Research Center Website. URL: https://www.safemeasures.org/ca/](https://www.safemeasures.org/ca/)

The CWS Leadership team continues to discuss the importance of meeting the National Standard of 90% in this measure. The bigger picture is not only about the outcomes that are reported, but more importantly the importance of ensuring that all children are contacted as noted in All County Letter(ACL) No. 13-13 and in accordance with The Act of 2006 (PL 109-288) to require that children placed in foster care under the state’s care be visited by their social worker each and every month. Performing the monthly visits that are required of social workers is critical for ensuring the safety of children and the well-being of families.

Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Sandoval, A., Yee, H., Mason, F., Benton, C., Pixton, E., Lou, C., Peng, C., King, B., & Lawson, J. (2014). *CCWIP reports*. Retrieved 7/10/2014, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

Children’s Research Center SafeMeasures® Data. Tehama County, Measure 2F – Timely Monthly Caseworker Out-of-Home Visits January 2010 through March 2015. Extracted 06/30/2015 from Children’s Research Center Website. URL: <https://www.safemeasures.org/ca/>

STATE AND FEDERALLY MANDATED CHILD WELFARE/PROBATION INITIATIVES

Core Practice Model Implementation & Katie A. (Mental Health Services to Children)

Child Welfare joined the Tehama County Department of Health Care Services staff in August of 2013 for the California External Quality Review of the 2013/2014 Tehama County Mental Health Plan. CWS staff joined the Katie A. Implementation session to discuss progress in connecting Katie A. Class and Subclass members to critical mental health services. CWS and MH staff continues to participate in the supportive conference calls and meet to discuss and revisit the progress of ensuring that all children receive the mental health services that they need. An implementation guide, screening tool and subclass eligibility form have been created and are being used to ensure consistency in the process. Since the implementation of the Katie A process, Tehama County CWS and MH have coordinated efforts in submitting a screening tool for all new youth who escalate to a case to determine if an assessment is needed upon entering our system. This determination is reinitiated should a child demonstrate behavior changes or on a yearly basis, whichever occurs first.

There is also a weekly meeting with the CWS Placement Social Worker and Supervisor and mental health supervisors to review all children in group homes to review services.

All referrals for assessment are filtered through a CWS clerical support staff that coordinates with mental health staff to schedule assessments when a child is identified as needing mental health services and is not currently receiving them.

New to the Katie A process is the coordination and delivery of Child and Family Team (CFT) Meetings which are scheduled within 3 weeks of an assessment being completed and reviewed to meet the Katie A Subclass criteria of having an open Child Welfare case, meeting medical necessity determined through the screening tool and having active Medi-Cal. The CFT's are coordinated and scheduled on a monthly basis, if possible, directly following the first scheduled CFT. Youth and families are encouraged to invite the individuals they would like to have at their meeting in addition to having a licensed clinician and their assigned Social Worker or Social Services Aide. If the assigned Social Worker is not available, another representative from CWS is selected to attend.

Foster Youth Credit Reports (California Senate Bill No. 1521)

California Senate Bill No. 1521 (Chapter 847, Statutes of 2012) amends Welfare and Institutions Code 10618.6 and requires County Welfare and Probation Departments to request credit reports annually

for youth in foster care ages 16 and 17. Tehama County CWS has elected to participate in the CDSS electronic batch process. The agency has established electronic accounts with all three credit reporting agencies: Equifax, TransUnion, and Experian for the purpose of requesting credit reports for foster youth as directed by CDSS in All County Letter 14-23. The CWS analyst checks the Child Welfare Data County extranet site regularly as a new batch file is released to reflect which youth have a credit history. Full reports are then requested and provided to the youth's social worker to review and resolve any inaccuracies if necessary. Non-Minor Dependents are being assisted by their on-going social worker and by Tehama County's Independent Living Program to request their credit report and resolve inaccuracies as necessary. A policy and procedure was completed in August 2014 and has been made available to all CWS staff on the TCDSS intranet.

Reassessing Youth in Group Homes (Assembly Bill 74)

Tehama County typically averages about five (5) youth in group home care during a month. There has been a conscious effort to make group homes the very last placement resort after all other options or interventions have been exhausted. The CWS analyst checks SafeMeasures on a weekly basis to see if there are any youth that require a 60-day reassessment (per ACL 13-87) and the analyst keeps a running spreadsheet to track the ages of youth and how long they have been in group care within the current placement episode. When youth are identified as needing an assessment, the analyst works with the social worker and their supervisor to ensure that the reassessment is conducted and documented in the case and in CWS/CMS.

Approved Relative Caregiver (ARC)

Tehama County has recently opted into the ARC Funding Option Program which was enacted by Senate Bill 865 effective to begin payments on July 1, 2015 in accordance with ACIN I-42-14, ACL 15-20, ACL 14-89, and CFL 14/15-45. This option will make the amount paid to an approved relative caregiver for the care and supervision of a child under the jurisdiction of the California juvenile court, and who is ineligible for AFDC-FC, equal to the basic foster care rate that is paid on behalf of federally eligible children. We are encouraged by this program that it may help us improve on measure 4B - 1 (Least Restrictive Entries First Placement: Relative) by giving relatives increased income incentives than previously offered. As of 7/1/14, we had three children eligible to the ARC program. We are currently in the process to confirm that base caseload amount for the true-up submission due August 28, 2015.

CWS Case Reviews

Tehama County has recently hired a Social Worker Supervisor I who will promote on September 1, 2015 to begin implementation of CWS Case Reviews as discussed in ACIN I-40-14, ACL 14-84 and ACL 15-34. As part of the continuous quality improvement project that seeks to improve states quality assurance practices counties will be required to review a proportionate number of cases that will be

determined by the combined caseload of the child welfare agency and probation. It is expected that Tehama County will need to complete approximately 50 case reviews annually; 4 of which will be probation cases. As newly hired probation staff continue to be trained and transitioned into their roles, CWS will review the probation cases. As CWS and Probation staff become familiar with the process, Tehama County will look into having probation staff attend case review training to assist with review and quality assurance to encourage a collaborative and best practice approach with our overall case management processes.

ATTACHMENTS

FIVE YEAR SIP CHART

Priority Outcome Measure or Systemic Factor: CWS: CFSR Measure S1.1 No Recurrence of Maltreatment. Of all children who were victims of a substantiated maltreatment allegation during the first 6 months of the year, what percent were not victims of another substantiated allegation within the next 6-month period?

National Standard: 94.6%

Current Performance: According to data retrieved from the UC Berkeley Dynamic Reporting System from 1/1/14 through 6/30/2014 (2014 Quarter 4 extract), Tehama County's no recurrence of maltreatment rate was 88.9%. This data reflects that twelve (12) out of 108 children were maltreated within six months of having a substantiated referral.

Target Improvement Goal: Tehama County will improve performance on this measure from 87.5% to 90% by January 20, 2014. Tehama County will increase 1.6% more each subsequent year of the plan to attain a 94.6% quarterly average by June 20, 2017.

Priority Outcome Measure or Systemic Factor: CWS: CFSR Measure 2B-2 Timely Response, Emergency Response 10-Day compliance

National Standard: 90%

Current Performance: According to the data from the UC Berkeley Dynamic Reporting System from 10/01/14 through 12/31/2014 (2014 Quarter 4 extract), of the 82 referrals assigned for 10-day response, 63 were completed within the 10-day requirement. This is a 76.8% completion of timely 10-day responses.

Target Improvement Goal: Tehama County will improve performance on this measure from 76.9% to 84% by June 20, 2014. With subsequent annual increases of 2%, 2%, 1%, and 1%, Tehama County will attain a 90% quarterly average by June 20, 2017.

Priority Outcome Measure or Systemic Factor: CWS: CFSR Measure 4B-1 Least Restrictive (Entries First Placement: Relative) The level of restrictiveness of a foster care placement reflects the extent to which the placement provides and supports normalized daily living activities for children in a community-based, family setting.

National Standard: N/A

Current Performance: According to the data from the UC Berkeley Dynamic Reporting System from 01/01/2014 through 12/31/2014 (2014 Quarter 4 extract), 10 out of 136 of children were placed with kin for their first placement. This is 7.4% of children being placed in the least restrictive placement at entry.

Target Improvement Goal: Tehama County will improve performance on this measure from 13.7% to 24% by March 20, 2014. Tehama County will increase 1% more each subsequent year of the plan to attain a 27% quarterly average by June 20, 2017.

Priority Outcome Measure or Systemic Factor: Probation: 8A Completed High School or Equivalency; Obtained Employment; Have Housing Arrangements; Received ILP Services; Permanency Connection with an Adult

National Standard: N/A

Current Performance: The Tehama County Probation Department continues to improve its data collection regarding measurement 8A. The department has received training as planned since the 5-year plan for the SIP came into effect. The department found that data was not being recorded into the CWS/CMS system correctly. We have trained new support staff and exposed current staff to the issues and importance of ensuring our data is recorded. We have reviewed and entered data for quarters 2012 and 2013, which showed data for youth completing high school or equivalency, having housing arrangements, receiving ILP services, and receiving permanency connection with an adult. This is an obvious improvement from past years.

Target Improvement Goal: After establishing a baseline, Probation will increase the percentage of youth completing or receiving the following services and/or milestones from 0% to 5% by 2017:

1. Completing High School or Equivalency
2. Obtaining Employment
3. Having Housing Arrangements
4. Receiving ILP services
5. Receiving Permanency Connection with an Adult

This goal will be supplemented by improved data collection and tracking, coinciding with the rollout of a new case management system.

Strategy 1: CWS: Increase the use of Safety Organized Practice (SOP)	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): S1.1 No Recurrence of Maltreatment. Of all children who were victims of a substantiated maltreatment allegation during the first 6 months of the year, what percent were not victims of another substantiated allegation within the next 6-month period.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Continued SOP training for workers to help with keeping focus on safety.	January 2013 – Ongoing	Supervisors, Social Workers, & Program Manager
B. Consistent supervision of cases to ensure that safety threats have been fully addressed.	January 2013 – Ongoing	Social Workers & Supervisors
C. Use of SOP tools with families to develop natural supports and community partners so they have resources prior to transitioning from institutional supports.	March 2013 - Ongoing	Social Workers
D. Educate community partners regarding SOP to develop a clear understanding of the safety issues.	August 2013 - Ongoing	Social Workers & Supervisors
E. Supervisors will ensure consistent supervision of the use of SOP amongst workers. Expectations will include the use of the following: <ul style="list-style-type: none"> • Family Tree or Genogram to show family finding efforts; • FTMs for all in-custodies (safety plan/four quadrants or SOP Framework should be drafted/used during meeting) ; • FTMs should be completed prior to disposition depending on age of child and family circumstances; • Safety Circles or some other tool to identify family support networks; • The 3 Houses or some other way to incorporate the child’s voice; 	March 2015- Ongoing (Added 2015)	Supervisors & Program Manager

<ul style="list-style-type: none"> • Use of SOP is discussed during one-on-ones and during case staffing. 		
F. Practice using SOP framework as case staffing exercise during unit meetings.	November 2014-Ongoing (Added 2015)	Social Workers & Supervisors

Strategy 2: Surround children and families with support so there is no recurrence of maltreatment	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): S1.1 No Recurrence of Maltreatment. Of all children who were victims of a substantiated maltreatment allegation during the first 6 months of the year, what percent were not victims of another substantiated allegation within the next 6-month period.
	<input type="checkbox"/> CBCAP	
	<input checked="" type="checkbox"/> PSSF	
	<input type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Consistent referrals to community partners for FFT prior to reunification or adoption, and during family maintenance for stabilization.	January 2013 – Ongoing	Social Workers & Supervisors
B. Consistent referrals to community partners for FFT for families that have successfully reunified, but may need services to prevent recurrence of maltreatment.	January 2013 – Ongoing	Social Workers & Supervisors
C. Wraparound program referrals will pair families with a Parent Partner, to enhance stabilization during the transition from institutional supports to natural supports when reunifying.	January 2013 – Ongoing	Social Workers & Supervisors
D. Timely and consistent monthly visits to the family to ensure safety of child at time of reunification.	May 2013 – Ongoing	Community Partners, Social Workers, Supervisors, & Program Manager
E. Utilize Safe Measures to monitor timeliness of monthly Social Worker visits.	January 2013 – Ongoing	Supervisors
F. Require Social Workers to work with the parents to identify a family safety network while developing a Case Plan. At minimum, the 3 Circles/support network will be used with families. Incorporate participatory case planning. Every case plan will contain components of the family safety network.	September 2013 - Ongoing	Social Workers , Parents, & Supervisors (added 2015)
G. Evaluate results of strategy to determine whether No Recurrence of Maltreatment measure has improved.	June 2013 - Annually	Analyst

Strategy 3: CWS: Implement use of Safe Measures tool on a regular basis	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 2B-2 Timely Response, Emergency Response 10-Day compliance
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. CWS Management Team will be trained in the use of Safe Measures.	December 2012-March 2013 <i>Completed</i>	Program Manager to arrange
B. Develop guide on which measures should be reviewed regularly.	April 2013 October 2013 <i>Completed</i>	Program Manager, Supervisors, & Analyst
C. CWS Management Team will complete the intensive Supervisory Effectiveness Program training series.	September 2012 - April 2013 <i>Completed</i>	Program Manager & Supervisors
D. Ongoing Supervision will include Safe Measures review with Social Workers.	April 2013 - Ongoing	Supervisors
E. Safe Measures will be reviewed by Supervisors and Program Manager during meetings.	April 2013 - Ongoing	Program Manager
F. Evaluate impact of Safe Measures on timely response for 10-day referrals. Coordinate with OAB consultant on a quarterly basis to develop additional ongoing strategies to increase timely response.	June 2013 - Quarterly	Analyst
G. Review SIP goals at least once annually with staff.	January 2015-Ongoing (Added 2015)	Analyst, Program Manager, & Supervisors

Strategy 4: CWS: Improve timely response.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 2B-2 Timely Response, Emergency Response 10-Day compliance
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Develop a guide for necessary information to include on referrals and timelines.	March 2013 – May 2013 September 2013 – November 2013 Completed	Program Manager, Supervisors, & Analyst
B. Develop a policy to include timeframe for response time and entering contact information in CWS/CMS.	March 2013 – May 2013 September 2013 – November 2013 August 2014 – November 2014 In progress Completed	Program Manager, Supervisors, & Analyst
C. Implement policy for Social Workers to respond timely and enter contact information in CWS/CMS within 48 72 hours of contact.	May 2013 Completed (June 2015)	Supervisors
D. Monitoring of caseload during monthly supervision.	May 2013 - Ongoing	Supervisors & Social Workers
E. Evaluate results of strategy by assessing if timely responses have increased.	January 2014 – Annual	Analyst

Strategy 5: Increase relative placements	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 4B-1 Least Restrictive (Entries First Placement: Relative) The level of restrictiveness of a foster care placement reflects the extent to which the placement provides and supports normalized daily living activities for children in a community-based, family setting.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Continue to use LexisNexis family search database to locate and connect with families on behalf of clients	January 2013 - Ongoing	Placement Team
B. Social Worker to request family member names and contact information from clients during investigation.	January 2013 - Ongoing	Social Workers
C. Develop a form for Supervisor to sign off showing that possible family has been searched for & FTMs are scheduled on all in-custodies.	June 2013 – September 2013 September 30, 2014 In Progress Completed	Program Manager, Supervisors, & Analyst
D. Implement form and ensure that Imminent Risk of Removal TDMs or FTMs are arranged at time of investigation.	October 2013 - Ongoing	Supervisors, Social Workers, & Placement Team
E. Provide transportation services for children to enhance placement stability by allowing them to maintain their same routines and connections	February 2013 - Ongoing	Program Manager & Supervisors to arrange
F. Evaluate results of strategy by assessing whether placements have increased significantly since implementation	March 2014 – Annual	Analyst
G. Approved Relative Caregiver (ARC) Opt – In effective 7/1/15 (No retroactive payments)	July 2015 - Ongoing	Placement Team, Eligibility Workers