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# California - Child and Family Services Review Signature Sheet

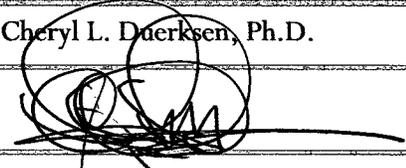
## System Improvement Plan Progress Report

County	Tulare
SIP Period Plan Dates	January 15, 2012 – December 15, 2016
Outcome Data Period	March 31, 2015 (Quarter 1-2015) & June 30, 2015 (Quarter 2-2015)
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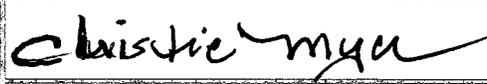
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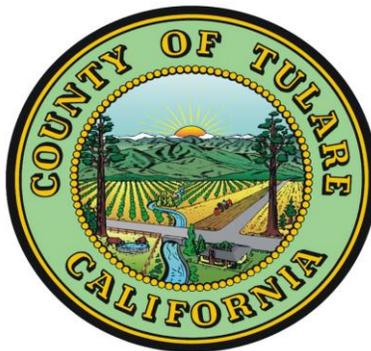
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California Child and Family Services Review

# California Child and Family Services Review

## Annual SIP Progress Report

JANUARY 1, 2015-DECEMBER 31, 2015



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# Purpose of the SIP Progress Report

## PURPOSE

Each year following the completion of the Tulare County System Improvement Plan (SIP) Tulare County will submit an annual SIP Progress Report to the California Department of Social Services (CDSS), developed jointly by Child Welfare Services (CWS) and Probation, in collaboration with stakeholders. The progress report provides a written analysis of current federal and state outcome data performance measures, since the beginning of the five-year SIP period, to determine if the SIP continues to accurately reflect current needs in the county. The report provides the stakeholders and CDSS with the progress of the SIP strategies, including an analysis of strengths and barriers encountered during the implementation process.

Tulare County will evaluate and report progress on the SIP on an annual basis. The progress report will identify areas where outcomes are improved, discuss ineffective strategies, and add new strategies and/or new areas of focus, as necessary, to support continuous quality improvement across the five-year SIP period.

# SIP Progress Narrative

## INTRODUCTION

Tulare County's 2015 SIP Progress Report is the fourth progress report that includes the current status of the implementation of strategies contained in the 2012-2016 Integrated SIP.

Implementation of Tulare County's SIP strategies follows California's Child and Family Services Review's (C-CFSR) philosophy of providing continuous quality improvement, interagency partnerships, community involvement, and public reporting of program outcomes. This progress report identifies Tulare County's successfully improved outcomes, discusses ineffective strategies, and adds new outcome areas as needed to keep up with promising practices and the changing landscape of Child Welfare Services and Probation. A new Federal Register notice (79 FR 61241) was issued to CDSS that indicates the data outcome measures would change to support continuous quality improvement. The previous seventeen federal data outcome measures were changed to a total of seven new data outcome measures. The new federal outcome measures are incorporated into our 2015 SIP Progress Report in addition to the previous outcome measures Tulare County selected as the 2012-2016 SIP focus areas. This progress report includes narrative and data from the old federal outcome measures and data from the new federal outcome measures.

## STAKEHOLDERS PARTICIPATION

This annual 2015 SIP progress report includes contributions of many CWS and Probation stakeholders and community members who participated in planning, implementing, and monitoring the county's 2012-2016 SIP strategies and milestones. Participating members include:

- Tulare County Child Protection Planning Committee (CPPC)
- Tulare County Juvenile Court
- Tulare County Mental Health Staff
- Tulare County Alcohol and Other Drug Staff
- Tulare County TulareWORKS Staff
- Tulare County Office of Education
- Foster Family Agencies (FFA)
- Community-Based Organizations
- Court Appointed Special Advocates of Tulare County (CASA)
- Foster Parents
- Biological Families

The CPPC is the main meeting forum that a majority of the stakeholders attend. At these meetings CWS and Probation engage the stakeholders and provide monthly and quarterly SIP progress reports. One helpful report provided quarterly is the Outcome and Accountability Data Summary Report that graphs out progress towards meeting our SIP goals. On June 4, 2015 Tulare County's CDSS representative and OCAP representative attended the CPPC meeting and presented an overview of the California-Child and Family Services Review process to assist with planning for Tulare County's 2016 Peer Review and County Self-Assessment. During calendar year 2015, CPPC met on the following dates.

- March 5, 2015
- May 7, 2015
- June 4, 2015
- July 2, 2015
- September 3, 2015
- November 5, 2015

The FFAs do not attend the CPPC since there is a quarterly FFA/CWS meeting where they are kept apprised of SIP progress, especially in regards to permanency and placement stability measures. At this meeting services to children and families are discussed and open communication and transparency are forefront in our daily business processes. The dates of this meeting include:

- Feb 12
- May 14
- Aug 13
- Nov 12

Each of the stakeholders listed above attended a variety of additional meetings during calendar year 2015 that are discussed in more detail throughout this 2015 SIP Progress Report.

## **CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS**

Tulare County selected four (4) outcome measures for CWS and two (2) outcome measures for Probation in the 2012-2016 SIP as areas of focus. These measures include:

For CWS:

- Reunification-two (2) outcome measures

- Long-Term Care-one (1) outcome measure
- Placement Stability-one (1) outcome measure

For Probation:

- Reunification-one (1) outcome measure
- Long-Term Care-one (1) outcome measure

## **CWS CURRENT PERFORMANCE**

CWS will discuss current performance of the county’s outcome data and provide a brief analysis of the obstacles, systemic issues, and environmental conditions that may be contributing to outcome improvement or decline. Tulare County’s five-year SIP focuses on two (2) measures in Reunification (C1.1 and C1.4), one (1) measure in Long-Term Care (C3.3), and one (1) measure in Placement Stability (C4.3) for CWS. The county’s outcome data is based on the most recent official data source that is the University of California, Berkeley’s CWS Outcomes System Summary data from Quarter 1, 2015 (March 31, 2015) in comparison to the baseline data used in the County’s Self-Assessment (CSA) Quarter 3, 2010 (September 30, 2010). As part of the continuous quality improvement (CQI) the federal CFSR data measures were replaced effective with the Quarter 2, 2015 (June 30, 2015) University of California, Berkeley’s CWS Outcomes System Summary data report.

### **Reunification Measures:**

CWS is focusing on two (2) measures in the Reunification Measure: Reunification within Twelve (12) months (C1.1) and Re-entry Following Reunification (C1.4).

- Reunification Within Twelve (12) Months (Exit Cohort)-Measure C1.1: CWS’ score for the quarterly period ending March 31, 2015 (Q1-2015) was 70.9%. The quarterly score ending on September 30, 2010 was 61.7%.
  - An analysis of the data shows an increase (9.2%) for children who reunified with their families within twelve months of entering foster care. This increase is an improvement for this outcome measure compared to September 2010 (CSA reporting period, Q3-2010). This measure is below the National Standard rate of greater than 75.2% but surpassed the state’s most recent performance rate (Q1-2015) of 62.8%.
  - The revised federal outcome measures will report data based on an entry cohort versus the current data which is based on an exit cohort. The federal outcome measure C1.1/C1.2/C1.3 was replaced with the new data measure 3-P1: Permanency in 12 months (entering FC).
    - The data for 3-P1 shows CWS’ score for the quarterly period ending June 30, 2015 (Q2-2015) was 38.0%. This measure is below the National Standard rate of greater than 40.5% but surpassed the state’s most recent performance rate (Q2-2015) of 36.3%.
  - Contributing factors include:
    - Parent participation with Case Plan Development Staffings and Family Engagement Staffings declined by 2% compared to last reporting period of 2014.
    - Adding parent partners to support parents who attend the staffings increased understanding of the process for the parents and families.
    - Staff turnover, high caseloads per worker, and training of new staff negatively impacted this measure.

- The current Tulare County Juvenile Court Officers advocate for the return of the child to their parent if safety factors are in place and it is in the best interest of the child but it is not the recommendation of the social worker when risk is high, even with the safety factors in place.
  - The current Tulare County Juvenile Court Officers negatively impact this measure by periodically continuing and setting the date of the hearing beyond the national standards of reunifying within 12 months.
- Re-entry Following Reunification (Exit Cohort)-Measure C1.4: CWS' score for the quarterly period ending March 31, 2015 (Q1-2015) was 9.8%. The quarterly score ending on September 30, 2010 was 24.2%.
    - An analysis of the data shows a decrease (14.4%) in the number of children who re-entered foster care following reunification compared to September 2010 (CSA reporting period, Q3-2010). This decrease is an improvement for this outcome measure and surpassed the National Standard rate of less than 9.9% by .1%. This measure also surpassed the state's most recent performance rate (Q1-2015) of 12.0%.
    - The revised federal outcome measures will report data based on an entry cohort versus the current data which is based on an exit cohort. The federal outcome measure C1.4 was replaced with the new data measure 3-P4: Re-Entry to Foster Care in 12 Months.
      - The data for 3-P4 shows CWS' score for the quarterly period ending June 30, 2015 (Q2-2015) was 5.8%. This measure surpassed the National Standard rate of less than 8.3% and surpassed the state's most recent performance rate (Q2-2015) of 11.4%.
    - Contributing factors include:
      - CWS provides more evidence-based, in-home parent education services such as Safe Care and Parenting Wisely to families who are reunifying.
      - CWS staff consistently refers reunifying families to Family Resource Centers (FRC) and other community agencies for services to help alleviate child abuse and/or neglect and to help facilitate reunification.
      - The implementation of the Family Transitional Support Services (FTSS) Program with the FRCs to assist in the stabilization of families. This program was implemented to prevent children from re-entering foster care by providing additional case management and/or supportive services following reunification.
      - The implementation of Team Decision Making (TDM) meetings throughout the life of a case in an effort to optimize placement stability and family engagement. A TDM meeting is held prior to a child going home as this is a placement change.
      - The consistent use of the Structured Decision Making (SDM) Reunification Assessment Tool to assess the family for safety concerns and risk concerns prior to a decision being made of reunification.

**Long-Term Care Measure:**

CWS is focusing on one (1) outcome measure in the Long-Term Care Measure: In Care Three (3) Years or Longer (C3.3).

- In Care Three (3) Years or Longer (Emancipated/Age 18)-Measure C3.3: CWS' score for the quarterly period ending March 31, 2015 (Q1-2015) was 52.4%. The quarterly score ending on September 30, 2010 was 45.5%.
  - An analysis of the data shows an increase (6.9%) of children in care for longer than three (3) years when they turned 18 years old in foster care (or emancipated at an earlier age and left foster care and the dependency system). This increase is a decline

for this outcome measure and does not meet the National Standard rate of less than 37.5%.

- o The revised federal outcome measures will report data based on an entry cohort versus the current data which is based on an exit cohort. The federal outcome measure C3.3 was replaced with the new data measure 3-P3: Permanency in 12 Months (in care 24 months or longer).
  - The data for 3-P3 shows CWS' score for the quarterly period ending June 30, 2015 (Q2-2015) was 37.5%. This measure surpassed the National Standard rate of greater than 30.3% and surpassed the state's most recent performance rate (Q2-2015) of 28.0%.
- o Contributing factors include:
  - CWS staff are overwhelmed with an influx of cases for this past reporting year (refer to CWS Barriers to Implementation, High Caseloads, page 23 of this report).
  - Foster parents are delaying permanency options so foster youth qualify for the Independent Living Program (ILP) and the Assembly Bill (AB) 12 Program.
  - CWS continues to conduct Team Decision Making (TDM) meetings for every placement change to encourage preserving placement and helping to improve family engagement.

### **Placement Stability Measure:**

CWS is focusing on one (1) outcome measure in the Placement Stability composite: At Least 24 Months in Care (C4.3).

- Placement Stability (At Least 24 Months In Care)-Measure C4.3: CWS' score for the quarterly period ending March 31, 2015 (Q1-2015) was 38.1%. The quarterly score ending on September 30, 2010 was 25.8%.
  - o An analysis of the data shows this increase (12.3%) is an improvement of the number of children placed in foster care at least 24 months that had two (2) or fewer placement changes compared to the CSA reporting period September 30, 2010 (Q3-2010). This measure has not met the National Standard rate of greater than 41.8%.
  - o The revised federal outcome measure will report data based on an entry cohort versus the current data which is based on an exit cohort. The federal outcome measure C4.3 was replaced with the new data measure 3-P5: Placement Stability.
    - The data for 3-P5 shows CWS' score for the quarterly period ending June 30, 2015 (Q2-2015) was at a rate of 5.47. This measure is above the National Standard rate of less than 4.12 by a rate of 1.35.
  - o Contributing factors include:
    - Staff turnover and training of new staff.
    - CWS continues to conduct TDM meetings for Seven-Day Removal Notices to support care providers.
    - CWS continues to expedite relative placement at point of detention and to place siblings together.
    - CWS continues to improve placement matching between a child and a foster family.
    - Improved mental health services including:
      - o Increased Multi-Interagency Team (MIT) meetings provided between Mental Health and CWS.
      - o Enhanced availability of Therapeutic Behavioral Services (TBS) and Wraparound Services to maintain children in their home and reduce placement changes, improve family connections, and further support reunification.

- Increased collaboration between CWS and Mental Health to screen for trauma and to identify children early that may need intensive mental/behavioral health services through the Intensive Care Coordination (ICC) Program (formerly known as the Katie A. Program).
- Some care providers and/or foster youth refuse to follow through with TBS and Wraparound services which impacts their placement.

## **PROBATION CURRENT PERFORMANCE**

Probation will discuss the county's outcome data and provide a brief analysis of the improvement or decline in outcomes and the underwriting factors of those fluctuations. Probation's five-year SIP focuses on two (2) measures in Reunification (3-P1 and 3-P2), and one (1) measure in Long-Term Care (3-P3). The county's outcome data is based on the University of California, Berkeley's Probation Outcomes System Summary data Quarter 1, (Q1-2015) in comparison to Quarter 3, (Q3-2010) dates April 1, 2014 through March 31, 2015.

### **Permanency Composite (3P) Measure:**

Probation is concentrating on two measures within the Reunification Composite: Permanency in 12 Months (reunification upon entering Foster Care) 3-P1 and Permanency in 12 Months (in care for 12-23 months) 3-P2.

- Permanency in 12 Months (entering foster care) – Measure 3-P1: Probation's score was 14.3% with two (2) youth out of fourteen (14) being reunified within twelve (12) months of entering foster care.
  - An analysis of the data shows this percentage is a direct result of the large numbers of sex offenders whose therapeutic needs require long term treatment.
- Permanency in 12 Months (in care 12-23 months) – Measure 3-P2: Probation's score was 40.0% with two (2) youth out of five (5) being reunified within twelve (12) to twenty-three (23) months.
  - An analysis of the data shows this percentage is a direct result of the Department focusing on reunification with biological family, encouraging family participation and family engagement in the youth's rehabilitation.
  - Contributing factors include:
    - Where reunification is not appropriate, the Department has focused on permanent planned placement with family members or preparation for extended foster care for those youth reaching the age of majority.
- Permanency in 12 Months (in care 24 months or more) – Measure 3-P3: Probation's score was 37.5% with three (3) youth out of eight (8) being reunified after twenty-four (24) months or more in care.
  - An analysis of the data shows this percentage is a direct result of the Department focusing on reunification with biological family, encouraging family participation and family engagement in the youth's rehabilitation.
  - Contributing factors include:
    - Where reunification is not appropriate, the Department has focused on permanent planned placement with family members or preparation for extended foster care for those youth reaching the age of majority.

## STRATEGIES STATUS

### CWS STRATEGIES AND MILESTONES STATUS

This section will provide a status of the strategies and milestones beginning January 2015 through December 2015 (the fourth progress report year) for each of the SIP Outcome Measures. Strategies and milestones reported as completed in the 2012, 2013, and 2014 SIP Progress Reports were removed from this 2015 progress report narrative. This status update will include any revisions and/or modifications with a brief explanation for the change, lessons learned, and successes encountered during this reporting period. This section will identify where assistance of CDSS may be needed and the addition of strategies and milestones to assist in achieving the goal(s).

#### **REUNIFICATION MEASURES-REUNIFICATION WITHIN TWELVE (12) MONTHS (C1.1) AND RE-ENTRY FOLLOWING REUNIFICATION (C1.4):**

There was an improvement in measure C1.1 of 9.2% and an improvement in measure C1.4 of 14.4% for the most recent reporting period March 31, 2015 (Q1-2015) compared to the CSA reporting period September 30, 2010 (Q3-2010). The outcome measure C1.1 of 70.9% did not meet the National Standard rate for C1.1 however C1.4 exceeded the National Standard rate of 9.9% by .1%. The federal outcome measures C1.1/C1.2/C1.3 changed to 3-P1: Permanency in 12 Months (Entering FC). The federal outcome measure C1.4 changed to 3-P4: Re-Entry to Foster Care in 12 Months. The new federal outcome measures are from the most recent reporting period June 30, 2015 (Q2-2015). The outcome measure 3-P1 of 38.0% did not meet the National Standard rate for 3-P1 however 3-P4 exceeded the National Standard rate of 8.3% by 2.5%. Additional data for these measures is reported in the first section entitled “CWS Current Performance” of this report. These measures should improve with the consistent application of the strategies and milestones in this section. Scheduled strategies and milestones include:

**Improvement Goal 1:** To increase the percentage of children who reunify within twelve (12) months by strengthening family-centered practice:

- **Strategy 1.1:** To increase the number and quality of case staffings that engage the parents, care providers, and the child (of appropriate age) in case planning.
  - **Milestone 1.1.4** (Jan 2014-Dec 2015): The case staffing process is evaluated for quality and for consistency in its implementation.  
*Status: This milestone is complete for Year 4 (Jan 2015-Dec 2015).*
  - **Milestone 1.1.5** (Jan 2014-Dec 2016): The case staffing process is evaluated for effectiveness in improving practice and modified as needed. Tulare County will use the Quarterly Outcome Reports and SafeMeasures® to measure and evaluate the impact of these strategies.  
*Status: This milestone is complete for Year 4 (Jan 2015-Dec 2015). This milestone is ongoing effective through the last reporting year.*

CWS continues to evaluate the case staffing process for quality and consistency through a survey provided to each participant at the Family Engagement Staffing and recorded in a tracking log kept by an administrative assistant and through a facilitator checklist utilized at each case staffing. The facilitator checklist for the Family Engagement Staffing continues to help provide consistency for each staffing. All Family Reunification (FR) and Family Maintenance (FM) cases go through the case staffing process. The Family Engagement Staffing is conducted 45-60 days post jurisdiction/disposition hearings and 45-60 days post

status review hearings. The Family Engagement Staffing includes CWS staff (social workers, nurses, and clinicians), families, care providers, community-based organizations (e.g., Family Resource Centers (FRC), Court Appointed Special Advocates (CASA), Parent Partners, Alcohol and other Drug Treatment and Prevention, and CalWORKS Linkages). The staffing is held regardless if the parent attends, although the objective is to engage the parents early on in their services and to keep them engaged throughout the case. The staffing discusses the parent's case plan, compliance/non-compliance, what other services/resources can assist the family, what barriers are contributing to non-compliance, and other issues not previously discussed. Other issues addressed at the Family Engagement Staffings include visitations, relative placement, and concurrent planning. If the parents are not in attendance, the aforementioned parties discuss the case and attempt to identify barriers the parents may be facing and possible resources for them. An Action Plan is sent to the family, social worker, and the social worker's supervisor with a summary of the staffing and if any action items were assigned to an individual. A survey is distributed to staff and parents regarding how they feel the staffing addressed the family's case plan. On average, 96.0% of the respondents had positive comments regarding the staffings. The data gleaned from the case staffing tracking log showed that in Year 2014 there was a 50% parent participation rate compared to Year 2015 where it dropped by 2% to 48% parent participation.

The Case Plan Development Staffing is conducted within the first days after the detention hearing. The Case Plan Development Staffing is an individualized staffing with the social worker and each parent. If the parent is not available after the detention hearing, the case plan will be reviewed with the parent as soon as possible when the parent is available. The purpose of the Case Plan Development Staffing is to identify what services are needed for the parent to reduce the risks which led to Child Welfare Services intervention. The objective of the staffing is to give the parents a voice in what they believe they need to help them maintain or secure a safe and nurturing home environment for their children.

No additional assistance is needed from DCSS to continue with implementing family-centered practice during this reporting period. Currently, no additional milestones are needed to achieve this strategy's goal(s) and there are no significant reductions in spending on programs identified in the SIP for this outcome measure to report. The measures C1.1/C1.2/C1.3 changed to 3-P1: Permanency in 12 Months (Entering FC).

- **Strategy 1.2:** To increase the consistent use of the SDM Reunification Assessment Tool:
  - Milestone 1.2.7 (Jan 2015-Dec 2016): Evaluate the effectiveness of practice in use of the SDM Reunification Assessment tool using SafeMeasures® and modify as needed.

*Status: This milestone is complete for Year 4 (Jan 2015-Dec 2015). This milestone is ongoing effective through the last reporting year.*

CWS continues to utilize the SafeMeasures® report to evaluate the effectiveness of practice in use of the SDM Reunification Assessment Tool. The SDM Reunification Assessment Tool assesses for safety concerns as a child moves through the foster care system. The social workers submit a printed copy of the SDM Reunification Assessment Tool to the supervisor with their draft court report, allowing the supervisor to review the tool and ensure the recommendation to the court is congruent with the SDM tool outcome.

SDM tools were revised to be more user-friendly and the new tools were released on November 1, 2015. Training and policy were developed to assist staff with this change. All staff are currently being trained and the old system is no longer available after the November 1<sup>st</sup> release.

No additional assistance is needed from DCSS with implementing this strategy and these milestones during this reporting period. Currently, no additional milestones are needed to achieve this strategy's goal(s) and there are no significant reductions in spending on programs identified in the SIP for this outcome measure to report. The measures C1.1/C1.2/C1.3 changed to 3-P1: Permanency in 12 Months (Entering FC).

- **Strategy 1.3:** To increase the use of the SDM Family Strengths and Needs Assessment and Reunification Assessment tools at the point of exit and consistently develop family exit plans for Family Maintenance and Family Reunification cases.
  - **Milestone 1.3.4** (Jan 2014-Dec 2016): The data reports and targeted case reviews will be used to establish a baseline of usage for family strengths and needs assessments and reunification assessments and the impact on re-entry. This information will be used to evaluate, measure, and modify policy and practice shifts to continue making improvements.
 

*Status: This milestone is complete for Year 4 (Jan 2015-Dec 2015). This milestone is ongoing effective through the last reporting year.*

This committee continues to work on improving the use of SDM overall to strengthen positive results. The following process was implemented to improve the SDM Family Strengths and Needs Assessment:

- The social worker will staff the case with their supervisor when SDM risk levels are low as the parent is "presenting well" but the social worker has the knowledge that the parent is not fully compliant with services so the risk level should be higher.
- The social worker will analyze the risk level of the child being returned to the parent when there are no intensive support services being provided such as wraparound services or intensive treatment services for both the child and the parent. These services provide an intensive, individualized case management process for youth with serious or complex needs to support reunification back to the family.
- The supervisor or manager will provide an in-depth assessment of the case when the SDM tool is measuring a moderate risk level prior to dismissal and will staff with the social worker what the safety plan is prior to dismissing.
- Data is extracted from SafeMeasures® to an Excel spreadsheet and provided to the manager to verify if there was a timely risk and safety assessment prior to case closure. The managers and supervisors are tasked with closely monitoring the completion of this tool from FR to FM or to PP through the monthly SafeMeasures® data report.
- The CWS Deputy Director will discuss the timeline issues with the bench officers and the impact of continuing hearings causing the reunification outcome measures to decrease.

CWS continues to utilize a SafeMeasures® report to evaluate the effectiveness of practice in the use of SDM. Managers and supervisors developed a report to use thirty days prior to each court hearing that outlines which SDM tool should be administered depending on the case disposition (risk re-assessment, family strengths & needs assessment, etc.). The compliance rate for the use of SDM tools during quarterly period ending June 30, 2014 (Q2-2014) was 82% versus the compliance rate during quarterly period ending June 30, 2015 (Q2-2015) which was 86%. Overall, for Year 2015, we had an 85% compliance rate with SDM tools which is an increase in compliance from Year 2014.

No additional assistance is needed from DCSS with implementing this strategy and these milestones during this reporting period. Currently, no additional milestones are needed to achieve this strategy's goal(s) and there are no significant reductions in spending on

programs identified in the SIP for this outcome measure to report. The measures C1.1/C1.2/C1.3 changed to 3-P1: Permanency in 12 Months (Entering FC).

**Improvement Goal 2:** To increase the number of children who reunify within twelve (12) months by improving the consistent use of concurrent planning.

- **Strategy 2.1:** To review and revise concurrent planning practice by updating policies and staff training to increase consistency and quality. Social workers will engage children, youth, and care providers in the concurrent planning process.
  - **Milestone 2.1.3** (Jan 2014-Dec 2015): The data reports and targeted case reviews will be used to monitor the concurrent planning model for children entering into the CWS system and for children in the CWS Permanent Placement caseload.

*Status: This milestone is complete for Year 4 (Jan 2015-Dec 2015).*

Concurrent planning is an evaluative process that begins at intake and extends through the entire continuum of the case with a goal of ensuring that all children in our system are given the maximum opportunity to achieve permanency in a timely manner. Concurrent planning involves a mix of meaningful family engagement strategies, targeted case practices, and legal strategies aimed at achieving timely permanency.

This improvement goal and strategy will include children in PP as it is recognized that this population is in need of intense concurrent planning efforts. The committee will continue to monitor the quarterly data reports and conduct targeted case reviews to ensure consistent application of the concurrent planning process. Providing a consistent concurrent plan at each stage of the case will improve outcome measures in both the Reunification Measure (C1.1) and the Long-Term Care Measure (C3.3). Training was provided between April 29, 2015 and August 4, 2015 for 130 child welfare staff who successfully completed the training. The learning objectives included the definition of concurrent planning, identification of the opportunities to discuss concurrent planning with families, learning tips for talking about concurrent planning, and knowing how to document concurrent planning in CWS/CMS. This training encouraged a consistent and quality concurrent planning discussion with children, youth, parents, and care providers.

No additional assistance is needed from DCSS with implementing this strategy and these milestones during this reporting period. Currently, no additional milestones are needed to achieve this strategy's goal(s) and there are no significant reductions in spending on programs identified in the SIP for this outcome measure to report. The measures C1.1/C1.2/C1.3 changed to 3-P1: Permanency in 12 months (Entering FC).

**Improvement Goal 3:** To explore the development of best-practice/evidence-based programs for children and families with prevention-focused community partners.

- **Strategy 3.1:** To explore and develop research-based, community-delivered, aftercare services targeted to Family Maintenance (FM) and Family Reunification (FR) families when exiting the CWS system. The county will work with community-based providers to expand its Differential Response Program to include the aftercare population and develop/deliver services which may include family case management and support services such as parenting education, counseling, mentoring, respite, et cetera.
  - **Milestone 3.1.4** (Jan 2014-Dec 2015): The development of targeted Aftercare plans will be implemented.

*Status: This milestone is complete.*

- Milestone 3.1.5 (Jan 2015-Dec 2016): Evaluate results of program and process improvements and modify as necessary.

*Status: This milestone is complete for Year 4 (Jan 2015-Dec 2015). This milestone is ongoing effective through the last reporting year.*

The analysis for Improvement Goal 3 will be reported after Strategy 3.3 since Strategy 3.1 overlaps with the following two strategies.

- **Strategy 3.2:** To strengthen partnerships with community partners who provide supportive services for children and families during and after reunification and/or following adoptions.
  - Milestone 3.2.1 (Jan 2012-Dec 2016): Attendance at county-wide social services network meetings (community partners/agencies) will be continued.
 

*Status: This milestone is complete for Year 4 (Jan 2015-Dec 2015). This milestone is ongoing effective through the last reporting year.*
  - Milestone 3.2.2 (Jan 2012-Dec 2016): Discuss and determine with community partners/agencies the available services and support they can provide.
 

*Status: This milestone is complete for Year 4 (Jan 2015-Dec 2015). This milestone is ongoing effective through the last reporting year.*
  - Milestone 3.2.3 (Jan 2012-Dec 2016): Frame the service continuum by utilizing the service needs assessment/gap analysis completed by the Child Protection Planning Committee (CPPC).
 

*Status: This milestone is complete for Year 4 (Jan 2015-Dec 2015). This milestone is ongoing effective through the last reporting year.*
  - Milestone 3.2.4 (Jan 2012-Dec 2016): Identify opportunities to blend programs, services, and funding opportunities to meet newly identified or emergent child/family needs.
 

*Status: This milestone is complete for Year 4 (Jan 2015-Dec 2015). This milestone is ongoing effective through the last reporting year.*
  - Milestone 3.2.5 (Jan 2012-Dec 2016): Implement services and programs to meet identified needs and evaluate the effectiveness of new services/program.
 

*Status: This milestone is complete for Year 4 (Jan 2015-Dec 2015). This milestone is ongoing effective through the last reporting year.*

The analysis for Improvement Goal 3 will be reported after Strategy 3.3 since Strategy 3.2 overlaps with Strategy 3.1 and the following strategy.

- **Strategy 3.3:** To work with the local Family Resource Centers (FRC) Differential Response program to help families develop an aftercare services plan and to access resources once their FM or FR case closes.
  - Milestone 3.3.1 (Jan 2012-Dec 2016): Continue to conduct regular meetings with FRCs as a forum for program review and evaluation.
 

*Status: This milestone is complete for Year 4 (Jan 2015-Dec 2015). This milestone is ongoing effective through the last reporting year.*
  - Milestone 3.3.3 (Jan 2014-Dec 2015): Training to support strength-based/solution-focused services will be delivered, as necessary.
 

*Status: This milestone is complete.*

- o Milestone 3.3.4 (Jan 2014-Dec 2015): The strength-based/solution-focused services will be implemented and evaluated for the effectiveness and modified as necessary.

*Status: This milestone is complete.*

Improvement Goal 3 strategies are to explore the development of best-practice/evidence-based programs for children and families with prevention-focused community partners. The three strategies and milestones for the four (4) reporting periods are complete; however, these strategies and milestones are ongoing to continuously improve outcome measure C1.4. This federal outcome measures data was revised to improve performance with fewer and simpler measures, greater reliance on entry cohorts, and more opportunity for continuous quality improvement innovation. The measure C1.4 was changed to 3-P4: Re-Entry to Foster Care in 12 Months (entry cohort).

#### Parenting Education:

CWS continues to partner with a community-based organization to conduct an evidence-based parenting education program titled “Nurturing Parents.” The Nurturing Parents program provides competency-based lessons for parents who abused or neglected their children and/or who struggle with providing safe and nurturing care for their children due to the stressors in their lives. The Nurturing Parents program was developed from years of extensive research based on assessments of high-risk parenting beliefs and behaviors. The Nurturing Parents Program in collaboration with CWS and the Tulare County Office of Education implemented a shorter curriculum (12 weeks versus 18 weeks) for teens due to the need to support teen parents. The Nurturing Parenting Pilot Program for teen parents began in March 2015 at a local high school. There were five young moms enrolled and one pregnant young lady. All six of these participants graduated from the program.

The Nurturing Parents Pilot Program for teens was highlighted in an article, “**Six Teen Moms First To Complete School's Parenting Course**” written by Stephanie Weldy of the Visalia Times-Delta newspaper. This article outlined the program and talked with the young ladies who graduated from the pilot program. The article can be located on the following website: (<http://www.visaliatimesdelta.com/story/news/local/2015/05/29/six-teen-moms-first-complete-schools-parenting-course/28128421/>).

In addition to this program, two in-home, evidence-based parent education services (SafeCare and Parenting Wisely) will continue to be offered to both families with open CWS cases and the at-risk population who fit the criteria to benefit from these services.

Data is tracked on the number of families who benefited from these services. SafeCare data for fiscal year 13/14 showed 446 families were served and fiscal year 14/15 showed 459 families served. Parenting Wisely data for fiscal year 13/14 showed 47 families served and for fiscal year 14/15, 64 families were served. Nurturing Parents data for fiscal year 14/15 showed 315 adults served.

#### Family Transitional Support Services

The purpose of the Family Transitional Support Services (FTSS) Program is to utilize the partnerships with Community-Based Organizations to bolster a family’s efficacy once CWS involvement ends. Tulare County renewed FTSS contracts with the current Family Resource Centers (FRCs) to provide aftercare services for fiscal year 2015/2016. The FRCs expanded their coverage area to additional Tulare County rural areas. FTSS services began in Porterville, CA with a new committee-based organization (CBO) during Quarter 1 of fiscal year 2014/2015. FTSS assists families once the case transitions to Family Maintenance (FM) or Voluntary Family Maintenance (VFM).

The fiscal year 2014/2015 data report (Jul 2014-Jun 2015) showed that out of 175 families referred for FTSS services: 107 families are receiving FTSS services, 21 families completed services, and 47 families did not complete services.

#### Resource Education Advocacy Crisis Intervention Hope

Tulare County and Aspiranet, a private non-profit foster care and adoption agency, collaborated to develop an adoption services program. This service is called, "Resource Education Advocacy Crisis Intervention Hope" (REACH). REACH is a program designed to support adoptive families in our community. REACH services are available at no cost to families in Tulare County who have adopted or are adopting through foster care (private and international agencies). REACH also provides services to others touched by adoption including information and training for adults considering adoption, adult adoptees, and birth families. This innovative program continues to be an asset to our adoptive community and provides quarterly newsletters. The latest newsletter can be found at the following website: ([www.reachtularecounty.org](http://www.reachtularecounty.org)).

No additional assistance is needed from DCSS with implementing these strategies and milestones during this reporting period. Currently, no additional milestones are needed to achieve these strategies' goal(s) and there are no significant reductions in spending on programs identified in the SIP for this outcome measure to report. The measure C1.4 changed to 3-P4: Re-Entry to Foster Care in 12 Months (entry cohort).

#### **LONG-TERM CARE MEASURE-IN CARE THREE (3) YEARS OR LONGER (C3.3):**

Outcome measure C3.3 increased by 6.9% for the most recent reporting period March 31, 2015 (Q1-2015) compared to the CSA reporting period September 30, 2010 (Q3-2010). Analysis of the data revealed that of the 42 youth who are represented in this outcome measure as of March 31, 2015, a total of 22 youth were in care for longer than three (3) years when they turned 18 years old in foster care (or emancipated at an earlier age and left foster care and the dependency system). This measurement did not meet the National Standard rate of 37.5%. The new federal outcome measures are from the most recent reporting period June 30, 2015 (Q2-2015). The federal outcome measure C3.3 changed to 3-P3: Permanency in 12 Months (in care 24 months or longer). The outcome measure 3-P3 of 37.5% exceeded the National Standard rate of 30.3% by 7.2%. Additional data for these measures is reported in the first section titled "CWS Current Performance" of this report. These measures should improve with the consistent application of the strategies and milestones in this section. Scheduled strategies and milestones include:

**Improvement Goal 1:** To increase the percentage of children/youth who exit to a permanent home within 24 months.

- **Strategy 1.1:** To develop a Permanency Team within CWS. The new Permanency Team will be tasked with looking at select Permanent Placement cases to identify common barriers to permanency, work with Quality Improvement to evaluate current practice and policy, and develop strategies to expedite permanency options for children/youth.
  - Milestone 1.1.4 (Jan 2014-Dec 2015): Implementation of proposed changes to policy and training to address permanency issues for youth in Permanent Placement caseloads.

*Status: This milestone is complete.*

- o Milestone 1.1.5 (Jan 2015-Dec 2016): Evaluate results of program and process improvements through the use of data reports and targeted case review, Quarterly Outcome Reports, and Safe Measures® and modify as necessary.

*Status: This milestone is complete for Year 4 (Jan 2015-Dec 2015). This milestone is ongoing effective through the last reporting year.*

CWS continues to evaluate the process of identifying common barriers to permanency, working with Quality Improvement to evaluate the practice and policy, and develop strategies to expedite permanency options for children/youth in a Permanent Placement case. This team is tasked with completing a thorough review to determine a child's permanent plan and composing the findings in a Permanency Plan Report for presentation at the Permanency (366.26) hearing. During the months of May, June, July, and August 2015 the Permanency Team was not completing 366.26 reports due to staffing issues.

Implementation of concurrent planning throughout the life of a case is discussed in the Reunification Composite section of Improvement Goal 2, Strategy 2.1. Providing a consistent concurrent plan at each stage of the case will improve outcome measures in both the Reunification Measure (C1.1) and the Long-Term Care Measure (C3.3).

No additional assistance is needed from DCSS with implementing this strategy and these milestones during this reporting period. Currently, no additional milestones are needed to achieve this strategy's goal(s) and there are no significant reductions in spending on programs identified in the SIP for this outcome measure to report. The measure C3.3 changed to 3-P3: Permanency in 12 Months (in care 24 months or longer).

- **Strategy 1.2:** To develop Family Connections for children in care during the assessment.
  - o Milestone 1.2.4 (Jan 2014-Dec 2015): Implement the full roll out of the Family Connections Project.

*Status: This milestone is complete.*

- o Milestone 1.2.5 (Jan 2015-Dec 2016): Evaluate the results from the Family Connections Project and modify as necessary.

*Status: This milestone is complete for Year 4 (Jan 2015-Dec 2015). This milestone is ongoing effective through the last reporting year.*

CWS continues to work with CASA and First 5 of Tulare County to connect foster children with as many appropriate family members as possible and to ultimately make permanent connections. The Family Connections liaison meets with ILP staff bi-weekly and provides training for ILP staff quarterly on how to document family connections data into CWS/CMS. The Family Connections Project's successful implementation convinced CWS to hire two Social Worker III CWS positions during mid-year 2015 to identify and engage relatives, non-relative extended family members, and/or significantly committed adults for a life-long connection on behalf of the foster youth. These two social workers will concentrate on children and youth between the ages six years to 19 years. During this reporting calendar year 2015 a data tool was created to track FC outcome measures to evaluate the project, a new CASA Family Connections staff person (part-time) was hired, and a protocol was created for previously adopted youth to participate in FC services at the 827 filing.

Fiscal year 2014/2015 Family Connections reports the following data collected:

- 169 children referred
- 47 children actively being served by the Family Connections Project
- 15 children on hold (referral pending approval/disapproval & waiting list)

- 107 children closed (Family Connections process complete/CWS case closed/Permanency achieved)

The Family Connections steering committee continues to meet monthly. The Family Connections referral committee meets monthly. The main success of this project is the connections being made on behalf of the children with family members. Another success is the direct and ongoing communication between CWS and CASA that assist in improving the family search and engagement efforts.

No additional assistance is needed from DCSS with implementing this strategy and these milestones during this reporting period. Currently, no additional milestones are needed to achieve this strategy's goal(s) and there are no significant reductions in spending on programs identified in the SIP for this outcome measure to report. The measure C3.3 changed to 3-P3: Permanency in 12 Months (in care 24 months or longer).

**Improvement Goal 2:** To improve permanency outcomes for children/youth in the Permanent Placement caseloads.

- **Strategy 2.1:** To implement TDM meetings for improving family engagement, discussing placement options, and addressing placement changes.

CWS continues to conduct Team Decision Making (TDM) meetings for all placement changes. The Permanent Placement Assessment Unit (PPAU) staff who facilitates these meetings will attend the TDM Facilitators Quarterly Meeting which was created to provide support to TDM Facilitators throughout the state of California. One new change CWS implemented in March 2015 was to require a CWS Registered Nurse be invited to the TDM meeting if any type of medical issue is noted in the case.

A survey is completed by all participants at the conclusion of each TDM meeting. CWS uses the Efforts to Outcomes (ETO) database created by UC Berkeley to input and report data from TDM meetings. The data from both the ETO database and through the quarterly data reports from UC Berkeley and the surveys completed by participants are reviewed to evaluate the effectiveness of TDM in Tulare County.

Based on ETO reports, the following data was reported: total TDM meetings conducted from May 2014 through May 2015 were 654 TDMs serving 1,411 children with a change in placement. These TDM meetings include Imminent Risk TDMs, Emergency Placement TDMs, Placement Move TDMs, and Exit from Placement TDMs. Additional data for this measure is reported in Placement Stability, Improvement Goal 1, Strategy 1.2. The TDM Workgroup meets bi-annually to evaluate the TDM process. CWS continues to be committed to conducting TDMs for all placement moves.

No additional assistance is needed from DCSS with implementing these strategies and milestones during this reporting period. Currently, no additional milestones are needed to achieve these strategies' goal(s) and there are no significant reductions in spending on programs identified in the SIP for this outcome measure to report. The measure C3.3 changed to 3-P3: Permanency in 12 Months (in care 24 months or longer).

**PLACEMENT STABILITY MEASURE-AT LEAST 24 MONTHS IN CARE (C4.3):**

There was improvement in measure C4.3 of 12.3% for the most recent reporting period March 31, 2015 (Q1-2015) compared to the CSA reporting period September 30, 2010 (Q3-2010). This measurement did not meet the National Standard rate of 41.8%. The new federal outcome measures are from the most recent reporting period June 30, 2015 (Q2-2015). The federal outcome measure C4.3 changed to 3-P5: Placement Stability. The outcome measure 3-P5 has

a rate of 5.47 and did not meet the National Standard rate for 3-P5. Additional data for these measures is reported in the first section titled “CWS Current Performance” of this report. These measures should improve with the consistent application of the strategies and milestones in this section. Scheduled strategies and milestones include:

**Improvement Goal 1:** To increase the placement stability for children in care.

- **Strategy 1.1:** To use Placement Staffings/TDMs when care providers give a seven-day notice requesting a placement change.
  - Milestone 1.1.4 (Jan 2013-Dec 2016): Monitor and evaluate implementation of the new practice, review/revise policy and training as needed.

*Status: This milestone is complete for Year 4 (Jan 2015-Dec 2015). This milestone is ongoing to report the monitoring and evaluating component for TDM meetings effective through the last reporting year.*

CWS continues to monitor placement changes for children with “seven-day notices” to ensure that a TDM meeting is held prior to any change in placement. Based on ETO reports the following data was reported: Total Placement Move (seven-day notice) TDMs conducted from May 2014 through May 2015 served 571 children. The number of placements preserved from May 2014 through May 2015 was 150 children with 214 children moved to a lower level of care. Invited to the TDM workgroup meeting are CWS placement staff, CWS supervisors, CASA, CalWORKs, a family member, a care provider, Family Resource Centers, and parents.

The lessons learned as well as successes encountered during the TDM meetings for stabilizing placement change requests include:

- TDMs foster communication between the care provider and the child and assist with resolving issues.
- TDMs improve communication between the care providers and the birth parents regarding reunification issues.
- TDMs result in referrals to supportive services for care providers when a child needs extra support for behavioral or emotional issues.
- TDMs improve the quality and consistency of a social worker’s placement decision.

Tulare County uses the Efforts to Outcomes (ETO) database created by UC Berkeley to input and report data from TDM meetings to assist in monitoring and evaluating the success of TDMs.

An analysis of how effective TDM meetings at placement disruption are at achieving success and improving the SIP Outcome Measure C4.3 are encouraging.

No additional assistance is needed from DCSS with implementing TDMs when care providers give a “seven-day notice” requesting a placement change during this reporting period. Currently, no additional milestones are needed to achieve the TDM goal(s) and there are no significant reductions in spending on programs identified in the SIP for this outcome measure to report. The measure C4.3 changed to 3-P5: Placement Stability.

- **Strategy 1.2:** To identify additional supports and training needed by care providers to help preserve placements.
  - Milestone 1.2.1 (Jan 2012-Dec 2016): The existing Strategic Foster Parent Recruitment Plan will be revised to include foster parents and relative care providers and to include an annual review and revision, if necessary, of the plan.

*Status: This milestone is complete for Year 4 (Jan 2015-Dec 2015). This milestone is ongoing effective through the last reporting year.*

*The Strategic Foster Parent Recruitment Plan for fiscal year 2015/2016 has been written and is in the initial stages of implementation. This milestone is ongoing effective through the last reporting year.*

- o Milestone 1.2.2 (Jan 2012-Dec 2016): Joint meetings between care providers (foster parents, relatives, and foster family agencies) and CWS will be continued for identification of training and/or supportive services needed.

*Status: This milestone is ongoing effective through the last reporting year.*

*CWS has three distinct foster parent groups that meet monthly. These groups are the Foster Parent Board (eight members), the Foster Parent Association (open to all foster parents with an average of 20 foster parents attending each month), and the Foster Parent Support Group in Spanish (typically 30 foster parents attend each month). At each of these meetings foster parents are empowered to create the agenda and lead the discussion. The meetings are a forum for open discussion and training and supportive service needs are often discussed.*

*CWS meets on a quarterly schedule with Foster Family Agencies (FFAs) to coordinate services among CWS, FFA staff, and FFA foster homes. During these meetings training and supportive service needs are identified.*

- o Milestone 1.2.3 (Jan 2012-Dec 2016): Marketing strategies for foster and adoptive parent recruitment will be continued as well as engaging community partners as appropriate to explore ongoing community support.

*Status: This milestone is ongoing effective through the last reporting year.*

*The Strategic Foster Parent Recruitment Plan was renewed in 2015 and CWS is building from past marketing efforts to develop a more personal approach. Innovative networking strategies continue in 2015 to better reach out to the community. CWS staff work with service clubs, faith-based communities, businesses, non-profits, neighbors, friends, and family to educate residents of Tulare County on the need for more trained and dedicated foster parents.*

- o Milestone 1.2.4 (Jan 2012-Dec 2016): Strategic Plan improvements and building capacity for community level support to care providers will be implemented.

*Status: This milestone is ongoing effective through the last reporting year.*

*The Strategic Foster Parent Recruitment Plan was renewed for fiscal year 2015/2016. A social worker continues to perform the role of "Recruiter" with care providers. The Recruiter is the first point of contact with prospective foster parents. This position assists families in navigating the application and training process for becoming new foster parents. This position also attends community events to create consistent visibility in the community. The Recruiter provides a personal touch with foster parents and is instrumental in creating community level support.*

- o Milestone 1.2.5 (Jan 2012-Dec 2016): An evaluation of implemented improvements for effectiveness and efficiency and their impact on placement stability outcomes will be conducted.

*Status: This milestone is ongoing effective through the last reporting year.*

*The number of incoming interest calls, number of attendees at orientation, and the number of prospective foster families attending the orientation are currently being tracked. This information will assist the agency to assess the benefit of recruitment events based on the number of prospective foster parents who respond to specific recruitment events/advertisements.*

An analysis after completing the above milestones has shown that identifying additional support and training are needed by care providers (licensed care providers, relative care providers, and FFA foster parents) to help preserve placements. CWS is working towards developing new supports for care providers. These supports include:

- CWS provided access and training for staff to utilize Relias, an e-learning system; however, CWS is researching how to distribute a Relias license to care providers.
- CWS collaborated with a local junior college to provide training for CWS care providers. One of the new trainings provided to care providers was the “Trauma Competent Healing Parent” curriculum as part of the trauma-informed care for care providers.
- The Resource Family Approval (RFA) Program is a new support for care providers that will simplify the approval process and incorporate a comprehensive psychosocial evaluation of all families that want to foster, adopt, or provide legal guardianship to a child. This process will eliminate multiple processes, duplication, and increases approval standards with one application. Statewide implementation of the RFA will be in July 2017.

No additional assistance is needed from DCSS with implementing this strategy and these milestones during this reporting period. Currently, no additional milestones are needed to achieve this strategy’s goal(s) and there are no significant reductions in spending on programs identified in the SIP for this outcome measure to report. The measure C4.3 changed to 3-P5: Placement Stability.

- **Strategy 1.3:** To create a “Placement Unit” within the Permanency Planning Assessment Unit (PPAU).

- **Milestone 1.3.1** (Jan 2012-Dec 2016): Intake tools will continue to be used for a better match of children and care providers.

*Status: This milestone is complete for Year 4 (Jan 2015-Dec 2015). This milestone is ongoing effective through the last reporting year.*

*The Placement Unit continues to use two (2) tools to match care providers to foster children. The foster parent assessment tool completed by the care provider allows the agency to have a consistent tool to match foster parents to children based on the needs of the child and the skills of the foster parent. The placement intake form for the child is completed by the case carrying social worker and provides the Placement Unit with specific information on the placement needs for the child. The information gleaned from these tools assists the Placement Unit to make better placement matches.*

- **Milestone 1.3.3** (Jan 2014-Dec 2015): Training to staff will be provided and implemented on the new profiles and policy.

*Status: This milestone is complete.*

- **Milestone 1.3.4** (Jan 2015-Dec 2016): Evaluate the impact of the Placement Unit on improving performance on placement stability outcomes using SafeMeasures® and Quarterly Outcome Reports; review and revise policy and training as needed.

*Status: This milestone is complete.*

The Placement Unit was approved to add a Lead Social Worker position this past year and with one vacant position filled the Placement Unit is now fully staffed for this fourth reporting year (2015). The Placement Unit Staff provides to the case carrying social worker two (2) to three (3) possible placement matches between a child and a foster family using information from the placement referral. The case carrying social worker will make the determination of which foster family best matches the child for placement. The Placement Unit has worked in conjunction with the Licensing Unit to stay informed of placement homes and any issues. They have also developed a working relationship with Community Care Licensing to keep up to date on any issues with FFA homes. The Placement Unit participates in the Foster Parent Board meetings monthly to develop and maintain working relationships with our care providers. A member from the placement unit also attends the last session of PRIDE foster parent training to present and begin becoming familiar with those families who are about to be licensed. Better relationships formed with care providers has resulted in better matching efforts for children.

The effectiveness of this strategy to impact placement stability is measured by SafeMeasures® and by UC Berkeley and University of California, Berkeley CWS Systems Outcome Measures Quarterly Reports.

No additional assistance is needed from DCSS with implementing this strategy and these milestones during this reporting period. Currently, no additional milestones are needed to achieve this strategy's goal(s) and there are no significant reductions in spending on programs identified in the SIP for this outcome measure to report. The measure C4.3 changed to 3-P5: Placement Stability.

- **Strategy 1.4:** To increase the number of children placed with relatives.
  - **Milestone 1.4.5** (Jan 2014-Dec 2016): The relative placement policies will be evaluated for effectiveness and efficiency and revised as necessary.
 

*Status: This milestone is complete for Year 4 (Jan 2015-Dec 2015). This milestone is ongoing effective through the last reporting year.*

With the passage of The Fostering Connections to Success, federal policy firmly declared a preference for placement with relatives. The legislation identified best practices for locating extended family members. CWS concurs with Federal and State policy and is committed to placing children with relatives whenever possible.

At the same time it is the goal of CWS to ensure the safety of children/non-minor dependents in all placements. All applicable, provisions in law, statute, and regulation must be met when considering a child's placement into the home of a relative/NREFM. To support this goal CWS hired two Social Worker III CWS positions during mid-year 2015 to identify and engage relatives, non-relative extended family members, and/or significantly committed adults for a life-long connection on behalf of the foster youth. These two social workers will concentrate on children and youth between the ages six years to 19 years.

Relative placement is moving in an upward trend for CWS as reported through SafeMeasures® and the University of California, Berkeley's CWS Outcomes System Quarterly Summary data at a point in time placement. The increase of relative placement is attributed to the implementation of Family Finding, implementation of TDMs, implementation of Family Engagement Staffings, the development of the Placement Team, the development of the Permanency Team, and the development and implementation of an expedited relative placement policy.

In 2015 the SIP workgroup completed a re-review of CWS' practice of expedited placement with a relative/non-related extended family member (NREFM) during after business hours to

continue to improve in this area. Despite CWS' success in placing more children with relatives the following barriers continue to impede further success:

- The relative assessment process cannot be completed during after-hours due to the need for Department of Justice records if the relative verbalizes criminal history.
- A TDM meeting cannot be held during after-hours if there are an abundance of relatives to evaluate for the best placement of the child.
- The team expressed concern with placement being made during after-hours and then the need to remove the child due to unforeseen circumstances of the relative causing more emotional harm to the child.
- The delay for Child Abuse Central Index results. There is not a definite time that results would be returned after regular business hours. These results may not be returned to the CWS SSW until the next business day delaying the child's placement with a relative.
- Many relatives do not pass criminal history and background checks.

The SIP workgroup unanimously supports placing children quickly with relatives because of the profound benefits to the child and the success of the case but recognized that there are times when expedited placement could not happen during child detentions that occur outside of normal business hours.

The federal outcome measure changes did not affect this strategy for increasing the number of children placed with a relative. Analysis of Outcome Measure 4B titled "Children Placed in Least Restrictive Placements (Point-in-Time)" University of California, Berkeley's CWS Outcomes System Summary data from the most recent reporting period June 30, 2015 (Q2-2015) of 31.4% compared to the CSA reporting period September 30, 2010 (Q3-2010) of 26.2% reveals an improvement of 5.2% for Least Restrictive (Point-in-Time) Placements with relative homes. The measure for Children Placed in Least Restrictive (Initial) Placements from the most recent reporting period June 30, 2015 (Q2-2015) of 7.2% compared to the CSA reporting period September 30, 2010 (Q3-2013) of 5.8% reveals an improvement of 1.4%.

No additional assistance is needed from DCSS with implementing this strategy and these milestones during this reporting period. Currently, no additional milestones are needed to achieve this strategy's goal(s) and there are no significant reductions in spending on programs identified in the SIP for this outcome measure to report. The measure C4.3 changed to 3-P5: Placement Stability.

## **PROBATION STRATEGIES AND MILESTONES STATUS**

This section will deliver the status of the strategies and milestones scheduled for each of the previously outlined outcome measures. The status update will include revisions and/or modifications with a brief explanation of the changes, lessons learned, as well as successes achieved during implementation. This section will also identify where additional assistance is needed by CDSS and the addition of strategies and milestones required for achieving the goal(s).

**Improvement Goal 1.0:** To increase the number of children who reunify within 12 months.

- **Strategy 1.1:** To increase the number of case staffings that engages the youth, parent and care provider.
  - **Milestone 1.1.1** (Jan 2013-Dec 2016): Develop policy, procedure and training to implement increased case staffing

*Status: This milestone is complete for Year 4 (Jan 2015-Dec 2015). This milestone is ongoing effective through the last reporting year.*

Child and Family Team Meetings (CFT), Multi-Interagency Team Meetings (MIT), monthly placement meetings, and staff meetings continue to take place to discuss the needs of the youth. The CFT and MIT meetings are held to address issues with the youth and/or to discuss the possible need to move the youth to another placement. These are completed on an as needed basis and include all pertinent team players. Our Department has continued to initiate, as well as attend CFT and MIT meetings, bringing in all team members and conducting a review of all case permanent planned goals. Furthermore, individual staffings between the Probation Officers and the Supervising Probation Officer are on an as needed basis to discuss the progress made towards permanent placement. These discussions take place during the daily operations as well as during a pre-scheduled monthly staff meeting. These staffings are held: prior to any movement of the minor's placement, with any behavior changes of the minor, and to discuss the minor's transition plans. The Department implemented these staffings during a prior progress report year and continued during this reporting year (Jan 2015-Dec2015) to ensure that any changes to the minor will have a positive effect and will focus on reunification.

- o Milestone 1.1.4 (Jan 2013-Dec 2016): Case staffing process delivery is evaluated for quality and consistency.

*Status: This milestone is complete for Year 4 (Jan 2015-Dec 2015). This milestone is ongoing effective through the last reporting year.*

With the implementation of Child and Family Team Meeting (CFT) and Multi-Interagency Team Meetings (MIT), the case staffing process of delivery of information to all team members is vastly improving. During reporting Year 4, Probation continues to conduct MIT meetings. Information is being disseminated to all parties at one setting as to ensure consistency of such information. Furthermore, when all team members are available to discuss the issues at the same time, the perspective of all members can be addressed and a common plan can be developed. The Department has found this practice to be very helpful in preserving placements as well as outside of the box thinking, resulting in a recent guardianship being established with a minor's biological mother whose rights had been terminated years prior. We terminated foster care and have continued to monitor the minor during transition to ensure success for both the minor and his new/old found family.

- o Milestone 1.1.5 (Jan 2013-Dec 2016): Case staffing process is evaluated for effectiveness with revisions implemented as needed.

*Status: This milestone is complete for Year 4 (Jan 2015-Dec 2015). This milestone is ongoing effective through the last reporting year.*

Case staffings continued through reporting Year 4 to be evaluated at several different levels. First and foremost by the Probation Officers attending those staffings and reporting to the Supervising Probation Officer any areas in deficit. An example would be with the current Family Preservation Community Service Program (Wraparound). The officers attend CFT meetings and in the event of an issue, the matter is brought back to the Supervising Probation Officer who attends a monthly Wraparound management meeting to discuss areas within the program, which need to be revised or added. This allows for free-flowing information among team members to address areas for effectiveness and adjust those not meeting the youth's needs. Furthermore, with regard to group home placement, the officers have access to not only the clinicians in direct contact with the minors, but monthly contact with the group home administration to discuss any areas failing to meet the needs of the

minors and the Supervising Probation Officer visits group homes periodically to ensure communication is occurring.

**Improvement Goal 2.0:** To increase the number of children who reunify within 12 months by improving the concurrent planning process.

- **Strategy 2.1:** To review and revise the concurrent planning process as needed.
  - **Milestone 2.1.1** (Jan 2013-Dec 2016): The concurrent planning policies and procedures continue to be assessed for effectiveness. This includes research and development/revision as needed.

*Status: This milestone has been revisited for Year 4 (Jan 2015-Dec 2015). This milestone is ongoing effective through the last reporting year.*

Procedures were assessed to determine if our department was adequately addressing concurrent planning. Upon completion of the assessment, we found that we lacked in providing this information to the Court. We provided additional trainings delivered at staff meetings, specifically for the Placement Unit, addressing the importance of concurrent planning and stressing that concurrent plans are only efficient if well documented. We also added a new section to our Court reports, which specifically addresses concurrent planning allowing not only the department, but the Court to be involved in the plan. Information included in this section of our reports covers possible family member's placement, a step-down in care from group homes to foster families and finally reunification with the youth's family, if possible. We have found this to be very helpful for our Placement staff when a minor is ordered into foster care, as it gives us a starting point for securing possible suitable relative placements options or at least life-long connections with family if a placement is not secured. We are continuing to strengthen our Family Finding processes, working with our Department of Social Services counterparts to tap into their records for securing possible relative placements as well as continuing to engage families to find support within. We have revisited this area to ensure we are doing everything possible to help in reunification efforts. The Department recently reached out to our CWS counterparts and requested to attend training provided through their agency on Family Findings/Connections. Furthermore, the Department will be reviewing the process in which we collect data and refining this process to include a review of when the information is collected, how the information is stored so to be accessible to all parties, and confirmation that contact is being made to possible placements (family or non-extended family members) at the order of out of home placement staff. Both the trainings and the reviewing of data were initiated during reporting Year 4 and will continue through the last reporting year.

- **Milestone 2.1.3** (Jan 2013-Dec 2016): Monitor the use of the concurrent planning protocols.

*Status: This milestone is complete for Year 4 (Jan 2015-Dec 2015). This milestone is ongoing effective through the last reporting year.*

Our department continued through reporting Year 4 to monitor the effectiveness of our current procedures and be flexible to address any deficits that are noted. This monitoring will include communication with officers, reviewing of Court reports, and open line of communication when discussing a youth's future in foster care. This open line of communication will include officers, parents/guardians and the youth. We will continue to use web based sites and internal programs such as LexisNexis. We have found these sites to be useful in providing substantial information to locate absent parents and family members. Furthermore, we will continue to communicate with other counties and our local Department of Social Services in educating ourselves with new tools that would assist us in

perfecting our concurrent planning process. During the last reporting period, we have engaged families and secured information for concurrent planning, including reaching out to adult siblings resulting in the future transition of a minor out of foster care to the home of his sister. Our Department will continue to monitor the minor for a short period of time after reunification to ensure successful transition.

- o Milestone 2.1.4 (Jan 2013-Dec 2016): Evaluate the effectiveness of concurrent planning protocols with revision implemented as needed.

*Status: This milestone is complete for Year 4 (Jan 2015-Dec 2015). This milestone is ongoing effective through the last reporting year.*

Our department continued through reporting Year 4 to evaluate the effectiveness of our concurrent planning protocols. We will determine our effectiveness based on how thorough our reports include concurrent plans and how effective those plans are in returning youth home within a 12 month period. Our focus is on providing positive and lifelong families for our youth in placement and will be utilizing our upcoming Peer Review to look at strategies other counties have used to improve reunification within 12 months. Our Department has also reached out to our sexual offender group homes to establish a baseline of time with regard to sex offender treatment. This is to help our Department gauge when a minor needs to be reassessed to determine continued participation in program or possible movement to a different program to meet the needs of the youth and to ensure progress and to develop a goal for reunification or a permanent planned placement.

**Improvement Goal 3.0:** To increase the number of children discharged to permanent homes that have been in care 24 months or longer.

- **Strategy 3.1:**

- o Milestone 3.1.3 (Jan 2013-Dec 2016): Monitor the integration of Family Finding and family engagement techniques.

*Status: This milestone is complete for Year 4 (Jan 2015-Dec 2015). This milestone is ongoing effective through the last reporting year.*

Family Finding efforts and family engagement techniques have shown to improve the permanency options for children, leading to permanent placement. Continued focus on Family Finding and family engagement provides concurrent planning, working with parents, with the understanding if reunification plans should fail; options are available to provide permanency. Our Department will continue to research new search tools to ensure that we have all the latest programs and that those programs are integrated into our current programs. Our Department continues to seek training in this area and has open communication with our local Court Appointed Special Advocate (CASA) agency, which has expert staff, specifically designated for Family Finding. As discussed earlier in the concurrent planning section, the Department recently reached out to our CWS counterparts and requested to attend training provided through their agency on Family Findings/Connections. Furthermore, the Department will be reviewing the process in which we collect data and refining this process to include a review of when the information is collected, how the information is stored so to be accessible to all parties, and confirmation that contact is being made to possible placements (family or non-extended family members) at the order of out of home placement staff. Both the trainings and the reviewing of data were initiated during reporting Year 4 and will continue through the last reporting year

- o Milestone 3.1.4 (Jan 2013-Dec 2016): Evaluate the effectiveness of family engagement protocols providing revisions as needed.

*Status: This milestone is complete for Year 4 (Jan 2015-Dec 2015). This milestone is ongoing effective through the last reporting year.*

The department continued through reporting Year 4 to monitor the effectiveness of our family engagement protocols beginning with the initial receipt of information from the families through to the placement of a youth. Our Department continues to evaluate the effectiveness of family engagement by monitoring and recording information received from our families, youth and online resources, working towards positive reunification and life-long connections. Our monitoring will include information on how many youth were returned to family and how many were placed with relatives and non-relatives.

## **BARRIERS TO IMPLEMENTATION**

### **CWS BARRIERS TO IMPLEMENTATION**

This section will discuss any barriers CWS anticipates for future implementation of strategies and milestones. These include:

- ✓ California's Realignment of 2011 and 2012 (AB 118, SB 1020, and SB 1013)
- ✓ High Caseloads/Staff Turnover
- ✓ Population in Poverty

#### **California's Realignment of 2011 and 2012 (AB 118, SB 1020, and SB 1013):**

A barrier CWS continues to face in the implementation of performance improvement initiatives is lack of funding due to California's realignment of local public safety responsibilities including child welfare, foster care, and adoption assistance programs. Foster care assistance is an uncapped entitlement program authorized by the Title IV E of the Social Security Act. Tulare County receives approximately 50% of federal funds for these assistance programs. The remaining percentage is drawn from a combination of state and county funds.

Under Realignment 2012, Child Welfare Administration and Foster Care were put in the same realignment Protective Service Sub-account. The Protective Service Sub-account structure gives counties the choice to divert funding from Child Welfare Administration to augment foster care and adoption assistance costs. This is a poor choice to make as it takes away from being able to hire social workers therefore keeping CWS caseloads high (please refer to High Caseload/Staff Turnover section below) and limits funds for initiatives to improve the safety, permanence, and child and family well-being of foster children.

Tulare County's cost for foster care and adoption assistance programs in Tulare County has steadily increased since California's realignment was enacted. From Fiscal Year 2010-2011 to Fiscal Year 2014-2015 the cost increased by 35.4% (an increase from \$15,554,907 in fiscal year 2010-2011 to \$21,067,672 in fiscal year 2014-2015). The increase can be attributed to the following factors:

- The number of children in out of home care in Tulare County has significantly grown over the last few years. In fiscal year 2011/2012 there were 1,381 children in care compared to 1,618 children in care for fiscal year 2013/2014, a 17.2% increase. In fiscal year 2014/2015, there were 1,774 children in care, a 28.5% increase since fiscal year 2011/2012.
- The cost of placement continues to steadily increase from 2009 to 2015 due to a series of state mandated rate increases for all placement facility types. All County Letter 09-45

(September 30, 2009) compared to All County Letter 15-58 (July 2, 2015) revealed that placement costs have increased by the following percentages:

- o Group Homes by 66.54%.
- o Foster Family Agencies by 21.34%.
- o Intensive Treatment Foster Care Homes by 43.64%.
- o Foster Family Homes by 36.24%.
- The California Fostering Connections to Success Act (AB 12) was passed in 2010 requiring counties to extend foster care assistance to a new population (non-minor dependents, aged 18-21 years). CWS has forecast under the current realignment funding structure that Tulare County will be required to pay a significant amount of additional county general assistance dollars towards foster care and adoption assistance programs.

Tulare County is in the unfortunate position to plan for the use of Child Welfare Administration funds to cover foster care and adoption assistance costs. Diverting Child Welfare Administration funds to pay for foster care and adoption assistance costs puts Tulare County at a disadvantage. It results in having less social workers to engage families and children, high caseloads, and decreased initiatives.

### **High Caseloads/Staff Turnover:**

Another contributing factor to implementing future strategies continues to be the high caseloads social workers carry. The average caseload for social workers for fiscal year 2014/2015 was as high as 30.8 cases per worker which is 196.2% of the minimum standards recommended in the Senate Bill (SB) 2030 Workload Study from April 2000 and 111.2% of the 1984 caseload standards. The most recent caseload for social workers is as high as 50.0 cases for the month of October 2015. The caseload per worker is too high compared to the 2030 workload standard and the 1984 caseload standard.

High caseloads contribute to a high rate of staff turnover. The turnover rates for CWS social workers in Tulare County range from 20 to 25 percent annually and present challenges to sustaining current performance. New case carrying social workers have reduced caseloads and require a full year of training and cross training before they can carry a full caseload. Large caseloads, a high turnover rate, and training requirements for new social workers make it difficult for staff to invest additional time and energy into implementing best practices with children and families. These challenges can also be viewed as opportunities to explore alternate ways to support staff and utilize scarce resources to meet the primary mandate of keeping abused, neglected, and exploited children safe.

### **Population in Poverty:**

The last barrier identified is the continuation of increasing stress families are experiencing due to the swelling number of people in poverty and affected by the drought. Concurrently the county has had growing numbers of families being referred to CWS for investigation of child abuse and neglect along with more children entering foster care. This is demonstrated by the county's poverty rate, unemployment rate, and increase in reliance on some public assistance programs over the past few years.

The poverty level for Tulare County continues to affect families in Tulare County. In 2014, Tulare County experienced a 26.2% level of poverty according to the U.S. Census Bureau, 2009-2013 American Community Survey 5-Year Estimates. During this same time, California experienced a 15.9% rate of poverty. Tulare County experienced an increase of 2.4% in the poverty level since the 2010 census when the county had a 23.8% level of poverty. This information was obtained from the U.S. Census Bureau website: ([http://factfinder2.census.gov/bkmk/table/1.0/ACS/12\\_5YR/S1701/0500000US06107](http://factfinder2.census.gov/bkmk/table/1.0/ACS/12_5YR/S1701/0500000US06107)).

Tulare County has one of the highest unemployment rates in California; although, all counties posted lower unemployment rates than the previous two (2) years. The Bureau of Labor Statistics reports that in 2012 the county's unemployment rate was 16.1% and in 2015 dipped down to 11.0%. California's unemployment rate in 2012 was 11% and in 2015 was 5.5%. This information was obtained from the Bureau of Labor Statistics website: ([www.bls.gov](http://www.bls.gov)).

Families affected by poverty have turned to public services to meet their basic needs. This is demonstrated by the growth in public assistance cases in Tulare County. Over the last five (5) years the county has increased Cal Fresh cases by 34% and Medi-Cal by 70%; however, CalWORKs declined by 3%. This decline is also evident with the poverty level being less prevalent from the last reporting year (2014) versus this reporting year (2015). This information was extracted from the county's CalWin database.

The State of California continues to be in a drought State of Emergency. Governor Jerry Brown made an executive order on April 1, 2015 requiring cities and towns to cut 25% of water use (excluding agriculture) to save an estimated 1.5 million acres of water over the next nine months. Families are being affected in Tulare County with wells drying up, being laid off from agricultural work, and being unsure where to turn with the drought related problems. Tulare County's Office of Emergency Services as of November 9, 2015 reported: 1,945 well failures have been recorded. A large part of the wells drying up are located in the city of Porterville and the rural areas throughout Tulare County not connected to city water lines. Without the benefit of running water available in the home, families are hauling water from family, friends, and the community to cook, clean, and flush their septic facilities. Tulare County is anticipating that the continuation of the drought's effects will hit the county more as time moves forward creating more poverty and stressors to the family as the agricultural jobs are no longer available. The Tulare County drought related status update as of November 9, 2015 reports:

- 1,384 qualified households were approved for a bottled drinking water program.
- 194,856 food relief packages (related to the drought) were distributed.
- 321 employees were laid off or had their work hours reduced due to the drought.
- 709 clients identified by Tulare County Health and Human Services Agency were affected by the drought.

This information was extracted from the County of Tulare website:

(<http://tularecounty.ca.gov/emergencies/index.cfm/drought/drought-effects-status-updates/>).

The federal government's Fourth National Incidence Study of Child Abuse and Neglect (NIS-4) *Report to Congress*, January 2010, found that child abuse is three (3) times more common in poor families and neglect is seven (7) times more common with families in poverty. The link between poverty and child abuse and neglect has been shown to be true in Tulare County as over the past two (2) fiscal years the number of CWS referrals grew to be over 5,000 referrals. In fiscal year 2014/2015 there was a total of 5,398 referrals (10 Day and Immediate). In fiscal year 2013/2014 there was a total of 5,035 referrals (10 Day and Immediate). There have also been a rising number of children in foster care since 2011. In fiscal year 2014/2015 there was 393 more children in foster care than in fiscal year 2011/2012, an increase of 28.5%. The above information was obtained from Tulare County's CWS/CMS, Business Objects Report titled "Countywide Fact Sheet."

## OTHER SUCCESSES/PROMISING PRACTICES

### OTHER SUCCESSES/PROMISING PRACTICES FOR CWS

Tulare County CWS has implemented a number of promising practices to improve services to children and families during the 2015 SIP Progress Report time period (Jan 2015-Dec 2015). These are:

- ✓ California Screening Assessment and Treatment (CASAT) Project
- ✓ Parent Mentoring Program (Parent Partners)
- ✓ Changes to the Child Welfare Services Federal Data Outcome Measures

#### **California Screening Assessment and Treatment (CASAT) Project:**

The Chadwick Center of Children and Families (CCCF), the Child and Adolescent Services Research Center at Rady Children's Hospital partnered with California Department of Social Services and three (3) counties in California to conduct the California Screening Assessment and Treatment (CASAT) Project. Tulare County was selected to be the first county in which to pilot the CASAT Project. This project is designed to work with child welfare and mental health agencies to develop and implement a model framework that encompasses a universal screening and assessment process of general mental health symptomology and trauma-specific symptomology. This practice is designed to identify the unique social and emotional needs of each child and link children to the services that are best suited to meet their mental health and behavioral needs. The goal of screening all foster children to assess for intensive behavioral and mental health services is becoming a national movement and there is increasing federal support for this practice.

Tulare County CWS and Tulare County Mental Health continue to be leaders in the State of California, using evidence-based, standardized brief assessment tools (Strengths and Difficulties Questionnaire (SDQ) and SCARED Brief Assessment of Post-Traumatic Stress Symptoms (SCARED)) to screen for trauma and to identify children early that may need mental/behavioral health services. Tulare County CWS screens all children who enter CWS using these assessment tools. These screens are completed on all dependent children within thirty (30) days of the initial CWS case being opened, thirty (30) days prior to every court hearing, at any time during the case when it is determined a child may need mental health services, and within thirty (30) days prior to a child/youth transitioning from a Group Home. The SDQ and SCARED assessments are included in the Intensive Care Coordination referral packet to the Children's Mental Health Clinics. The clinics use these assessments to inform treatment and practice.

CWS has become more trauma informed by offering the following trainings:

- Caring for Children who have Experienced Trauma: A workshop for resource parents training for county foster parents.
- Child Welfare Trauma Training Toolkit for all social workers. This training is mandatory for all CWS social workers. This two-day interactive training covers the knowledge, skills, and values used when working with children in the child welfare system that have experienced traumatic events.

#### **Parent Mentoring Program (Parent Partners):**

The Parent Partners Program is in the second year of implementation for the parent mentoring program designed to enlist parents who successfully navigated the Child Welfare System and are able to mentor current Child Welfare parents. During fiscal year 2014/2015, the Peer Voice Program was renamed the "Parent Partners" Program. The Parent Partners will attend TDMs

and Family Engagement meetings to serve as parent mentors, advocates, and guides. The goals of the Parent Partners Program is to engage parents more fully in child welfare case planning and the service process; provide information to parents about the child welfare system including their rights and responsibilities; and provide support to assist families in meeting their safety, permanency, and well-being goals.

CWS contracted with Parenting Network (a community-based organization) to administer this program. Two former CWS parents, mothers hired by Parenting Network FRC in May 2015, are Parent Partners staff. A team of CWS staff and Parenting Network staff conducted a site visit to Contra Costa County in September 2014 to obtain information about training, fiscal support, process, and model fidelity of their parent mentoring program. The program implemented a pilot project on July 1, 2015 through August 31, 2015 with one CWS Continuing team and six referrals to support parents with open CWS cases. The program presented their findings to CWS administration at the end of the pilot project. CWS administration approved the program to roll out in September 2015 for two more CWS Continuing teams. In addition to the parenting mentor duties the Parent Partners are participating in CFSR workgroups as well as attending the Child Protection Planning Committee and the steering committee for the entire CFSR process.

### **Changes to the Child Welfare Services Federal Data Outcome Measures:**

The purpose of the C-CFSR as codified in W&IC 10601.2 is to significantly strengthen the accountability system used in California to monitor and assess the quality of services provided by county child welfare and probation departments on behalf of youth served by the Child Welfare System. The C-CFSR operates on a philosophy of continuous quality improvement, interagency partnerships, community involvement, and public reporting of program outcome. On October 10, 2014 the Administration for Children and Families (ACF) issued a new Federal Register notice (79FR 61241) that the final plan was to replace the data outcome measures.

These federal data outcome measures are used by county child welfare and juvenile probation agencies via the C-CFSR to measure performance in ensuring the safety, permanency, and well-being of children involved in their respective systems. The seventeen federal outcome measures were replaced with a total of seven new data outcome measures. The University of California, Berkeley's CWS Outcomes System Summary data report for the new measures was effective with Quarter 2, 2015 (June 30, 2015).

The following change to the federal outcome measure is not reflected in the narrative or data for our current strategies or milestones and this change shows the success and the promising practice for CWS: The federal outcome measure C2.1/C2.3/C2.5/C3.2 changed to 3-P2: Permanency in 12 months (12-23 months). Tulare County's outcome measure 3-P2 was 50.8% and surpassed the National Standard rate of greater than 43.6% by 7.2% and surpassed the State standard of 45.2%. Analysis of this measure shows that out of 183 children who were in care 12-23 months, 93 children discharged to permanency within 12 months. Although CWS' current performance surpassed the Federal and State standard, CWS will work towards consistently maintaining a standard of 43.6% or more.

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

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

All County Letter (ACL) No. 15-63 dated September 28, 2015 was generated to inform counties of the changes to the Child Welfare Services Federal Data Outcome Measures. The previous 17 federal data outcome measures were replaced to produce a total of seven new measures as part of the continuous quality improvement (CQI) of the data outcome measures used to

determine a state's conformity with Titles IV-B and IV-E of the Social Security Act. These new measures will report data based on an entry cohort versus the prior measures that were based on an exit cohort. The new federal outcome measures are from the most recent reporting period June 30, 2015 (Q2-2015) and mandated to be included with this 2015 SIP Progress Report.

### **No Recurrence of Maltreatment, (S1.1) changed to Recurrence of Maltreatment (3-S2):**

The federal outcome measure S1.1: No Recurrent of Maltreatment was replaced with the new data measure 3-S2: Recurrence of Maltreatment.

The data for 3-S2 shows CWS' score for the quarterly period ending June 30, 2015 (Q2-2015) was 7.6%. This measure surpassed the National Standard rate of less than 9.1% and surpassed the state's most recent performance rate (Q2-2015) of 10.2%.

CWS is currently in compliance with the new outcome measure for Recurrence of Maltreatment.

### **Maltreatment in Foster Care, (3-S1):**

The federal outcome measure S2.1: No Maltreatment in Foster Care was replaced with the new data measure 3-S1: Maltreatment in Foster Care.

The data for 3-S1 shows CWS' score for the quarterly period ending June 30, 2015 (Q2-2015) had a rate of 9.04. This measure is above the National Standard rate of less than 8.5 and slightly above the state's most recent performance rate (Q2-2015) of 8.77. CWS will improve performance for measure 3-S1 from a rate of 9.04 to 8.5.

Reducing the incidence of child abuse and neglect in foster care is a high priority for Tulare County. While data indicates that the vast majority of children in foster care are safe in their placements, we can do better. CWS is investigating the reasons why out of 320,656 days there were 29 days that foster children were victimized while placed in out-of-home care. One factor that was brought to our attention from our investigation was that most of the victims were placed in a Foster Family Agency. CWS addressed this issue with the Foster Family Agencies at a quarterly meeting and will continue to address this issue if the measure continues to rise. Providing foster care can be tough. It's not for everyone, and it takes both agencies working in partnership to make a placement successful. Together CWS and Foster Family Agencies can determine when to intervene if a placement is showing the potential of turning an acceptable care provider into one who maltreats a child.

## State and Federally Mandated Child Welfare/Probation Initiatives

### STATE AND FEDERALLY MANDATED CHILD WELFARE INITIATIVES

Tulare County CWS has researched, and in some cases implemented state and federally mandated initiatives to improve services to children and families during the last three (3) SIP Progress Reports. These are:

- ✓ Katie A. et al. v. Diana Bonta et al. Settlement Agreement
- ✓ Safety Organized Practice (SOP)
- ✓ Commercial Sexual Exploitation of Children/Youth (CSEC)
- ✓ California-Child and Family Services Review Federal Case Review

### **Katie A. et al. v. Diana Bonta et al. Settlement Agreement (Intensive Care Coordination):**

The Katie A. Settlement Agreement seeks to improve access to effective care by enabling California's most vulnerable children to receive intensive mental health services in their own homes and communities. This allows children to remain safely with their families or in a home-like setting and help prevent additional trauma caused by unnecessary institutionalization. During fiscal year 2014/2015 there was a movement in the State of California to move away from using the name "Katie A." when describing children in specialty mental health services. Instead of referring to "Katie A." Tulare County chose to rename the initiative to Intensive Care Coordination (ICC).

CWS and Mental Health leadership meet on a monthly basis to keep the communication open regarding the ICC process. CWS and Mental Health participate with the state and regional learning collaboratives and Tulare County has risen to be one of the leaders in the state regarding the implementation of ICC. CWS has also participated in conference calls, hosted site visits, and met with other county representatives at the regional learning collaborative.

CWS continues to complete an ICC screening for all children (3 years and up) within 30 days of the initial CWS case being opened, 30 days prior to every court hearing, any time it is determined the child may need mental health services, and within 30 days of a child transitioning from a group home to a lower level of care.

Intensive Care Coordination assessments are part of the CASAT Project that CWS and Mental Health collaborate for Tulare County foster children to receive intensive mental health services and to treat trauma. Additional data for CASAT is reported in the section: Other Successes/Promising Practices for CWS, California Screening Assessment and Treatment (CASAT) Project.

### **Safety Organized Practice (SOP):**

Safety Organized Practice (SOP) is a collaborative practice model supported by the National Resource Center for In-Home Services, a service of the Children's Bureau's National Child Welfare Training and Technical Assistance Network. SOP is a holistic approach to collaborative teamwork in child welfare that seeks to build and strengthen partnerships within a family, their information support network, and the agency. SOP uses strategies and techniques based on the belief that a child and his or her family are the central focus, and partnership exists in an effort to find solutions that ensure safety, permanency, and well-being for children. Tulare County is in a decision phase for implementation of SOP although current best practice, strategies, and milestones reveal that CWS is supporting SOP. The elements of the SOP model include: motivational interviewing, solution-focused practice, cultural humility, appreciative inquiry, trauma-informed practice, risk and safety assessment tools (SDM), family meetings and networks of support, and strategies for engaging children. CWS' current best practice, strategies, and milestones include: implementation of California Screening Assessment and Treatment (CASAT) Project for trauma-informed practice, utilizing SDM for risk and safety assessments, implementing Family Engagement meetings and Team Decision Making meetings that include families and their network of support and to engage children. CWS has the foundation laid for integrating SOP in Tulare County if it is selected to implement. CWS provided an overview training of SOP for all supervisors and managers on March 9, 2015. The overview training will be presented to all CWS staff in four sessions during the months of December 2015 and January 2016. SOP may be part of the new initiatives for the next cycle of the Tulare County System Improvement Plan.

### **Commercial Sexual Exploitation of Children/Youth:**

Governor Jerry Brown signed in June 2014 Senate Bill (SB) 855 to create a Commercially Sexually Exploited Children (CSEC) Program, to be administered by the California Department of Social Services. The new legislation provides \$5 million in the 2014-2015 budget and \$14 million annually beginning in fiscal year 2015-2016 to fund prevention, intervention, and other services for children who are sexually trafficked and to provide training to child welfare and foster care providers. SB 855 is in line with the federal government to fight commercial sexual exploitation of children/youth. The federal government released “Coordination, Collaboration, Capacity: Federal Strategic Action Plan on Services for Victims of Human Trafficking in the United States, 2013-2017,” the first-ever strategic action plan to strengthen services for victims of human trafficking in this country. The California Department of Social Services released All County Letter (ACL) 14-62 dated September 3, 2014 Commercially Sexually Exploited Children (CSEC) Program to provide information for the recent legislation (SB 855, Chapter 29, Statutes of 2014) amendments.

CWS is a key stakeholder as an agency that will provide services to youth who are human trafficking victims. CWS is partnering with agencies such as Mental Health, Probation, Public Health, and Juvenile Court to develop protocols to serve Commercially Sexually Exploited Children (CSEC). The Tulare County District Attorney’s Office is spearheading a task force to fight human trafficking by working together to create awareness of this issue. Tulare County’s combination of poverty, double digit unemployment, and the agrarian nature of the county create the perfect storm for human trafficking. Because this is a “hidden” crime, human trafficking often goes unnoticed or is erroneously reported and handled. The task force continues to meet quarterly to discuss the issue of human trafficking in Tulare County.

The Central California Training Academy (CCTA) hosted several Commercially Sexually Exploited Children’s training throughout the year of 2015 to bring awareness of this issue and foster collaboration and communication.

### **California-Child and Family Services Review Federal Case Review:**

All County Information Notice (ACIN) No. I-40-14 was issued on July 15, 2014 to inform counties about the benefits of conducting qualitative reviews of programs across the entire continuum of child and family services. The Children’s Bureau of the federal Administration for Children and Families (ACF) continues to implement improvements to the CFSR review process to monitor state Title IV-B and IV-E Programs. In addition to the Children’s Bureau considering improvement of the CFSR review process, ACF issued CFSR Technical Bulletin #7 (<http://www.childsworld.ca.gov/res/pdf/PIP/TechnicalBulletin7.pdf>), providing instructions and guidance regarding the expectation that states conduct case file reviews as a part of their quality assurance process.

Qualitative case reviews are an important way to gather data about the “how” and the “why” questions associated with continuous quality improvement (CQI). This hands-on case level data compliment the quantitative data obtained through systems such as the California Child Welfare Indicators Project, SafeMeasures®, and Business Objects reports. County case review staff will conduct a qualitative review of a number of cases each quarter as determined by overall caseload inclusive of probation. The qualitative onsite review instrument will focus on the following three outcome domains that form the basis of the Child and Family Services Reviews:

- Safety
- Permanency and
- Child and family well-being

CWS has chosen to expand the role of the Policy and Program Specialist team to perform a variety of job duties such as writing policies, leading initiatives, training, writing the County Self-Assessment and System Improvement Plan while sharing the role of conducting case reviews. The Policy and Program Specialist team includes five (5) certified case reviewers and two (2) case reviewers in the process of becoming certified. Tulare County was designated to complete 100 cases per year with 25 cases per quarter being completed. On October 1, 2015, CWS began the case review process with 25 cases to be completed by the end of the quarter, December 31, 2015. Training was provided to the juvenile court judges and attorneys on July 30, 2015 and training was provided to CWS Managers during October and November 2015. The CWS Managers training included an overview of the 18 items included on the qualitative onsite review instrument and how to work on quality assurance.

## Five-Year SIP Chart

### SIP CHART AND STRATEGIES FOR CWS:

**Priority Outcome Measure or Systemic Factor:** C1.1 (Reunification Within Twelve (12) Months). The federal outcome measure C1.1/C1.2/C1.3 was changed to measure 3-P1: Permanency in 12 Months (entering FC).

**National Standard:** greater than 75.2%. The measure 3-P1 is: greater than 40.5%

**Current Performance:** Measure C1.1: According to the July 2015 Quarterly Data Report (Q1-2015), of the 326 children in out-of-home foster care, 231 of them were reunified within twelve (12) months. This is a 70.9% rate for reunification within twelve (12) months. Measure 3-P1: According to the October 2015 Quarterly Data Report (Q2-2015), of the 576 children who entered foster care, 219 children discharged to permanency within 12 months. This is a 38.0% rate for permanency within 12 Months.

**Target Improvement Goal:** CWS will improve performance for measure 3-P1 from 38.0% to 40.5%.

**Priority Outcome Measure or Systemic Factor:** C1.4 (Re-entry Following Reunification). The federal outcome measure C1.4 was changed to 3-P4: Re-Entry to Foster Care in 12 Months.

**National Standard:** less than 9.9%. The measure 3-P4 is: less than 8.3%

**Current Performance:** Measure C1.4: According to the July 2015 Quarterly Data Report (Q1-2015), of the 266 children who exited foster care to reunification, 26 children re-entered foster care following reunification. This is a 9.8% rate for re-entry following reunification. Measure 3-P4: According to the October 2015 Quarterly Data Report (Q2-2015), of the 155 children who discharged to permanency within 12 Months, 29 children re-entered foster care. This is a 5.8% rate for re-entry to foster care in 12 Months.

**Target Improvement Goal:** Although CWS' current performance surpassed the Federal and State standard, CWS will work towards consistently maintaining a standard of 8.3% or less.

**Priority Outcome Measure or Systemic Factor:** C3.3 (in care Three (3) Years or More). The federal outcome measure C3.3 was changed to 3-P3: Permanency in 12 Months (in care 24 months or longer).

**National Standard:** less than 37.5%. The measure 3-P3 is: greater than 30.3%

**Current Performance:** Measure C3.3: According to the July 2015 Quarterly Data Report (Q1-2015), of the 42 youth who turned 18 years old in foster care (or emancipated at an earlier age and left foster care and the dependency system), 22 youth were in care three (3) years or more. This is a 52.4% rate for youth in care three (3) years or more. Measure 3-P3: According to the October 2015 Quarterly Data Report (Q2-2015), of the 224 children who were in care 24 Months or longer, 84 children discharged to permanency within 12 Months. This is a 37.5% rate for children in care 24 months or longer and discharged to permanency.

**Target Improvement Goal:** Although CWS' current performance surpassed the Federal and State standard, CWS will work towards consistently maintaining a standard of 30.3% or more.

**Priority Outcome Measure or Systemic Factor:** C4.3 (Placement Stability, At least 24 Months In Care). The federal outcome measure C4.3 was changed to 3-P5: Placement Stability.

**National Standard:** greater than 41.8%. The measure 3-P5 rate is: less than 4.12

**Current Performance:** Measure C4.3: According to the July 2015 Quarterly Data Report (Q1-2015), of the 341 children placed in foster care at least 24 months, 130 children had two (2) or less placement changes. This is a 38.1% rate for placement stability in at least 24 Months of care. Measure 3-P5: According to the October 2015 Quarterly Data Report (Q2-2015), of the 95,538 placement days for children who entered foster care in a 12 month period, 523 placement days had a change. This is a 5.47 rate of placement changes for children who entered foster care in a 12 Month period.

**Target Improvement Goal:** CWS will improve performance for measure 3-P5 from 5.47 to 4.12.

Reunification Measures: **Measure C1.1 & Measure C1.4**, Child Welfare Services (CWS)

**Improvement Goal 1.0**

Increase the percentage of children who reunify within twelve (12) months by strengthening family-centered practice.

**Strategy 1.1:**

Increase the number and quality of case staffings that engage the parents, care providers, and the child (of appropriate age) in case planning.

<input type="checkbox"/>	<b>CAPIT</b>
<input type="checkbox"/>	<b>CBCAP</b>
<input type="checkbox"/>	<b>PSSF</b>
<input checked="" type="checkbox"/>	<b>N / A</b>

**Applicable Outcome Measure(s) and/or Systemic Factor(s):**

This strategy applies to Outcome Measure C1.1. The federal outcome measure C1.1/C1.2/C1.3 was changed to measure 3-P1.

Action Steps	Timeframe	Person Responsible
<p><b>1.1.1</b></p> <p>Case staffing policy and training reviewed and revised to support the engagement of children, families and care providers in developing and supporting case plans.</p>	<p><input checked="" type="checkbox"/> Year 1-Jan 2012-Dec 2012  <input checked="" type="checkbox"/> Year 2-Jan 2013-Dec 2013</p> <p><b>STATUS: COMPLETED</b></p>	<p>CWS Managers                      CWS Supervisors                      CWS Policy &amp; Program Specialists                      Training</p>
<p><b>1.1.2</b></p> <p>Policy and training are delivered to staff on the case staffings requirements (i.e., inclusion of family, youth, and care providers) for developing case plans.</p>	<p><input checked="" type="checkbox"/> Year 2-Jan 2013-Dec 2013</p> <p><b>STATUS: COMPLETED</b></p>	<p>CWS Supervisors                      Training                      CWS Family Advocate                      Subject Matter Experts</p>
<p><b>1.1.3</b></p> <p>Case staffings are held as prescribed in revised policy.</p>	<p><input checked="" type="checkbox"/> Year 2-Jan 2013-Dec 2013</p> <p><b>STATUS: COMPLETED</b></p>	<p>CWS Managers                      CWS Supervisors                      Social Workers</p>
<p><b>1.1.4</b></p> <p>Case staffing process is evaluated for quality and for consistency in its implementation.</p>	<p><input checked="" type="checkbox"/> Year 3-Jan 2014-Dec 2014  <input checked="" type="checkbox"/> Year 4-Jan 2015-Dec 2015</p> <p><b>STATUS: COMPLETED</b></p>	<p>CWS Managers                      CWS Supervisors                      Quality Improvement</p>
<p><b>1.1.5</b></p> <p>The case staffing process is evaluated for effectiveness in improving practice and modified as needed. Tulare County will use the Quarterly Outcome Reports and SafeMeasures® to measure and evaluate the impact of these strategies.</p>	<p><input checked="" type="checkbox"/> Year 3-Jan 2014-Dec 2014  <input checked="" type="checkbox"/> Year 4-Jan 2015-Dec 2015  <input checked="" type="checkbox"/> Year 5-Jan 2016-Dec 2016</p> <p><b>STATUS: INITIATED AND ONGOING THROUGH YEAR 5</b></p>	<p>CWS Administration                      CWS Managers                      CWS Supervisors                      CWS Policy &amp; Program Specialists                      Training                      Analyst Team</p>

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<b>Strategy 1.2:</b>		<input type="checkbox"/> CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b>
Increase the consistent use of the Structured Decision Making (SDM) Reunification Assessment tool.		<input type="checkbox"/> CBCAP	
		<input type="checkbox"/> PSSF	
		<input checked="" type="checkbox"/> N / A	
		<b>1.2.1</b>	Utilize SafeMeasures® and case reviews to assess SDM timely and appropriate usage.
<b>1.2.2</b>	Evaluate data to isolate and reveal barriers.	<input checked="" type="checkbox"/> Year 1-Jan 2012-Dec 2012 <b>STATUS: COMPLETED</b>	CWS Managers CWS Supervisors Quality Improvement
<b>1.2.3</b>	Review/revise or create/implement policies.	<input checked="" type="checkbox"/> Year 1-Jan 2012-Dec 2012 <b>STATUS: COMPLETED</b>	CWS Managers CWS Supervisors CWS Policy & Program Specialists Training
<b>1.2.4</b>	Develop and implement in-depth training for social workers and supervisors on how to appropriately apply and document the needed information for consistent use of the SDM Reunification Assessment tool.	<input checked="" type="checkbox"/> Year 2-Jan 2013-Dec 2013 <b>STATUS: COMPLETED</b>	CWS Managers CWS Supervisors CWS Policy & Program Specialists Training
<b>1.2.5</b>	Implement the SDM Reunification Assessment tool for cases moving from FR to FM and at the point when PP is being considered.	<input checked="" type="checkbox"/> Year 2-Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3-Jan 2014-Dec 2014 <b>STATUS: COMPLETED</b>	CWS Managers CWS Supervisors
<b>1.2.6</b>	Use case readings to determine and assist staff in the effectiveness, quality, and consistency in using the SDM Reunification Assessment tool.	<input checked="" type="checkbox"/> Year 3-Jan 2014-Dec 2014 <b>STATUS: COMPLETED</b>	CWS Managers CWS Supervisors Quality Improvement
<b>1.2.7</b>	Evaluate the effectiveness of practice in use of the SDM Reunification Assessment tool using SafeMeasures®, and modify as needed.	<input checked="" type="checkbox"/> Year 4-Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5-Jan 2016-Dec 2016 <b>STATUS: INITIATED AND ONGOING THROUGH YEAR 5</b>	CWS Administration CWS Managers CWS Supervisors Quality Improvement Analyst Team

<b>Strategy 1.3:</b> Increase the use of SDM Family and Needs Assessment and Reunification Assessment tools at the point of exit and consistently develop family exit plans for FM and FR cases.		<input type="checkbox"/>	<b>CAPIT</b>	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b>  This strategy applies to Outcome Measure C1.1. The federal outcome measure C1.1/C1.2/C1.3 was changed to measure 3-P1.	
		<input type="checkbox"/>	<b>CBCAP</b>		
		<input type="checkbox"/>	<b>PSSF</b>		
		<input checked="" type="checkbox"/>	<b>N / A</b>		
<b>Action Steps</b>	<b>1.3.1</b> Complete a targeted review of a sampling of re-entry cases to evaluate for the consistent use of the SDM safety assessments at the point of exit. Use findings from case reviews to identify trends in the reasons that children re-enter foster care.	<b>Timeframe</b>	<input checked="" type="checkbox"/> Year 1-Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2-Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3-Jan 2014-Dec 2014 <b>STATUS: COMPLETED</b>	<b>Person Responsible</b>	CWS Managers Quality Improvement Analyst Team
	<b>1.3.2</b> Develop targeted policies and training curriculum based on case review findings.		<input checked="" type="checkbox"/> Year 2-Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3-Jan 2014-Dec 2014 <b>STATUS: COMPLETED</b>		CWS Managers CWS Policy & Program Specialists Training
	<b>1.3.3</b> Implement policy and/or practice and training in response to case review findings.		<input checked="" type="checkbox"/> Year 3-Jan 2014-Dec 2014 <b>STATUS: COMPLETED</b>		CWS Managers CWS Supervisors Social Workers Training
	<b>1.3.4</b> Use data reports and targeted case reviews to establish a baseline of the usage of family and needs assessments and reunification assessments and the impact on re-entry. This information will be used to evaluate, measure, and modify policy and practice shifts to continue making improvements.		<input checked="" type="checkbox"/> Year 3-Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4-Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5-Jan 2016-Dec 2016 <b>STATUS: INITIATED AND ONGOING THROUGH YEAR 5</b>		CWS Administration CWS Managers Quality Improvement CWS Policy & Program Specialists Training Analyst Team
<b>Improvement Goal 2.0:</b> Increase the percentage of children who reunify within 12 months by improving the consistent use of concurrent planning.					
<b>Strategy 2.1:</b> Review and revise concurrent planning practice by updating policies and staff training to increase consistency and quality. Social workers will engage children, youth, and care providers in the concurrent planning process.		<input type="checkbox"/>	<b>CAPIT</b>	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b>  This strategy applies to Outcome Measure C1.1 and C3.3. The federal outcome measure C1.1/C1.2/C1.3 was changed to measure 3-P1 and the federal outcome measure C3.3 was changed to measure 3-P3.	
		<input type="checkbox"/>	<b>CBCAP</b>		
		<input type="checkbox"/>	<b>PSSF</b>		
		<input checked="" type="checkbox"/>	<b>N / A</b>		

<b>Action Steps</b>	<b>2.1.1</b> Research and develop improved concurrent planning model and policies to improve practice. Review PQCR focus group information and update according to findings from review.	<b>Timeframe</b>	<input checked="" type="checkbox"/> Year 1-Jan 2012-Dec 2012 <b>STATUS: COMPLETED</b>	<b>Person Responsible</b>	CWS Managers CWS Supervisors CWS Policy & Program Specialists
	<b>2.1.2</b> Develop and implement concurrent planning model pilot and providing policies and training to staff.		<input checked="" type="checkbox"/> Year 1-Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2-Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3-Jan 2014-Dec 2014 <b>STATUS: COMPLETED</b>		CWS Managers CWS Supervisors CWS Policy & Program Specialists Training Social Workers
	<b>2.1.3</b> Use data reports and targeted case reviews to monitor the use of the concurrent planning model for children coming into CWS. Evaluate revised concurrent planning practice with targeted group of children in the PP caseload.		<input checked="" type="checkbox"/> Year 3-Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4-Jan 2015-Dec 2015 <b>STATUS: COMPLETED</b>		CWS Managers CWS Supervisors Quality Improvement
	<b>2.1.4</b> Evaluate the effectiveness/efficiency of concurrent planning model through the use of data reports and case reviews -- revise as needed to improve consistency and practice. Expand use of new model to existing PP caseload. Evaluate the results of the concurrent planning pilot using SafeMeasures® and Quarterly Outcome Reports; revise policy and training as needed to expand to all children without a Planned Permanent Living Arrangement (PPLA).		<input type="checkbox"/> Year 4-Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5-Jan 2016-Dec 2016		CWS Administration CWS Managers CWS Policy & Program Specialists CWS Supervisors Training Analyst Team
<b>Improvement Goal 3:</b> Explore the development of best-practice/evidence-based programs for children and families with prevention-focused community partners.					

<b>Strategy 3.1</b>  Explore and develop research-based, community-delivered, Aftercare services targeted to family maintenance (FM) and family reunification (FR) families when exiting the CWS system. The county will work with community-based providers to expand its Differential Response (DR) services program to include the Aftercare population and develop/deliver services which may include family case management and support services like parenting education, counseling, mentoring, respite, etc.		[ X ]	<b>CAPIT</b>	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s) :</b>  This strategy applies to Outcome Measure C1.4. The federal outcome measure C1.4 was changed to measure 3-P4.	
		[ ]	<b>CBCAP</b>		
		[ X ]	<b>PSSF</b>		
		[ ]	<b>N / A</b>		
<b>Action Steps</b>	<b>3.1.1</b>  Review data from CWS/CMS and SafeMeasures® to identify and review cases resulting in re-entry and identify common factors.	<b>Timeframe</b>	<input checked="" type="checkbox"/> Year 1-Jan 2012-Dec 2012 <b>STATUS: COMPLETED</b>	<b>Person Responsible</b>	CWS Managers Analyst Team
	<b>3.1.2</b>  Explore the development and implementation of training and/or resources for FM and FR families through collaborative endeavors with community-based providers.		<input checked="" type="checkbox"/> Year 1-Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2-Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3-Jan 2014-Dec 2014 <b>STATUS: COMPLETED</b>		CWS Managers CWS Supervisors CWS Family Advocate Analyst Team Community-Based Organizations
	<b>3.1.3</b>  Develop policies and procedures to expand Aftercare safety plans for FM and FR families and provide appropriately targeted training.		<input checked="" type="checkbox"/> Year 1-Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2-Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3-Jan 2014-Dec 2014 <b>STATUS: COMPLETED</b>		CWS Managers CWS Policy & Program Specialists CWS Supervisors Training
	<b>3.1.4</b>  Implement the development of targeted Aftercare plans.		<input checked="" type="checkbox"/> Year 3-Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4-Jan 2015-Dec 2015 <b>STATUS: COMPLETED</b>		CWS Managers CWS Supervisors Social Workers
	<b>3.1.5</b>  Evaluate results of program and process improvements and modify as necessary.		<input checked="" type="checkbox"/> Year 4-Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5-Jan 2016-Dec 2016 <b>STATUS: INITIATED AND ONGOING THROUGH YEAR 5</b>		CWS Administration CWS Managers CWS Supervisors

<b>Strategy 3.2:</b>  Strengthen partnership with community partners to provide supportive services to children and families during and after reunification and/or following adoptions.		[ X ]	CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b>  This strategy applies to Outcome Measure C1.4. The federal outcome measure C1.4 was changed to measure 3-P4.	
		[ ]	CBCAP		
		[ X ]	PSSF		
		[ ]	N / A		
<b>Action Steps</b>	<b>3.2.1</b>  Continue attendance at countywide social services network meetings (community partners/agencies).	<b>Timeframe</b>	<input checked="" type="checkbox"/> Year 1-Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2-Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3-Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4-Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5-Jan 2016-Dec 2016  <b>STATUS: INITIATED AND ONGOING THROUGH YEAR 5</b>	<b>Person Responsible</b>	CWS Administration CWS Managers CWS Supervisors Analyst Team
	<b>3.2.2</b>  Work with community partners/agencies to determine available service and supports they can provide.		<input checked="" type="checkbox"/> Year 1-Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2-Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3-Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4-Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5-Jan 2016-Dec 2016  <b>STATUS: INITIATED AND ONGOING THROUGH YEAR 5</b>		CWS Administration CWS Family Advocate Analyst Team
	<b>3.2.3</b>  Utilize the service needs assessment/gap analysis completed by the Child Protection Planning Committee (CPPC) to frame the service continuum.		<input checked="" type="checkbox"/> Year 1-Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2-Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3-Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4-Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5-Jan 2016-Dec 2016  <b>STATUS: INITIATED AND ONGOING THROUGH YEAR 5</b>		CWS Administration Community Partners Analyst Team
	<b>3.2.4</b>  Identify opportunities to blend programs, services, and funding opportunities to meet newly identified or emergent child/family needs.		<input checked="" type="checkbox"/> Year 1-Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2-Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3-Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4-Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5-Jan 2016-Dec 2016  <b>STATUS: INITIATED AND ONGOING THROUGH YEAR 5</b>		CWS Administration Community Partners Analyst Team
	<b>3.2.5</b>  Implement services and programs to meet identified needs and evaluate effectiveness of new services/program.		<input checked="" type="checkbox"/> Year 1-Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2-Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3-Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4-Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5-Jan 2016-Dec 2016  <b>STATUS: INITIATED AND ONGOING THROUGH YEAR 5</b>		CWS Administration CWS Managers Community Partners Analyst Team

<b>Strategy 3.3</b>  Work with the local Family Resource Centers' Differential Response program to help families develop an Aftercare services plan and to access resources once their FM or FR CWS case closes.		[ X ]	<b>CAPIT</b>	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b>  This strategy applies to Outcome Measure C1.4. The federal outcome measure C1.4 was changed to measure 3-P4.	
		[ ]	<b>CBCAP</b>		
		[ X ]	<b>PSSF</b>		
		[ ]	<b>N / A</b>		
<b>Action Steps</b>	<b>3.3.1</b>  Continue regular meetings with FRCs as a forum for program review and evaluation.	<b>Timeframe</b>	<input checked="" type="checkbox"/> Year 1-Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2-Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3-Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4-Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5-Jan 2016-Dec 2016  <b>STATUS: INITIATED AND ONGOING THROUGH YEAR 5</b>	<b>Person Responsible</b>	CWS Administration CWS Managers CWS Supervisors Family Resource Centers
	<b>3.3.2</b>  Identify additional strength-based/solution-focused services.		<input checked="" type="checkbox"/> Year 1-Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2-Jan 2013-Dec 2013  <b>STATUS: COMPLETED</b>		CWS Administration CWS Managers CWS Supervisors Lead Workers CWS Family Advocate Family Resource Centers
	<b>3.3.3</b>  Deliver "road show" training to support strength-based/solution-focused services, as needed.		<input checked="" type="checkbox"/> Year 3-Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4-Jan 2015-Dec 2015  <b>STATUS: COMPLETED</b>		CWS Managers CWS Supervisors Lead Workers Training
	<b>3.3.4</b>  Implement strength-based/solution-focused services and evaluate the effectiveness of the new services, and modify as necessary.		<input checked="" type="checkbox"/> Year 3-Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4-Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5-Jan 2016-Dec 2016  <b>STATUS: INITIATED AND ONGOING THROUGH YEAR 5</b>		CWS Administration CWS Managers CWS Supervisors Quality Improvement Analyst Team Family Resource Centers

**Long-Term Care Measure: Measure C3.3, Child Welfare Services (CWS)**

**Improvement Goal 1.0**

Increase the percentage of children/youth who exit to a permanent home within 24 months.

<p><b>Strategy 1.1:</b></p> <p>Develop a Permanency Team within CWS. The new Permanency Team will be tasked with looking at select PP cases to identify common barriers to permanency, work with Quality Improvement to evaluate current practice and policy, and develop strategies to expedite permanency options for children/youth.</p>	[ ]	<b>CAPIT</b>	<p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b></p> <p>This strategy applies to Outcome Measure C3.3. The federal outcome measure C3.3 was changed to measure 3-P3.</p>	
	[ ]	<b>CBCAP</b>		
	[ ]	<b>PSSF</b>		
	[X]	<b>N / A</b>		
<p><b>Action Steps</b></p> <p><b>1.1.1</b> Review select cases in CWS/CMS to identify reasons for children not achieving permanency. Review PQCR focus group information and data reports from CWS/CMS to identify themes and reasons for children not achieving permanency.</p> <p><b>1.1.2</b> Conduct in-depth review of the process that occurs when the service component changes from FR to PP.</p> <p><b>1.1.3</b> Identify trends in process issues identified via the case reviews and propose policy and training needs.</p> <p><b>1.1.4</b> Implement any new changes to practice or policy and provide training to address permanency issues for youth in PP caseloads.</p>	<p><b>Timeframe</b></p>	<input checked="" type="checkbox"/> Year 1-Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2-Jan 2013-Dec 2013 <b>STATUS: COMPLETED</b>	<p><b>Person Responsible</b></p>	
		<input checked="" type="checkbox"/> Year 1-Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2-Jan 2013-Dec 2013 <b>STATUS: COMPLETED</b>		CWS Managers CWS Supervisors Social Workers Quality Improvement
		<input checked="" type="checkbox"/> Year 2-Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3-Jan 2014-Dec 2014 <b>STATUS: COMPLETED</b>		CWS Managers CWS Supervisors Social Workers Quality Improvement
		<input checked="" type="checkbox"/> Year 3-Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4-Jan 2015-Dec 2015 <b>STATUS: COMPLETED</b>		CWS Managers CWS Supervisors Quality Improvement CWS Policy & Program Specialists Training

	<b>1.1.5</b> Evaluate results of program and process improvements through the use of data reports and targeted case reviews, Quarterly Outcome Reports and SafeMeasures® and modify as necessary.		<input checked="" type="checkbox"/> Year 4-Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5-Jan 2016-Dec 2016 <b>STATUS: INITIATED AND ONGOING THROUGH YEAR 5</b>		CWS Administration CWS Managers CWS Supervisors CWS Policy & Program Specialists Quality Improvement Training Analyst Team
	<b>Strategy 1.2:</b> Children in care will have a Family Connections/Family Finding (FC) Project developed at assessment	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N / A	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> This strategy applies to Outcome Measure C3.3. The federal outcome measure C3.3 was changed to measure 3-P3.		
<b>Action Steps</b>	<b>1.2.1</b> Existing material on developing genograms will be identified.	<b>Timeframe</b>	<input checked="" type="checkbox"/> Year 1-Jan 2012-Dec 2012 <b>STATUS: COMPLETED</b>	<b>Person Responsible</b>	CWS Managers CWS Supervisors
	<b>1.2.2</b> Policies and training curriculum will be developed on the use of Family Connections/Family Finding for children in foster care; training will be developed and delivered to staff		<input checked="" type="checkbox"/> Year 2-Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3-Jan 2014-Dec 2014 <b>STATUS: COMPLETED</b>		CWS Managers CWS Policy & Program Specialists Training MSW Intern
	<b>1.2.3</b> Staff will develop the FC Project for children in care.		<input checked="" type="checkbox"/> Year 2-Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3-Jan 2014-Dec 2014 <b>STATUS: COMPLETED</b>		CWS Supervisors Social Workers
	<b>1.2.4</b> Implement the full role out of the FC Project.		<input checked="" type="checkbox"/> Year 3-Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4-Jan 2015-Dec 2015 <b>STATUS: COMPLETED</b>		CWS Managers CWS Supervisors
	<b>1.2.5</b> Evaluating the results of the FC Project and modifying as necessary.		<input checked="" type="checkbox"/> Year 4-Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5-Jan 2016-Dec 2016 <b>STATUS: INITIATED AND ONGOING THROUGH YEAR 5</b>		CWS Administration CWS Managers CWS Supervisors Quality Improvement

<b>Improvement Goal 2.0</b>					
Improve permanency outcomes for children/youth in the Permanent Planning caseload.					
<b>Strategy 2.1:</b>		[ ]	CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b>  This strategy applies to Outcome Measure C3.3. The federal outcome measure C3.3 was changed to measure 3-P3.	
Implement Team Decision Making (TDM) to improve family engagement, address placement options, and placement changes.		[ ]	CBCAP		
		[ ]	PSSF		
		[X]	N / A		
<b>Action Steps</b>	<b>2.1.1</b> Identify and pursue TDM training for staff assigned to conduct TDMs.	<b>Timeframe</b>	<input checked="" type="checkbox"/> Year 1-Jan 2012-Dec 2012 <b>STATUS: COMPLETED</b>	<b>Person Responsible</b>	CWS Managers CWS Supervisors Training UC Davis
	<b>2.1.2</b> Develop initial policies and internal training curriculum requirements for implementing TDM.		<input checked="" type="checkbox"/> Year 1-Jan 2012-Dec 2012 <b>STATUS: COMPLETED</b>		CWS Managers CWS Supervisors CWS Policy & Program Specialists Training Analyst Team
	<b>2.1.3</b> Implement TDM according to workgroup recommendations.		<input checked="" type="checkbox"/> Year 1-Jan 2012-Dec 2012 <b>STATUS: COMPLETED</b>		CWS Managers CWS Supervisors Social Workers PPAU
	<b>2.1.4</b> Evaluate successful implementation of TDM and modify as needed.		<input checked="" type="checkbox"/> Year 2-Jan 2013-Dec 2013 <b>STATUS: COMPLETED</b>		CWS Administration CWS Managers CWS Supervisors PPAU
	<b>2.1.5</b> Require TDM for seven-day notice and placement change requests.		<input checked="" type="checkbox"/> Year 1-Jan 2012-Dec 2012 <b>STATUS: COMPLETED</b>		CWS Managers CWS Supervisors Social Workers PPAU

Placement Stability Measure: <b>Measure C4.3, Child Welfare Services (CWS)</b>				
Improvement Goal 1.0				
Increase the placement stability for children in care.				
<b>Strategy 1.1:</b>		<input type="checkbox"/> CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b>  This strategy applies to Outcome Measure C4.3. The federal outcome measure C4.3 was changed to measure 3-P5.	
Use Placement Staffings/TDMs when care providers give a seven day notice requesting a placement change.		<input type="checkbox"/> CBCAP		
		<input type="checkbox"/> PSSF		
		<input checked="" type="checkbox"/> N / A		
<b>Action Steps</b>	<b>1.1.1</b> Review and/or revise policies and training around practice when seven-day notices are given.	<b>Timeframe</b>	<input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 <b>STATUS: COMPLETED</b>	<b>Person Responsible</b>
	<b>1.1.2</b> Present new/revised policies and training for conducting a TDM when notice has been given.		<input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 <b>STATUS: COMPLETED</b>	
	<b>1.1.3</b> Implement TDM for every seven-day notice or placement change that is requested to discover additional support needs to preserve placements whenever possible.		<input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 <b>STATUS: COMPLETED</b>	
	<b>1.1.4</b> Monitor and evaluate implementation of the new practice, review/revise policy and training as needed.		<input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5 – Jan 2016-Dec 2016 <b>STATUS: INITIATED AND ONGOING THROUGH YEAR 5</b>	
<b>Strategy 1.2:</b>		<input type="checkbox"/> CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b>  This strategy applies to Outcome Measure C4.3. The federal outcome measure C4.3 was changed to measure 3-P5.	
Identify additional supports and training needed by care providers to help preserve placements.		<input type="checkbox"/> CBCAP		
		<input type="checkbox"/> PSSF		
		<input checked="" type="checkbox"/> N / A		

<b>Action Steps</b>	<b>1.2.1</b> Annually review and revise the existing Strategic Foster Parent Recruitment Plan to include foster parents and relative care providers.	<b>Timeframe</b>	<input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5 – Jan 2016-Dec 2016 <b>STATUS: COMPLETED FOR YEAR 4 AND ONGOING THROUGH YEAR 5</b>	<b>Person Responsible</b>	CWS Managers CWS Supervisors Licensing Staff
	<b>1.2.2</b> Continue joint meetings between care providers (foster parents, relatives, and foster family agencies) and CWS to identify training and/or supportive services.		<input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5 – Jan 2016-Dec 2016 <b>STATUS: INITIATED AND ONGOING THROUGH YEAR 5</b>		CWS Managers CWS Supervisors Licensing Staff CWS Family Advocate
	<b>1.2.3</b> Continue marketing strategies for foster and adoptive parent recruitment and engage community partners as appropriate to explore ongoing community support.		<input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5 – Jan 2016-Dec 2016 <b>STATUS: INITIATED AND ONGOING THROUGH YEAR 5</b>		CWS Managers CWS Supervisors Licensing Staff
	<b>1.2.4</b> Implement Strategic Plan improvements and build capacity for community level support to care providers.		<input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5 – Jan 2016-Dec 2016 <b>STATUS: INITIATED AND ONGOING THROUGH YEAR 5</b>		CWS Managers CWS Supervisors Licensing Staff
	<b>1.2.5</b> Evaluate implemented improvements for effectiveness and efficiency and their impact on placement stability outcomes.		<input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5 – Jan 2016-Dec 2016 <b>STATUS: INITIATED AND ONGOING THROUGH YEAR 5</b>		CWS Administration CWS Managers CWS Supervisors CWS Family Advocate Licensing Staff
<b>Strategy 1.3:</b> Create a “Placement Unit” within the Permanency Planning Assessment Unit (PPAU).		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N / A	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b>  This strategy applies to Outcome Measure C4.3. The federal outcome measure C4.3 was changed to measure 3-P5.		

<b>Action Steps</b>	<b>1.3.1</b> Continue to use intake tools to better match children and care providers.	<b>Timeframe</b>	<input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 <input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5 – Jan 2016-Dec 2016 <b>STATUS: INITIATED AND ONGOING THROUGH YEAR 5</b>	<b>Person Responsible</b>	CWS Managers CWS Supervisors Social Workers PPAU Licensing Staff
	<b>1.3.2</b> Develop and finalize policy coordinating placement with the PPAU and using the completed child and caregiver profiles.		<input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 <b>STATUS: COMPLETED</b>		CWS Managers CWS Supervisors PPAU
	<b>1.3.3</b> Provide training to staff on the new profiles and policy; implement.		<input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <b>STATUS: COMPLETED</b>		CWS Managers CWS Supervisors Training Social Workers
	<b>1.3.4</b> Evaluate the impact of the Placement Unit on improving performance on placement stability outcomes using SafeMeasures® and Quarterly Outcome Reports; review and revise policy and training as needed.		<input checked="" type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5 – Jan 2016-Dec 2016 <b>STATUS: INITIATED AND ONGOING THROUGH YEAR 5</b>		CWS Administration CWS Managers CWS Supervisors PPAU Quality Improvement Training
<b>Strategy 1.4</b> Increase the number of children placed with relatives.		[ ]	<b>CAPIT</b>	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b>  This strategy applies to Outcome Measure C4.3. The federal outcome measure C4.3 was changed to measure 3-P5.	
		[ ]	<b>CBCAP</b>		
		[ ]	<b>PSSF</b>		
		[X]	<b>N / A</b>		
<b>Action Steps</b>	<b>1.4.1</b> Review/revise current relative assessment and placement policies and training.	<b>Timeframe</b>	<input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 <b>STATUS: COMPLETED</b>	<b>Person Responsible</b>	CWS Managers CWS Supervisors CWS Policy & Program Specialists Training
	<b>1.4.2</b> Deliver revised policies and training to staff on the relative assessment process, especially for emergency relative placements which impact initial placement rates for stability outcomes.		<input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 <b>STATUS: COMPLETED</b>		CWS Managers Licensing & Relative Assessment Supervisors CWS Policy & Program Specialists Training

	<p><b>1.4.3</b></p> <p>Implement practices according to policy and training.</p>	<input checked="" type="checkbox"/> Year 1 – Jan 2012-Dec 2012 <input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 <b>STATUS: COMPLETED</b>	<p>CWS Managers CWS Supervisors Social Workers</p>
	<p><b>1.4.4</b></p> <p>Monitor relative placement data using SafeMeasures® and evaluate use of new practices to assure relatives are provided first placement preference when appropriate.</p>	<input checked="" type="checkbox"/> Year 2 – Jan 2013-Dec 2013 <b>STATUS: COMPLETED</b>	<p>CWS Managers CWS Supervisors</p>
	<p><b>1.4.5</b></p> <p>Evaluate the effectiveness and efficiency of revised relative placement policies and revise accordingly.</p>	<input checked="" type="checkbox"/> Year 3 – Jan 2014-Dec 2014 <input checked="" type="checkbox"/> Year 4 – Jan 2015-Dec 2015 <input checked="" type="checkbox"/> Year 5 – Jan 2016-Dec 2016 <b>STATUS: INITIATED AND ONGOING THROUGH YEAR 5</b>	<p>CWS Administration CWS Managers Licensing &amp; Relative Assessment Supervisors Quality Improvement</p>

## Five-Year SIP Chart

### SIP CHART AND STRATEGIES FOR PROBATION:

**Priority Outcome Measure or Systemic Factor:** 3-P1 (entering foster care)

**National Standard:** 40.5%

**Current Performance:** 14.3% which is below National Standard.

**Target Improvement Goal:** Probation will focus on increasing the number of youth placed with family or suitable relatives at the time of placement by increasing our efforts in Family Finding. This will include engaging the youth and his family in creating a list of family members and/or family friends that would be suitable placement options if reunification with his biological family is not an option. Probation will continue to utilize our internal computer based information. LexisNexis coupled with utilizing outside sources, such as our local Department of Social Services, CASA, and school districts to tap into possible placement options.

**Priority Outcome Measure or Systemic Factor:** 3-P2 (Reunification within 12 Months)

**National Standard:** 43.6%

**Current Performance:** 40.0% which is slightly below National Standard.

**Target Improvement Goal:** Probation will focus on improving performance by working closely with youth and family towards reunification. This will include continuing to have staffings with group homes, foster homes, family, the youth; discussing the progress of the minor and setting goals towards reunification. Where reunification with biological family is not a viable option, Probation will focus on permanent planned placement with suitable relatives and/or working with the youth on Independent Living Skills to help transition them to extended foster care, once they reach the age of majority. Probation has a high percentage of sex offenders, which restricts the reunification within 12 months due to their needs for long term treatment. Probation will continue to communicate with our sex offender treatment group homes to adopt a standard time frame for sex offender treatment; monitoring the progress of the minor to determine if a change in placement is required to help the minor progress towards rehabilitation.

**Priority Outcome Measure or Systemic Factor:** 3-P3 (In Care 3 Years or More)

**National Standard:** 30.3%

**Current Performance:** 37.5% which is slightly above National Standard.

**Target Improvement Goal:** Probation will focus on improving performance by working closely with youth and family towards reunification. This will include continuing to have staffings with group homes, foster homes, family, the youth; discussing the progress of the minor and setting goals towards reunification. Where reunification with biological family is not a viable option, Probation will focus on permanent planned placement with suitable relatives and/or working with the youth on Independent Living Skills to help transition them to extended foster care, once they reach the age of majority. Probation has a high percentage of sex offenders, which restricts the reunification within 12 months due to their needs for long term treatment. Probation will continue to communicate with our sex offender treatment group homes to adopt a standard time frame for sex offender treatment; monitoring the progress of the minor to determine if a change in placement is required to help the minor progress towards rehabilitation.

**Tulare County Probation will focus on three measures:**

- **Measure 3-P1 (Median Time to Reunification).**
- **Measure 3-P2 (Reunification within 12 Months – Entry Cohort).**
- **Measure 3-P3 (Exits to Permanency – 24 Months in Care).** In terms of the number of children affected for this measure during the quarter ending December 2012, 1 of 3 children were reunified within 12 months.

**Improvement Goal 1.0**

Increase the number of children who reunify within 12 months by improving the collaborative case staffing process.

<b>Strategy 1. 1</b>  Increase the number of case staffings that engage the parent, caregivers and child in the case planning and placement decisions.	<input type="checkbox"/> <b>CAPIT</b>	<b>Strategy Rationale</b> Research has shown that engaging children and families in the case planning process leads to earlier reunification. Tulare County Probation utilizes case staffings to keep children, families and caregivers connected. In addition, case staffings are utilized to address issues as they arise such as behavior issues, placement changes and the transition from foster care.
	<input type="checkbox"/> <b>CBCAP</b>	
	<input type="checkbox"/> <b>PSSF</b>	
	<input checked="" type="checkbox"/> <b>N/A</b>	

<b>Action Steps</b>	<b>1.1.1</b> Develop policy and training to implement consistent case staffings	<b>Timeframe</b>	<input type="checkbox"/> Year 1 Jan 2012 – Dec 2012 <input type="checkbox"/> Year 2 Jan 2013 – Dec 2013 <input type="checkbox"/> Year 3 Jan 2014 – Dec 2014 <input type="checkbox"/> Year 4 Jan 2015 – Dec 2015 <input checked="" type="checkbox"/> Year 5 Jan 2016 – Dec 2016	<b>Person Responsible</b>	Placement Supervisor
	<b>1.1.2</b> Policy and training are delivered to staff		<input checked="" type="checkbox"/> Year 1 Jan 2012 – Dec 2012 <input type="checkbox"/> Year 2 Jan 2013 – Dec 2013 <input type="checkbox"/> Year 3 Jan 2014 – Dec 2014 <input type="checkbox"/> Year 4 Jan 2015 – Dec 2015 <input type="checkbox"/> Year 5 Jan 2016 – Dec 2016		Placement Supervisor
	<b>1.1.3</b> Case staffings are held as prescribed		<input checked="" type="checkbox"/> Year 1 Jan 2012 – Dec 2012 <input type="checkbox"/> Year 2 Jan 2013 – Dec 2013 <input type="checkbox"/> Year 3 Jan 2014 – Dec 2014 <input type="checkbox"/> Year 4 Jan 2015 – Dec 2015 <input type="checkbox"/> Year 5 Jan 2016 – Dec 2016		Placement Supervisor
	<b>1.1.4</b> Case staffing process is evaluated for quality and consistency of delivery		<input type="checkbox"/> Year 1 Jan 2012 – Dec 2012 <input type="checkbox"/> Year 2 Jan 2013 – Dec 2013 <input type="checkbox"/> Year 3 Jan 2014 – Dec 2014 <input type="checkbox"/> Year 4 Jan 2015 – Dec 2015 <input checked="" type="checkbox"/> Year 5 Jan 2016 – Dec 2016		Placement Supervisor
	<b>1.1.5</b> Case staffing process is evaluated for effectiveness		<input type="checkbox"/> Year 1 Jan 2012 – Dec 2012 <input type="checkbox"/> Year 2 Jan 2013 – Dec 2013 <input type="checkbox"/> Year 3 Jan 2014 – Dec 2014 <input type="checkbox"/> Year 4 Jan 2015 – Dec 2015 <input checked="" type="checkbox"/> Year 5 Jan 2016 – Dec 2016		Placement Supervisor

**Improvement Goal 2.0**  
 Increase the percentage of children who reunify within 12 months by improving the consistent use of concurrent planning.

<b>Strategy 2. 1</b> Review and revise concurrent planning process	<input type="checkbox"/>	<b>CAPIT</b>	<b>Strategy Rationale</b> Tulare County Probation Placement Unit has recently experienced staff turnover which has resulted in a unit of entirely new staff; therefore, instruction in concurrent planning will have to be ongoing.
	<input type="checkbox"/>	<b>CBCAP</b>	
	<input type="checkbox"/>	<b>PSSF</b>	
	<input checked="" type="checkbox"/>	<b>N/A</b>	

Action Steps	Timeframe	Person Responsible

**Improvement Goal 3.0**

Increase the number of children discharged to a permanent home that has been in care 24 months or longer.

<b>Strategy 3. 1</b> Develop policy regarding family finding and family engagement and provide training to staff	<input type="checkbox"/>	<b>CAPIT</b>	<b>Strategy Rationale</b> Tulare County Probation Placement Unit has recently experienced staff turnover which has resulted in a unit of entirely new staff; therefore, instruction in concurrent planning will have to be ongoing.
	<input type="checkbox"/>	<b>CBCAP</b>	
	<input type="checkbox"/>	<b>PSSF</b>	
	<input checked="" type="checkbox"/>	<b>N/A</b>	

<b>Action Steps</b>	<b>3.1.1</b> Research and develop improved family engagement /involvement policies and practice	<b>Timeframe</b>	<input type="checkbox"/> Year 1 Jan 2012 – Dec 2012 <input checked="" type="checkbox"/> Year 2 Jan 2013 – Dec 2013 <input type="checkbox"/> Year 3 Jan 2014 – Dec 2014 <input type="checkbox"/> Year 4 Jan 2015 – Dec 2015 <input type="checkbox"/> Year 5 Jan 2016 – Dec 2016	<b>Person Responsible</b>	Placement Supervisor
	<b>3.1.2</b> Develop and implement family engagement policy and training to staff		<input type="checkbox"/> Year 1 Jan 2012 – Dec 2012 <input checked="" type="checkbox"/> Year 2 Jan 2013 – Dec 2013 <input type="checkbox"/> Year 3 Jan 2014 – Dec 2014 <input type="checkbox"/> Year 4 Jan 2015 – Dec 2015 <input type="checkbox"/> Year 5 Jan 2016 – Dec 2016		Placement Supervisor
	<b>3.1.3</b> Monitor the integration of family finding and engagement techniques		<input type="checkbox"/> Year 1 Jan 2012 – Dec 2012 <input type="checkbox"/> Year 2 Jan 2013 – Dec 2013 <input type="checkbox"/> Year 3 Jan 2014 – Dec 2014 <input type="checkbox"/> Year 4 Jan 2015 – Dec 2015 <input checked="" type="checkbox"/> Year 5 Jan 2016 – Dec 2016		Placement Supervisor
	<b>3.1.4</b> Evaluate the effectiveness of family engagement protocols and revise as needed		<input type="checkbox"/> Year 1 Jan 2012 – Dec 2012 <input type="checkbox"/> Year 2 Jan 2013 – Dec 2013 <input type="checkbox"/> Year 3 Jan 2014 – Dec 2014 <input type="checkbox"/> Year 4 Jan 2015 – Dec 2015 <input checked="" type="checkbox"/> Year 5 Jan 2016 – Dec 2016		Placement Supervisor