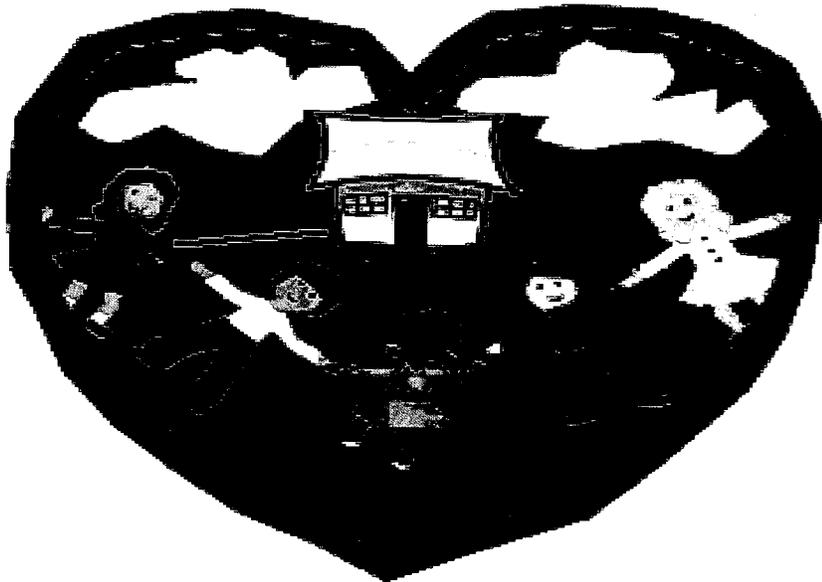


**California Child and Family Services Review
System Improvement Plan
ANNUAL PROGRESS REPORT
County of Imperial
March 28, 2016 – March 28, 2017**



Peggy Price, Director, Imperial County Department of Social Services
Dan Prince, County Chief Probation Officer, Imperial County
Probation



Mission...

To serve, aid and protect needy and vulnerable children, strengthen and preserve families, encourage personal responsibility, and foster independence.

PREPARED BY: Kelley Sanchez, SIP Team Lead
Staff Services Analyst III, Imperial County Children and Family Services

Submitted to the California Department of Social Services
Children and Family Services Division

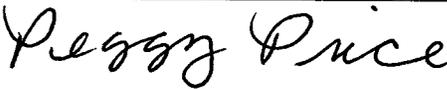
California's Child and Family Services Review System Improvement Plan

County:	Imperial
Responsible County Child Welfare Agency:	Imperial County Department of Social Services Children and Family Services
Period of Plan:	March 28, 2015 – March 28, 2016
Period of Outcomes Data:	Quarter ending: September 30, 2015
Date Submitted:	August 2, 2016

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Submitted by each agency for the children under its care

Submitted by:	County Child Welfare Agency Director (Lead Agency)
Name:	Peggy Price
Signature:	

Submitted by:	County Chief Probation Officer
Name:	Dan Prince
Signature:	

RECEIVED AUG 10 2016

Imperial County System Improvement Plan ANNUAL PROGRESS REPORT

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INTRODUCTION

Imperial County's 5-year System Improvement Plan (SIP) was approved by the Board of Supervisors (BOS) on June 21, 2012. Both Child Welfare and the Probation Department have been working hard to complete the identified SIP Strategies ever since. We continue to encounter obstacles that have made it difficult to complete some of the strategies; however, many strategies have been completed resulting in continued progress in the related outcome measures. Our goal for the remaining year is to meet the compliance goals for all outcome measures, striving for excellence in each area. We are confident that we can achieve this goal through the support of our community partners as well as our consultants at California Department of Social Services (CDSS).

STAKEHOLDERS PARTICIPATION

During the time since the approval of the Imperial County System Improvement Plan (SIP) in June 2012, both the Child Welfare and Probation Departments have worked closely with our stakeholders and core representatives to ensure progress with the identified outcome measures and completion of the SIP strategies within the time frames allotted. Our stakeholders and core representatives continue to be an integral part of the planning and implementation of the identified SIP strategies as well as other projects that are in place within the community, to include new initiatives that will be implemented in the near future. Through the continued collaboration and meetings that have been taking place, we are confident that we are moving in the right direction toward full implementation of all the SIP strategies within the near future.

For instance, the Child Welfare department, through collaboration with Behavioral Health Services continues to complete the Katie-A assessments on all child welfare children brought into protective custody. Representatives from core agencies such as Behavioral Health Services, Court Appointed Special Advocates (CASA), and Rite Track continue to serve on the Multidisciplinary Services Team (MST) as well as our informal Family Group Conferences (FGC) and Wraparound teams. In addition, the Imperial Valley Regional Occupational Program (IVROP) Project Mi Familia has been providing their advanced parenting courses for all child welfare families with court ordered cases and are working very closely with our social workers to ensure the success of all participants. IVROP-Mi Familia also began a new Visitation Center in 2015, which focuses on observing the parent/child visits and actively working with the parents to reinforce the concepts learned during their advanced parenting courses. The Imperial Valley Regional Occupational Program-Accessing Careers through Education (IVROP-ACE) program continues to facilitate a youth support group and coordinate and conduct trainings for child welfare and probation youth.

The Probation department continues to work with Rite Track in providing services through the Evening Learning Center (ELC) and the Mentoring and Tracking Program to their youth and families. Probation continues to participate in the IVROP-ACE panel for Transitional Housing, which benefits both child welfare and probation youth, when there are vacancies available.

Throughout the next year, the departments will continue to work closely with our partner agencies and CDSS to ensure that the outcome improvement goals and SIP strategies are successfully completed, as well as any other areas identified as needing improvement.

CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS

Imperial County Summary of Data

Quarter 3 (Jul-Sep 2010) Current Quarter 3 (Jul-Sep 2015)

Measure	Federal Standard	CWS Performance Baseline	Current CWS Performance	Probation Performance Baseline	Current Probation Performance
3-S1 Maltreatment in Foster Care	8.5	2.28	3.09	0.0	0.0
3-S2 Recurrence of Maltreatment	9.1%	8.8%	12.6%	N/A	N/A
3-P1 Permanency in 12 months (entering foster care)	40.5%	64.6%	35.3%	29%	14.3%
3-P2 Permanency in 12 months (in care 12-23 months)	43.6%	66%	27.3%	24.1%	16.7%
3-P3 Permanency in 12 months (in care 24 months or more)	30.3%	29.7%	34.5%	82.5%	0.0
3-P4 Re-entry to foster care in 12 months	8.3%	14.4%	15.2%	N/A	N/A
3-P5 Placement Stability	4.12	6.36	7.95	2.10	1.24
2B Timely Response (Immediate Response Compliance)	90%	100%	96%	N/A	N/A
2B Timely Response (10-Day Response Compliance)	90%	97.4%	91%	N/A	N/A
2F Monthly Visits (Out of Home)	95%	89.4%	96.9%	N/A	84.4%
2F Monthly Visits in Residence (In Home)	50%	69.1%	77.3%	N/A	95.8%

Measures highlighted in blue indicate those that are not meeting the standard. Successful or promising measures are highlighted in pink.

Source: CWS/CMS 2010 Quarter 3 Extract CWS/CMS 2015 Quarter 3 Extract

ANALYSIS OF OUTCOME IMPROVEMENT OR DECLINE

3-S1 Maltreatment in Foster Care

As of September 2015, Child Welfare Services' rate of Maltreatment in Foster Care has increased from 2.28 in September 2010 to 3.09, which is below the federal goal of 8.5 and is a .81 increase from the original baseline.

Child Welfare Services continues to provide enhanced trainings to foster parents and relative caregivers on many different topics, including trainings on how to deal with behavioral issues in children and adolescents. These trainings are designed to show the caregiver how to appropriately handle the child without using corporal punishment of any kind, which in the past may have led to maltreatment in foster care. These trainings will be offered to foster parents and relative caregivers throughout the year both in English and Spanish.

3-S2 Recurrence of Maltreatment

As of September 2015, Child Welfare Services' rate of Recurrence of Maltreatment has increased from 8.8% in September 2010 to 12.6%, which is above the federal goal of 9.1% and is a 3.8% increase from the original baseline.

Child Welfare Services does not currently have an aftercare program available for parents after the dismissal of their case. CWS continues to utilize the Family Group Conference (FGC) process, which is provided to parents prior to dismissal of their child welfare case in order to ensure that the family is equipped with a support system and has a plan of action in the event that crisis occurs. CWS is also partnering with our CalWORKS Welfare to Work program through AB429 to provide more engagement with parents as they progress through the child welfare and self-sufficiency programs. AB429 social workers will play a large part in ensuring the parents are referred to the appropriate services to prevent the recurrence of maltreatment.

3-P1 Permanency in 12 Months (entering foster care)/3-P2 Permanency in 12 Months (in care 12-23 months)

As of September 2015, Child Welfare Services' rate of Permanency in 12 Months (entering foster care) has decreased from 64.6% in September 2010 to 35.3%, which is below the federal standard of 40.5% and is a 29.3% decrease from the original baseline.

As of September 2015, Child Welfare Services' rate of Permanency in 12 Months (in care 12-23 months) has decreased from 66% in September 2010 to 27.3%, which is below the federal goal of 43.6% and is a 38.7% decrease from the original baseline.

These lower rates of achieving permanency for children can be attributed to the extended length of time needed for most parents to obtain sobriety in order to focus more completely on the services required for them to reunify successfully with their children. As we focus more on reducing the rate of Recurrence of Maltreatment, it can mean allowing the parents more time to become stable enough to have their children returned to their care. In addition, the courts continue to emphasize the desire to reunify families, even if that means extending services beyond the standard twelve months.

As of September 2015, Probation's rate of Permanency in 12 Months (entering foster care) has decreased from 29% in September 2010 to 14.3%, which is below the federal goal of 40.5% and is a 14.7% decrease from the original baseline.

As of September 2015, Probation's rate of Permanency in 12 Months (in care 12-23 months) has decreased from 24.1% in September 2010 to 16.7%, which is below the federal standard of 43.6% and is a 7.4% decrease from the original baseline.

3-P3 Permanency in 12 Months (in care 24 months or more)

As of September 2015, Child Welfare Services' rate of Permanency in 12 Months (in care 24 months or more) has increased from 29.7% in September 2010 to 34.5%, which is above the federal standard of 30.3% and is a 4.8% increase from the original baseline.

The department strives to identify a concurrent permanent plan for each child who enters the foster care system, in the event that the parents do not reunify with their children within the allotted time frames. The focus has always been to reunify families, which sometimes can lead to services being extended beyond the six and twelve month timeframes to ensure parents are given every opportunity to restore their families. When this happens, other outcome measures are affected negatively; however the child's

wellbeing and permanency is always taken into consideration by the department and the courts. We will continue to strive for permanency with every child in out of home care.

As of September 2015, Probation's rate of Permanency in 12 Months (in care 24 months or more) has decreased from 82.5% in September 2010 to 0%, which is below the federal standard of 30.3% and is an 82.5% decrease from the original baseline.

Probation has now been inputting information into CWS/CMS for approximately three years with the assistance of one support staff. The documentation is regarding monthly visits, parent contact and the probation officers have noted that they have seen a great improvement in the timeliness of inputting this information into CWS/CMS.

3-P4 Re-entry to Foster Care in 12 Months

As of September 2015, Child Welfare Services' rate of Reentry to Foster Care in 12 Months has increased from 14.4% in September 2010 to 15.2%, which is well above the federal goal of 8.3% and the original baseline.

As previously mentioned under No Recurrence of Maltreatment, Child Welfare Services no longer has an aftercare program to offer parents to support them once they have achieved reunification of the family. This has made a large impact as evidenced by the increase in this outcome measure. Though we no longer have aftercare as a resource, Child Welfare Services continues to provide a survey for all families that have had a reentry following reunification to reassess the services they received in an attempt to pinpoint why they had a reentry and address any service gaps identified. These surveys are provided to parents upon their child's reentry into out of home placement and are reviewed to identify service gaps that may have led to the reentry.

Also in an effort to reduce the rate of reentry following reunification, the Department continues to provide Family Group Conferences (FGC), which is provided at different stages of the child welfare case. In particular, an FGC is held prior to the child returning home under Family Maintenance services to assess the parents' readiness. This should help prevent any children returning home before the parents are ready, which has attributed to some of the increase in the reentry numbers.

3-P5 Placement Stability

As of September 2015, Child Welfare Services' rate of Placement Stability has increased from 6.36 in September 2010 to 7.95 which is above the federal goal of 4.12 and higher than the original baseline.

Child Welfare Services strives to provide better placement matching for children entering foster care, which in the long run will reduce the rate of placement failure as the children will have more stability in their family-like settings. The department is currently in the process of creating a placement unit that would focus on providing thorough placement matching for every child who is brought into protective custody.

The Department continues to provide enhanced trainings to foster parents and relative caregivers, which allows them to work through some of the issues that previously would have resulted in a placement failure for the child. The department has also increased parent/child and child/sibling visitation in the past four years, which has limited the number of children intentionally failing a placement in order to be placed closer to family. In addition, IVROP-ACE has continued to provide enhanced trainings to foster youth as well as a foster youth support group that allows for youth to discuss relevant issues and bring those back to the department and other service providers.

Child Welfare Services continues to hold Placement Team Meetings quarterly to address placement issues prior to placement failure. This team is different from the Multidisciplinary Services Team (MST) that currently meets, in that the Placement Team focuses more on foster parents, relative caregivers, local Foster Family Agency homes and local group homes who currently don't have a support team to turn to when issues with the child or placement arise.

As of September 2015, Probation's rate of Placement Stability has decreased from 2.1 in September 2010 to 1.24, which is below the federal standard of 4.12 and lower than the original baseline.

Probation continues to chair the Multidisciplinary Services Team (MST), which is held every Monday. Child Welfare Services, along with other stakeholders are regular members of the MST and the meeting has evolved from initially hearing only cases for out of home placement, to include cases for WRAP, RCL14 Group Homes, and cases that require specialized services.

STRATEGIES STATUS/BARRIERS TO IMPLEMENTATION (CWS)

CHILD WELFARE SERVICES

Priority Outcome Measure or Systemic Factor: 3-S2 Recurrence of Maltreatment

National Standard: 9.1%

Current Performance:

Our current performance for 3-S2 in Q3 (Jul-Sep 2015) is 12.6%, which is a 3.8% increase from the 8.8 % reported in September 2010.

Target Improvement Goal: Decrease the percentage of children with a recurrence of maltreatment from 86.5% to 92.2% during the next five years, by 1.2% increments each year.

The County is currently just under our goal of decreasing the percentage of children with a recurrence of maltreatment. Though in previous years the county has surpassed even the overall 5 year goal of 7.8%, we will continue to strive to meet the National Standard of 9.1% over the next year.

Priority Outcome Measure or Systemic Factor:

3-P1 Permanency in 12 Months (entering foster care)

3-P2 Permanency in 12 Months (in care 12-23 months)

3-P3 Permanency in 12 Months (in care 24 months or more)

National Standard: 40.5%, 43.6%, 30.3%

Current Performance:

Our current performance for 3-P1 in Q3 (Jul-Sep 2015) is 35.3%, which is a 29.3% decrease from the 64.6% reported in September 2010.

Our current performance for 3-P2 in Q3 (Jul-Sep 2015) is 27.3%, which is a 38.7% decrease from the 66% reported in September 2010.

Our current performance for 3-P3 in Q3 (Jul-Sep 2015) is 34.5%, which is a 4.8% increase from the 29.7% reported in September 2010.

Target Improvement Goal: Increase the percentage of children who reunify within 12 months from 63.4% to 70.4% during the next five years, by 1.4% increments each year.

Though the County has not reached its goal of permanency in 12 months, we continue to

work towards increasing the rates of permanency for all children who enter the child welfare system. We will continue our efforts to improve all three of these measures to over the next year.

Priority Outcome Measure or Systemic Factor: 3-P4 Re-entry to Foster Care in 12 Months

National Standard: 8.3%

Current Performance:

Our current performance for 3-P4 in Q3 (Jul-Sep 2015) is 15.2%, which is a decrease of 7.6% from the 22.8% in September 2015 and a slight increase from the 14.5% reported in the System Improvement Plan (SIP).

Target Improvement Goal: Reduce percentage of foster care reentry from 14.5% to 9.5% during the next five years, by 1% increments each year.

The County continues to struggle with this outcome measure and though we did not reach our goal of reducing the percentage of foster care reentry by 1% each year over the past three years, we did reduce the rate of re-entry by 7.6% in the last year. We will continue our efforts to decrease this percentage from the current 15.2% during the next year to meet the 5 year goal of 9.5%.

Priority Outcome Measure or Systemic Factor: 3-P5 Placement Stability

National Standard: 4.12

Current Performance:

Our current performance for 3-P5 in Q3 (Jul-Sep 2015) is 7.95, which is an increase of 1.59 from the rate of 6.36 in September 2010.

Target Improvement Goal: Increase percentage of children with two or fewer placements during the first year in foster care from 72.4% to 86% during the next five years, by 2.72% increments each year.

The County continues to struggle with this outcome measure and though we did not yet meet our goal to decrease the rate of placements for children, we are confident that the implementation of our Placement unit will enable us to improve our performance in this area and meet the 5 year goal within the next year.

<p>Strategy 1: Conduct class for biological parents on long-term affects of child abuse/neglect on a child. Parents will be referred to classes after the Jurisdictional hearing and prior to the Dispositional hearing. This class is currently being provided to parents during the course of their advanced parenting class, which is structured from the Nurturing Parenting curriculum. These parenting courses are being provided to all parents with an open court ordered Child Welfare case by Imperial Valley Regional Occupational Program, Project Mi Familia.</p>	<input type="checkbox"/> CAPT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>3-S2 Recurrence of Maltreatment</p> <p>Barriers to Implementation: No barriers were identified.</p>
	<p>Action Steps:</p> <p>A. Research what training is already available through Behavioral Health Services (BHS), Child Abuse Prevention Council (CAPC) and other counties</p> <p>B. Create committee to review training curriculum and materials and choose the most appropriate</p> <p>C. Develop policy and procedures for the training requirements and expectations, as well as pre and post surveys</p> <p>D. Train CWS staff on the affects of child abuse/neglect on a child to prepare them for what the parents will be learning</p> <p>E. Implement trainings and hold them at CAPC Juvenile Court during Parent Orientation IVROP-Mi Familia</p> <p>F. Perform tracking and analysis for all parents referred to the training to determine the overall impact of their participation on this outcome measure</p>	

<p>Strategy 2: Conduct a Family Group Conference (FGC) 3 months prior to dismissal of the case to go over safety plan and introduce the Rite Track Service Coordinator to provide mentoring and tracking of the parents for up to 6 months, including aftercare services</p> <p>The department is currently conducting FGC's on a case by case basis, for those higher risk cases where the department feels that the FGC process would benefit the family.</p>	<table border="1"> <tr> <td><input type="checkbox"/> CAPIT</td> </tr> <tr> <td><input type="checkbox"/> CBCAP</td> </tr> <tr> <td><input type="checkbox"/> PSSF</td> </tr> <tr> <td><input checked="" type="checkbox"/> N/A</td> </tr> </table>	<input type="checkbox"/> CAPIT	<input type="checkbox"/> CBCAP	<input type="checkbox"/> PSSF	<input checked="" type="checkbox"/> N/A	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>3-S2 Recurrence of Maltreatment 3-P4 Re-entry to Foster Care in 12 Months</p> <p>Barriers to Implementation: No barriers identified</p>
<input type="checkbox"/> CAPIT						
<input type="checkbox"/> CBCAP						
<input type="checkbox"/> PSSF						
<input checked="" type="checkbox"/> N/A						
<p>Action Steps:</p>	<p>Timeframe:</p>	<p>Person Responsible:</p>				
<p>A. Create a multidisciplinary Memorandum of Understanding (MOU) for the sharing of information at the FGC</p>	<p>1 month (Jul 2012) 9 months (Mar 2013) Completed</p>	<p>CWS, Rite Track and other Partner Agencies</p>				
<p>B. Identify partner agencies to participate in the FGC</p>	<p>2 months (Aug 2012) 10 months (Apr 2013) Completed</p>	<p>CWS Deputy Director and Program Managers</p>				
<p>C. Develop policy and procedures for FGC</p>	<p>3 months (Sept 2012) 11 months (May 2013) Completed</p>	<p>CWS Analyst, Program Managers Social Worker Supervisors, and MSW Interns</p>				
<p>D. Train prospective facilitators for FGC on goals and requirements of an FGC</p>	<p>4 months (Oct 2012) 12 months (Jun 2013) 21 months (Mar 2014) Completed</p>	<p>CWS Analyst and Program Managers, MSW Interns and Placement Unit Social Workers</p>				
<p>E. Implement FGC with Rite Track as participant 3 months prior to case dismissal</p>	<p>5 months (Nov 2012) and through June 2017 13 months (Jul 2013) 22 months (Apr 2014) Completed</p>	<p>CWS Deputy Director and Program Managers</p>				
<p>F. Rite Track to provide Social Worker with a status report for each family on a monthly basis</p>	<p>5 months (Nov 2012) and through June 2017 13 months (Jul 2013) Completed- Removed</p>	<p>Rite Track Services Coordinator</p>				

<p>G. Perform tracking and analysis for all families referred to Rite Track the FGC to determine overall impact of FGC and affordable services on this outcome measure</p>	<p>5 months (Nov 2012) and through Jun 2017 13 months (Jul 2013) Continuing</p>	<p>CWS Analyst, Social Worker Supervisors and Program Managers</p>						
<p>Strategy 3: Hold event prior to dismissal of case to recognize parents who have successfully reunified with their child(ren) and have Judge present them with a certificate to acknowledge their achievement. Currently, the Juvenile Court Judge prepares the certificates with a folder, signs them and presents the certificate to the parent at their final hearing.</p>	<table border="1"> <tr> <td><input type="checkbox"/> CAPIT</td> <td rowspan="3"> <p>Applicable Outcome Measure(s) and/or Systemic Factor(s): 3-S2 Recurrence of Maltreatment</p> <p>Barriers to Implementation: No barriers identified.</p> </td> </tr> <tr> <td><input type="checkbox"/> CBCAP</td> </tr> <tr> <td><input type="checkbox"/> PSSF</td> </tr> <tr> <td><input checked="" type="checkbox"/> N/A</td> <td></td> </tr> </table>	<input type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): 3-S2 Recurrence of Maltreatment</p> <p>Barriers to Implementation: No barriers identified.</p>	<input type="checkbox"/> CBCAP	<input type="checkbox"/> PSSF	<input checked="" type="checkbox"/> N/A		
<input type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): 3-S2 Recurrence of Maltreatment</p> <p>Barriers to Implementation: No barriers identified.</p>							
<input type="checkbox"/> CBCAP								
<input type="checkbox"/> PSSF								
<input checked="" type="checkbox"/> N/A								
<p>Action Steps:</p>	<p>Timeframe:</p>	<p>Person Responsible:</p>						
<p>A. Identify families whose case is ready for dismissal</p>	<p>5 months (Nov 2012) Completed</p>	<p>CWS Social Workers and Social Worker Supervisors</p>						
<p>B. Schedule event to recognize parents</p>	<p>6 months (Dec 2012) Completed</p>	<p>CWS Social Workers and Program Managers</p>						
<p>C. Provide Juvenile Judge with names and cases that will receive recognition</p>	<p>7 months (Jan 2013) Completed</p>	<p>CWS Social Worker Supervisors</p>						
<p>D. Create certificate of achievement for all families being recognized</p>	<p>8 months (Feb 2013) Completed</p>	<p>CWS Social Worker Supervisors and County Counsel and CWS Program Manager</p>						
<p>E. Send out invitations to parents encouraging them to bring their family and support system with them as well</p>	<p>9 months (Mar 2013) Completed Removed</p>	<p>CWS Social Worker Supervisors</p>						
<p>F. Perform tracking and analysis for all parents who received recognition to determine the overall impact on this outcome measure</p>	<p>9 months (Mar 2013) and through Jun 2017 Continuing</p>	<p>CWS Analyst</p>						

<p>Strategy 4: Hold an Annual Partner Summit for CWS and Probation staff to learn more about the focus and services available from each partner agency. The Department has decided to <u>remove this strategy</u> from our System Improvement Plan (SIP) at this time. We will revisit this at a later date when it is more feasible for the department.</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): S1.1 No Recurrence of Maltreatment</p> <p>Barriers to Implementation: The major barrier was a lack of staff and time to complete this strategy. The Department feels that there are other more pressing matters that require our attention at this time.</p>
	<p>Action Steps:</p> <p>A. CWS and Probation meet to identify needed services and create a Partner Summit Committee</p> <p>B. Create committee to develop, plan and promote the event</p> <p>C. Invite all agencies currently providing services in the community to the event</p> <p>D. Ensure that all agencies send personnel who are knowledgeable about the services their agency provides and can answer questions that staff may have</p> <p>E. Assign each Social Worker and Probation Officer to present information on a specific agency to their unit, to gauge what they learned. Assign a Unit to present information on a specific agency to the entire department, to gauge what they learned</p> <p>F. Conduct staff survey to establish benefit of the summit and get suggestions to make the event better for the following year</p>	

<p>Strategy 5: Partner with the Child Abuse Prevention Council (CAPC) to combine their Annual Children's Fair with a Parent Expo to showcase available services in the community for ALL parents.</p> <p>The Department has decided to <u>remove this strategy</u> from our System Improvement Plan (SIP) at this time. In place of this strategy, we will be focusing more attention on Strategy #8 by utilizing our Parent Mentors to provide parents with the available services in the community.</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>S1.1 No Recurrence of Maltreatment</p> <p>Barriers to Implementation: The timing of the Annual Children's Fair conflicts with some of the other annual events that the Department has planned and with our limited staff we felt our efforts would be better focused on those events and try to meet this outcome measure through another strategy.</p>
<p>Action Steps:</p>	<p>Timeframe:</p>	<p>Person Responsible:</p>
<p>A. Create committee to develop, plan and promote the event</p>	<p>3 months (Sep 2012) 15 months (Sep 2013)</p>	<p>CAPC, CWS, Probation and Partner Agencies</p>
<p>B. Assist CAPC with getting partner agencies to have a booth at the event</p>	<p>4 months (Oct 2012) 16 months (Oct 2013)</p>	<p>Parent Expo Committee</p>
<p>C. Ensure that all agencies send personnel who are knowledgeable about the services their agency provides and can answer questions that parents may have</p>	<p>5 months (Nov 2012) 17 months (Nov 2013)</p>	<p>Parent Expo Committee</p>
<p>D. Conduct random survey of parents at the event regarding its effectiveness and provide incentives to those parents that visit all the tables and participate in the survey</p>	<p>10 months (Apr 2013) 22 months (Apr 2014)</p>	<p>Parent Expo Committee and CWS Analyst</p>
<p>E. Track number of participants to the event for future planning and promotion</p>	<p>10 months (Apr 2013) and through Jun 2017 22 months (Apr 2014)</p>	<p>Parent Expo Committee, CAPC and CWS Analyst</p>

<p>Strategy 6: Provide training to foster parents and relative caregivers regarding the importance of contact between the child and their biological parents during Family Reunification and that their role is to be a support to BOTH the child and the parent. The department began conducting enhanced trainings, which included this curriculum in June 2012 and will continue to provide them throughout the remaining year both in English and Spanish.</p>	<input type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>3-P1 Permanency in 12 Months (entering foster care) 3-P2 Permanency in 12 Months (in care 12-23 months) 3-P3 Permanency in 12 Months (in care 24 months or more)</p> <p>Barriers to Implementation: No barriers identified.</p>
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
<p>Action Steps:</p> <p>A. Research what training curriculum is available regarding this topic</p> <p>B. Create committee to review training material and choose the most appropriate one</p> <p>C. Develop policy and procedures for training requirements</p> <p>D. Create pre and post surveys to assess what caregivers have learned</p> <p>E. Train staff on expectations for caregivers and their cooperation with biological parents</p> <p>F. Implement trainings for caregivers and hold them quarterly</p> <p>G. Perform tracking and analysis of all caregivers who have completed training to determine overall impact of training on this outcome measure</p>	<p>Timeframe:</p> <p>3 months (Sept 2012) Completed</p> <p>5 months (Nov 2012) Completed</p> <p>6 months (Dec 2012) 14 months (Aug 2013) Completed</p> <p>6 months (Dec 2012) 14 months (Aug 2013) Completed</p> <p>7 months (Jan 2013) 15 months (Sep 2013) Completed</p> <p>8 months (Feb 2013) 16 months (Oct 2013) Completed</p> <p>8 months (Feb 2013) and through Jun 2017 16 months (Oct 2013) Continuing</p>	<p>Person Responsible:</p> <p>CWS Analyst</p> <p>CWS and Partner Agencies</p> <p>CWS Analyst and Licensing Supervisor</p> <p>Committee</p> <p>CWS Analyst and Licensing Supervisor</p> <p>CWS Deputy Director and Program Managers</p> <p>CWS Analyst, Program Manager and Social Worker Supervisor</p>

<p>Strategy 7: Create a family visitation center to be utilized by Child Welfare Services (CWS) and Probation, for the purpose of visitation, observation and maintenance. The Department partnered with IVROP-Mi Familia to provide supervised visitation for court ordered families currently going through the parenting course also provided by Mi Familia. The visitation services began in March 2015 and are continuing.</p>	<input type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>3-P1 Permanency in 12 Months (entering foster care) 3-P2 Permanency in 12 Months (in care 12-23 months) 3-P3 Permanency in 12 Months (in care 24 months or more)</p> <p>Barriers to Implementation:</p> <p>The only current barrier is the number of supervised visits that IVROP-Mi Familia is able to accommodate. Families are being ordered 3 visits a week through the court and ideally we would like all of them to be handled by the visitation center. The department will be exploring our options in regards to supervised visitation.</p>
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	
<p>Action Steps:</p> <p>A. Determine available budget for property purchase-contracting with IVROP-Mi Familia to provide the visitation services</p> <p>A. Locate a property in the community (a foreclosed home, tax property, old county building, etc.) through weekly searches of local real estate listings, foreclosures and tax property listings in the newspaper</p> <p>Identify agency to oversee visitation center and provide visitation services</p> <p>C. Acquire identified property in the community and determine renovation costs/expenses</p> <p>Complete contract with identified agency</p> <p>B. Locate sponsors (through monthly contacts of at least 2 organizations a month) to renovate the home/facility to make it more family friendly</p> <p>Complete policies and procedures for visitation services to be provided at the visitation center</p> <p>C. Have partners sponsor a room each</p>	<p>Timeframe:</p> <p>2 years (Jun 2014) Completed</p> <p>1 year (Jun 2013) 3 years (Jun 2015) Completed</p> <p>3 years and 4 months (Oct 2015) Completed</p> <p>18 months 2 years (Nov 2013 Jun 2014) 3 years and 6 months (Dec 2015) Completed</p> <p>18 months 2 years (Nov 2013 Jun 2014)</p>	<p>Person Responsible:</p> <p>CWS and Partner Agencies Analyst, Program Managers and Director</p> <p>CWS, Probation and Partner Agencies Analyst, Program Managers and Director</p> <p>CWS Analyst and Partner Agencies (IVROP-Mi Familia)</p> <p>CWS, Probation and Partner Agencies Analyst and Program Managers</p> <p>CWS Analyst, Probation and Partner Agencies</p>

Create referral form to be utilized by social workers to refer families to the visitation center	3 years and 6 months (Dec 2015) Completed	(IVROP-Mi Familia)
D. Develop policy and procedures for use of the home/facility Implement the use of the visitation center	2 years (Jun 2014) 4 years (Jun 2016) Completed	CWS and Probation and IVROP-Mi Familia
E. Determine activities, training and services to be provided at the home/facility and create a visitation schedule	2 years (Jun 2014) 4 years (Jun 2016)	CWS and Probation
F. Identify staff person(s) to man the visitation center	2 years (Jun 2014) 4 years (Jun 2016)	CWS and Probation
G. Hold open house and ribbon cutting ceremony to showcase the visitation center	2 years and 3 months (Sep 2014) 4 years and 3 months (Sep 2016)	CWS, Probation and Partner Agencies
H. Perform tracking and analysis of the center and the services provided to determine the overall impact of the visitation center on this outcome measure	2 years and 3 months (Sep 2014) and through Jun 2017 4 years and 3 months (Sep 2016) and Continuing 3 years and 9 months (Mar 2016) and Continuing Continuing	CWS Analyst

<p>Strategy 8: Assign a parent mentor at the onset of the case for the purpose of parent support and to connect the parents to other support systems and community services. The Department has decided to <u>remove this strategy</u> from our System Improvement Plan (SIP) at this time. We will revisit this at a later date when it is more feasible for the department.</p>		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>C1.1 Reunification within 12 Months – exit cohort C1.4 Reentry Following Reunification – exit cohort</p> <p>Barriers to Implementation: The barrier to this strategy has been identifying parents who have successfully reunified and are willing and able to participate with the department as parent mentors.</p>
<p>Action Steps:</p>		<p>Timeframe:</p>	
<p>A. Create policy and procedure for parent mentors and their role in the FR/FM/aftercare process</p>		<p>8 months (Feb 2013) 9 months (Mar 2013) 25 months (Jul 2014)</p>	
<p>B. Identify parent mentors and strength-based program to model</p>		<p>9 months (Mar 2013) 10 months (Apr 2013) 26 months (Aug 2014)</p>	
<p>C. Train prospective parent mentors in strength-based approach</p>		<p>10 months (Apr 2013) 14 months (Aug 2013) 30 months (Dec 2014)</p>	
<p>D. Introduce parents/families to alternatives to prior life choices utilizing parent mentors to support in the change</p>		<p>12 months (Jun 2013) and through Jun 2017 15 months (Sep 2013) 31 months (Jan 2015) and continuing</p>	
<p>E. Perform tracking and analysis for all parents assigned a parent mentor to determine the overall impact of parent mentors on this outcome measure</p>		<p>12 months (Jun 2013) and through Jun 2017 15 months (Sep 2013) 31 months (Jan 2015) and continuing</p>	
<p>Person Responsible:</p>		<p>CWS Analyst, Social Worker Supervisor and Program Manager</p>	
<p>CWS Social Worker Supervisors, Program Managers and Deputy Director</p>		<p>CWS Analyst and CAPC</p>	
<p>CWS Social Worker Supervisors and Social Workers</p>		<p>CWS Analyst and Social Worker Supervisors</p>	

<p>Strategy 9: Look for in-patient drug treatment programs for Imperial County, to include partners from out-of-county.</p> <p>The Department has been exploring many avenues in an effort to address the need for an in-patient drug treatment facility in Imperial County. Currently we are working with staff at the local Daily Reporting Center, which is funded through AB109 funding, to ensure any parents overlapping both systems are receiving the drug treatment services required. The goal is to incorporate all the community agencies that have a vested interest in an in-patient drug treatment program in Imperial County to assist with funding and sustainability of the program.</p>	<input type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>3-P1 Permanency in 12 Months (entering foster care) 3-P2 Permanency in 12 Months (in care 12-23 months) 3-P3 Permanency in 12 Months (in care 24 months or more)</p> <p>Barriers to Implementation: The main barrier to this strategy is funding. Each agency within the community has separate funding sources; however, there is no agency that can fund this type of program on their own.</p>
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	
<p>Action Steps:</p> <p>A. Create a committee to research what in-patient drug treatment programs are available in neighboring counties and the possibility of bringing those services to Imperial County</p>	<p>Timeframe:</p> <p>6 months (Dec 2012) 12 months (Jun 2013) Completed</p>	<p>Person Responsible:</p> <p>CWS, Probation and Partner Agencies</p>
<p>B. Provide information regarding in-patient drug treatment programs to partner agencies</p>	<p>8 months (Feb 2013) 15 months (Sep 2013) Completed</p>	<p>Person Responsible:</p> <p>Committee</p>
<p>C. Develop a plan to address how to bring the services to Imperial County</p>	<p>10 months (Apr 2013) 18 months (Dec 2013) 21 months (Mar 2014) 3 years and 3 months (Jun 2015)</p>	<p>Person Responsible:</p> <p>Committee</p>

<p>Strategy 10: Survey all families with a reentry following reunification to reassess the services they received and attempt to pinpoint why they had a reentry and address any service gaps identified.</p> <p>These surveys were implemented in November 2014 and are being completed by parents on every case at the Detention hearing. Though parents are completing them, the information being obtained is not quite as informative as we would have liked. We are considering having these surveys completed at another stage of the case and possibly by the AB429 social worker who could engage the parents more to obtain more effective results.</p>	<input type="checkbox"/> CAPT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>3-P4 Re-entry to Foster Care in 12 Months</p> <p>Barriers to Implementation: No barriers identified.</p>
	<p>Action Steps:</p> <p>A. Create a survey to be conducted on all families with a reentry following reunification</p> <p>B. Identify families to complete the survey</p> <p>C. Conduct surveys on all identified families</p> <p>D. Compile survey results into a summary report and present to management</p> <p>E. Based on survey results identify service gaps and create plan to address them with partner agencies</p>	

Strategy 11: Implement Family Group Conference (FGC) to assess parent's readiness, prior to the child returning home under a Family Maintenance (FM) case plan. As previously mentioned, the department is currently conducting FGC's on a case by case basis, for those higher risk cases where the department feels that the FGC process would benefit the family.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 3-P4 Re-entry to Foster Care in 12 Months Barriers to Implementation: No barriers identified.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Develop policy and procedures regarding FGC prior to approving FM services	6 months (Dec 2012) 11 months (May 2013) Completed	CWS Analyst, Social Worker Supervisors and Program Managers
B. Identify participants for the FGC, including possible facilitators	7 months (Jan 2013) 12 months (Jun 2013) Completed	CWS Program Manager and Deputy Director
C. Create tools to be utilized to assess the parent's readiness	8 months (Feb 2013) 13 months (Jul 2013) Completed	CWS Analyst, Social Worker Supervisors, and Social Workers
D. Train prospective facilitators for FGC on the goals and requirements and provide them the tools they need to assess readiness	9 months (Mar 2013) 14 months (Aug 2013) 21 months (Mar 2014) Completed	CWS Analyst and Social Worker Supervisors
E. Implement FGC for all cases transitioning from Family Reunification to Family Maintenance	10 months (Apr 2013) and through Jun 2017 15 months (Sep 2013) 22 months (Apr 2014) Completed	CWS Program Managers and Deputy Director
F. Hold weekly sessions for Social Workers to share concerns about cases or talk about what is working and what is not and then share this information with the FGC facilitator	10 months (Apr 2013) and through Jun 2017 15 months (Sep 2013) 22 months (Apr 2014) Completed	Social Workers and FGC Facilitators
G. Reassess readiness assessment tool on a regular basis	Continuously through Jun 2017	CWS Analyst, Social Worker Supervisors and Social Workers

<p>H. Perform tracking and analysis for all families who had an FGC prior to starting their FM case to determine the overall impact of FGC's on this outcome measure</p>	<p>10-months (Apr-2013) and through Jun 2017 15-months (Sep 2013) 22-months (Apr-2014) and continuing Continuing</p>	<p>CWS Analyst and Social Worker Supervisors</p>
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<p>Strategy 12: Provide enhanced trainings and create a support group for foster parents and relative caregivers.</p> <p>The department began conducting these enhanced trainings in June 2012 and continues to provide such trainings on a bi-weekly basis for all foster parents and relative caregivers.</p>	<input type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>3-P5 Placement Stability</p> <p>Barriers to Implementation: No barriers identified.</p>	<p>Person Responsible:</p>
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A		
<p>Action Steps:</p> <p>A. Research available trainings for caregivers on dealing with child's behavioral issues and other unique issues they may face as a caregiver</p> <p>B. Create committee to review training curriculum and choose appropriate ones to meet the needs of the caregivers</p> <p>C. Create evaluation tool for selected trainings to be completed by all participants</p> <p>D. Create schedule of selected trainings and identify site where they will be held</p> <p>E. Implement trainings for caregivers</p> <p>F. Hold an open comment segment at the end of each training, which will serve as a caregivers support group to discuss issues and collaborate with each other</p> <p>G. Perform tracking and analysis for all caregivers attending the trainings and support group to determine the overall impact on this outcome measure</p>	<p>Timeframe:</p> <p>3 months (Sep 2012) Completed</p> <p>5 months (Nov 2012) Completed</p> <p>6 months (Dec 2012) Completed</p> <p>7 months (Jan 2013) Completed</p> <p>8 months (Feb 2013) Completed</p> <p>8 months (Feb 2013) Completed</p> <p>8 months (Feb 2013) Completed</p> <p>8 months (Feb 2013) and through Jun 2017 Continuing</p>	<p>CWS Analyst</p> <p>CWS Analyst, Licensing Supervisor, Social Worker Supervisors, and Caregivers</p> <p>CWS Analyst, Licensing Supervisor, Social Worker Supervisors and Caregivers</p> <p>CWS Analyst</p> <p>CWS Analyst and Licensing Supervisor</p> <p>Licensing Social Worker</p> <p>CWS Analyst and Licensing Supervisor</p>	

<p>Strategy 13: Perform placement matching to match the child to the right family by utilizing a screening tool to assess the suitability of the foster parent considering language, culture, and any other relevant factors prior to the actual placement of the child in the home. The Department will be re-creating the Placement unit that will be stationed out at our receiving home. This placement unit will perform placement matching for all children entering our care regardless of whether it is an initial removal from the family or a placement failure.</p>	<input type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): 3-P5 Placement Stability Barriers to Implementation: No barriers identified.</p>
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	
<p>Action Steps:</p> <p>A. Research placement matching tools that are available and currently being utilized by other counties</p> <p>B. Create committee to review placement matching tools and select the most appropriate tool</p> <p>C. Create policy and procedures regarding placement matching requirements to include trial home visits between caregiver and child</p> <p>D. Identify staff to perform placement matching efforts</p> <p>E. Train selected staff on placement matching expectations and required duties</p> <p>F. Implement placement matching efforts</p>	<p>Timeframe:</p> <p>3 months (Sep 2012) 9 months (Mar 2013) Completed</p> <p>5 months (Nov 2012) 10 months (Apr 2013) Completed</p> <p>6 months (Dec 2012) 11 months (May 2013) Completed</p> <p>7 months (Jan 2013) 11 months (May 2013) Completed</p> <p>8 months (Feb 2013) 12 months (Jun 2013) Completed</p> <p>9 months (Mar 2013) 13 months (Jul 2013) Completed</p>	<p>Person Responsible:</p> <p>CWS Analyst and CWS Program Manager</p> <p>CWS Program Managers, Social Worker Supervisors, Licensing Supervisor and Analyst</p> <p>CWS Social Worker Supervisors and Analyst</p> <p>CWS Program Managers and Social Worker Supervisors</p> <p>CWS Analyst</p> <p>CWS Deputy Director and Program Managers</p>

<p>G. Perform tracking and analysis for all children receiving placement matching to determine overall impact of these efforts on this outcome measure</p>	<p>9 months (Mar 2013) and through Jun 2017 13 months (Jul 2013) Completed and continuing</p>	<p>CWS Analyst and Social Worker Supervisors</p>						
<p>Strategy 14: Create an Intervention Team to address placement issues prior to placement failure. The Department continues to hold the Placement Team Meetings every other month and discuss issues surrounding placement barriers, to include transportations, school of origin, etc. These meetings include participants from our local receiving home, our Foster Parent Association, CHARLEE Group Home and Foster Family Agency, and ALBA Foster Family Agency.</p>	<table border="1"> <tr> <td><input type="checkbox"/> CAPIT</td> <td rowspan="3"> <p>Applicable Outcome Measure(s) and/or Systemic Factor(s): 3-P5 Placement Stability Barriers to Implementation: No barriers identified. Probation has decided not to participate in this strategy as their youth are currently being served through the MST.</p> </td> </tr> <tr> <td><input type="checkbox"/> CBCAP</td> </tr> <tr> <td><input type="checkbox"/> PSSF</td> </tr> <tr> <td><input checked="" type="checkbox"/> N/A</td> <td></td> </tr> </table>	<input type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): 3-P5 Placement Stability Barriers to Implementation: No barriers identified. Probation has decided not to participate in this strategy as their youth are currently being served through the MST.</p>	<input type="checkbox"/> CBCAP	<input type="checkbox"/> PSSF	<input checked="" type="checkbox"/> N/A		
<input type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): 3-P5 Placement Stability Barriers to Implementation: No barriers identified. Probation has decided not to participate in this strategy as their youth are currently being served through the MST.</p>							
<input type="checkbox"/> CBCAP								
<input type="checkbox"/> PSSF								
<input checked="" type="checkbox"/> N/A								
<p>Action Steps:</p>	<p>Timeframe:</p>	<p>Person Responsible:</p>						
<p>A. Identify partner agencies to serve along with CWS and Probation as members of the Intervention Team</p>	<p>3 months (Sep 2012) 9 months (Mar 2013) Completed</p>	<p>CWS, Probation and Partner Agencies</p>						
<p>B. Create policy and procedures for goals and requirements of the Intervention Team</p>	<p>4 months (Oct 2012) 10 months (Apr 2013) Completed</p>	<p>Intervention Team</p>						
<p>C. Train Social Workers on what to look for and what they should be referring to the Intervention Team</p>	<p>5 months (Nov 2012) 11 months (May 2013) Completed</p>	<p>CWS Analyst and Intervention Team</p>						
<p>D. Create referral tool for Social Workers to utilize to refer child/caregivers to Intervention Team when they identify possible issues with the placement</p>	<p>6 months (Dec 2012) 11 months (May 2013) Completed</p>	<p>CWS Analyst and Intervention Team</p>						
<p>E. Implement Intervention Team to address placement issues</p>	<p>7 months (Jan 2013) 12 months (Jun 2013) Completed</p>	<p>CWS Deputy Director and Program Managers</p>						

<p>F. Perform tracking and analysis for all children referred to the Intervention Team to determine the overall impact of this intervention on this outcome measure</p>	<p>7 months (Jan 2013) and through Jun 2017 12 months (Jun 2013) Completed and continuing</p>	<p>CWS Analyst and Intervention Team</p>
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<p>Strategy 15: Increase parent/child and child/sibling visits and communication during the family reunification process and while child is in out-of-home care. The Court has increased the mandatory number of parent/child visits for all cases to 3 times a week for each parent. If the parent is incarcerated, the visits are conducted through the telemate video system at the county jail and if the parent is in a treatment facility out of county, visits are conducted through SKYPE.</p>	<input type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): 3-P5 Placement Stability Barriers to Implementation: No barriers identified.</p>
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	
<p>Action Steps:</p>	<p>Timeframe:</p>	<p>Person Responsible:</p>
<p>A. Create policy and procedures regarding contact between parent/child and child/sibling during FR</p>	<p>3 months (Sep 2012) 10 months (Apr 2013) Completed</p>	<p>CWS Analyst, Program Manager and Social Worker Supervisors</p>
<p>B. Train Social Workers and caregivers on the new policy and procedure and the positive affect it will have on placement stability</p>	<p>5 months (Nov 2012) 11 months (May 2013) Completed</p>	<p>CWS Analyst and Social Worker Supervisor</p>
<p>C. Implement new parent/child and child/sibling contact policy</p>	<p>6 months (Dec 2012) 12 months (Jun 2013) Completed</p>	<p>CWS Program Managers and Deputy Director</p>
<p>D. Create survey for all youth to complete to assess whether they are receiving increased contact with their parents and siblings while in placement</p>	<p>7 months (Jan 2013) 18 months (Dec 2013) Completed</p>	<p>CWS Analyst</p>
<p>E. Prepare survey summary report for Social Worker Supervisors and Program Managers to address any non-compliance with the new policy</p>	<p>8 months (Feb 2013) and through Jun 2017 19 months (Jan 2014) Completed and continuing</p>	<p>CWS Analyst, Social Worker Supervisors and Program Managers</p>

<p>Strategy 16: Provide enhanced trainings and create a support group for foster youth. Enhanced trainings for youth are currently being provided through the IVROP-ACE program, which also provides our ILP services. There is also a youth support group that meets and discusses issues. These youth also meet and participate in a meeting with our partner agencies on a quarterly basis to discuss relevant issues and needed changes.</p>	<input type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): 3-P5 Placement Stability Barriers to Implementation: No barriers identified.</p>
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	
<p>Action Steps:</p>	<p>Timeframe:</p>	<p>Person Responsible:</p>
<p>A. Research available trainings for youth on dealing with placement issues and other unique issues they may face as a foster youth</p>	<p>3 months (Sep 2012) Completed</p>	<p>CWS Analyst and ILP Service Provider</p>
<p>B. Create committee to review training curriculum and choose appropriate ones to meet the needs of the youth</p>	<p>5 months (Nov 2012) Completed</p>	<p>CWS Analyst, Social Worker Supervisors, and ILP Service Provider</p>
<p>C. Create evaluation tool for selected trainings to be completed by all participants</p>	<p>6 months (Dec 2012) Completed</p>	<p>CWS Analyst, Social Worker Supervisors and ILP Service Provider</p>
<p>D. Create schedule of selected trainings and identify site where they will be held</p>	<p>7 months (Jan 2013) Completed</p>	<p>CWS Analyst and ILP Service Provider</p>
<p>E. Implement trainings for foster youth</p>	<p>8 months (Feb 2013) Completed</p>	<p>CWS Analyst, Social Worker Supervisors and ILP Service Provider</p>
<p>F. Hold an open comment segment at the end of each training, which will serve as a youth support group to discuss issues and collaborate with each other</p>	<p>8 months (Feb 2013) Completed</p>	<p>Trainer and ILP Service Provider</p>
<p>G. Perform tracking and analysis for all youth attending the trainings and support group to determine the overall impact on this outcome measure</p>	<p>8 months (Feb 2013) and through Jun 2017 Continuing</p>	<p>CWS Analyst and ILP Service Provider</p>

STRATEGIES STATUS/BARRIERS TO IMPLEMENTATION (Probation)

PROBATION
<p>Priority Outcome Measure or Systemic Factor: 3-P1 Permanency in 12 Months (entering foster care) 3-P2 Permanency in 12 Months (in care 12-23 months) 3-P3 Permanency in 12 Months (in care 24 months or more)</p> <p>National Standard: 40.5%, 43.6%, 30.3%</p> <p>Current Performance: Our current performance for 3-P1 in Q3 (Jul-Sep 2015) is 14.3%, which is a 2.5% increase from the 11.8% reported in September 2010. Our current performance for 3-P2 in Q3 (Jul-Sep 2015) is 16.7%, which is a 6.7% increase from the 10.5% reported in September 2010. Our current performance for 3-P3 in Q3 (Jul-Sep 2015) is 0%, which is a 25% decrease from the 25% reported in September 2011.</p> <p>Target Improvement Goal: Increase the percentage of children who reunify within 12 months from 44.4% to 49.4% during the next five years, by 1% increments each year. Though in years past, the County has met & exceeded the goal of permanency in 12 months, we are currently struggling to meet the national standard. We will continue to work diligently to increase our performance for these outcome measures.</p>
<p>Priority Outcome Measure or Systemic Factor: 3-P5 Placement Stability</p> <p>National Standard: 4.12</p> <p>Current Performance: Our current performance for 3-P5 in Q3 (Jul-Sep 2015) is 1.24, which is a .86 decrease from the 2.10 reported in September 2010.</p> <p>Target Improvement Goal: Increase percentage of children with two or fewer placements who have been in care at least 24 months from 32.4% to 37.4% during the next five years, by 1% increments each year. The County has done a great job of improving the placement stability for probation youth throughout the last 4 years and will continue to do so for the next year.</p>
<p>Priority Outcome Measure or Systemic Factor: Youth Transitioning from Placement to Aftercare Services</p> <p>National Standard: N/A</p> <p>Current Performance: Currently Probation does not have any youth receiving transitional housing assistance or residing in a foster home after entering extended foster care. Currently there are eighteen youth participating in AB 12.</p> <p>Target Improvement Goal: #1-Improve transitional housing assistance provided to Probation youth. #2-Improve services provided to Probation youth in extended foster care who fall under both CWS and Probation Jurisdiction. #3-Improve placement of Probation youth in-county once they transition from placement</p>

into extended foster care.

Probation placement officers continue to participate on the panel for Transitional Housing through the IVROP-ACE program when there are vacancies. Placement officers encourage former foster youth to take advantage of this opportunity. Since the inception of AB 12, Probation continues to see an increase in youth who want to remain in their current group home placements in order to qualify for the SILP program.

Strategy 1: Conduct 90-day trial home pass with parents prior to youth returning home from placement permanently. The Probation Department <u>removed this strategy</u> from our System Improvement Plan (SIP) in 2015 and it still remains un-feasible for the department to attempt at this time.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 3-P1 Permanency in 12 Months (entering foster care) Barriers to Implementation: No barriers identified
	<input type="checkbox"/> CBCAP <input type="checkbox"/> PSSP <input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Research what neighboring counties are currently doing in regards to trial home passes Varsity Team will develop their program statements for the girls' and boys' homes	3 months (Sep 2012) 16 months (Oct 2013) Completed	Probation Manager Varsity Team Group Homes
B. Meet with Juvenile Judge, Public Defender, and District Attorney to discuss proposal to do 90-day trial pass Varsity Team will obtain support letters from DSS and Probation to provide to California Licensing and State DSS for opening a group home for CWS/Probation youth in Imperial County	4 months (Oct 2012) 17 months (Nov 2013) Completed	Probation Manager, Probation Supervisors, Juvenile Judge, Public Defender and District Attorney Varsity Team Group Homes, Probation Chief and DSS Director
C. Develop a protocol for 90-day trial home pass Identify cities within Imperial County for potential group homes	5 months (Nov 2012) 18 months (Dec 2013) Completed	Probation Manager and Varsity Team Group Homes
D. Train staff on new 90-day trial home pass policy and procedures Identify youth for the boys' home when open	6 months (Dec 2012) 19 months (Jan 2014) 25 months (Jul 2014)	Probation Manager and Placement Supervisor
E. Implement new 90-day trial home passes	7 months (Jan 2013) 20 months (Feb 2014)	Placement Supervisor
F. Develop a field in IJS to track all youth receiving a 90-day trial home pass to determine the overall impact on this outcome measure	7 months (Jan 2013) and through Jun 2017 20 months (Feb 2014)	IT Personnel and Probation Supervisors

<p>Strategy 2: Create Memorandum of Understanding (MOU) with CWS to begin utilizing relative placements for Probation youth. Probation currently has no staff trained to complete relative home assessments. Due to the implementation of Continuum of Care Reform (CCR) in the near future, the department will be revisiting this strategy next year.</p>	<input type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): 3-P5 Placement Stability Barriers to Implementation: Lack of trained staff</p>
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	
<p>Action Steps:</p>	<p>Timeframe:</p>	<p>Person Responsible:</p>
<p>A. Research requirements for approving relative homes for placement of Probation youth</p>	<p>8 months (Feb 2013)</p>	<p>Probation Manager and Placement Supervisor</p>
<p>B. Work with CWS to create an MOU for relative placement for Probation youth</p>	<p>10 months (Apr 2013) 22 months (Apr 2014) 4 years and 1 month (Apr 2016)</p>	<p>Probation Manager and CWS Deputy Director</p>
<p>C. Identify Probation Officers who will conduct relative assessments</p>	<p>12 months (Jun 2013) Completed</p>	<p>Probation Manager and Placement Supervisor</p>
<p>D. Train staff on new relative placement policy procedures</p>	<p>14 months (Aug 2013) 24 months (Jan 2014) 4 years and 3 months (Jun 2016)</p>	<p>Probation Manager and Probation Supervisors</p>
<p>E. Implement new relative placement policy</p>	<p>15 months (Sep 2013) 25 months (Jul 2014) 4 years and 4 months (Jul 2016)</p>	<p>Placement Supervisor</p>
<p>F. Complete data entry of relative assessment information into CWS/CMS</p>	<p>25 months (Jul 2014) 4 years and 4 months (Jul 2016)</p>	<p>Probation Officers</p>
<p>G. Develop a field in IIS to track all youth placed with a relative to determine the overall impact on this outcome measure</p>	<p>15 months (Sep 2013) and through Jun 2017 35 months (May 2015) and continuing 4 years and 4 months (Jul 2016)</p>	<p>IT Personnel and Placement Supervisors Deputy Probation Officer III</p>

<p>Strategy 3: Probation to be more involved in the process for transitional housing for Probation youth. Probation now has Probation Officers participating on the Transitional Housing interview panel when there are vacancies available for probation youth.</p>	<input type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): Youth Transitioning from Placement to Aftercare Services Barriers to Implementation: No barriers identified.</p>
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	
<p>Action Steps:</p>	<p>Timeframe:</p>	<p>Person Responsible:</p>
<p>A. Contact CWS to inquire as to the current application process for transitional housing</p>	<p>1 month (July 2012) Completed</p>	<p>Probation Manager and Placement Supervisor</p>
<p>B. Discuss availability of housing assistance for both CWS and Probation youth</p>	<p>1 month (July 2012) Completed</p>	<p>Probation Manager and Placement Manager</p>
<p>C. Obtain transitional housing applications and distribute to all appropriate Probation Officers</p>	<p>1 month (July 2012) Completed</p>	<p>Placement Supervisor</p>
<p>D. Train Probation Officers on the application process and ensure that they know where to turn in their application</p>	<p>3 months (Sep 2012) Completed</p>	<p>Placement Supervisor or assigned Probation Officer</p>
<p>E. Attend all future meetings with CWS pertaining to transitional housing to keep abreast of any changes to the process</p>	<p>Continuously through Jun 2017 Continuing</p>	<p>Placement Supervisor and Probation Supervisor</p>

<p>Strategy 5: Research possibility of utilizing existing foster homes in the county for placement of Probation youth transitioning from out-of-county placement to enter extended foster care.</p> <p>The Probation Department <u>deleted this strategy</u> in 2014.</p>	<input type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>Youth Transitioning from Placement to Aftercare Services</p> <p>Barriers to Implementation:</p> <p>The Probation Department was considering using the Varsity Team Group Homes for Probation youth transitioning from out-of-county placement to enter extended foster care; however, Varsity Team is currently only opening homes for CWS and Probation youth, not AB12 youth.</p>
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	
<p>Action Steps:</p> <p>A. Meet with CWS to discuss the availability of foster homes for placement of Probation youth entering extended foster care</p> <p>B. Research availability of funds for such a project</p> <p>C. Utilize existing AB12 contacts in other counties to inquire how they are handling such situations</p> <p>D. Attend all future meetings regarding AB12 to stay abreast of any changes to the program</p>	<p>Timeframe:</p> <p>6 months (Sep-2012) 16 months (Oct-2013)</p> <p>7 months (Oct-2012) 17 months (Nov-2013)</p> <p>8 months (Nov-2012) 18 months (Dec-2013)</p> <p>Continuously through Jun 2017</p>	<p>Person Responsible:</p> <p>Probation Manager, Placement Supervisor and CWS Deputy Director</p> <p>Probation Manager, Placement Supervisor, Probation Fiscal Manager</p> <p>Placement Supervisor and Placement Officers</p> <p>Probation Manager, Placement Supervisor and Placement Officers</p>

<p>Strategy 6: Train Foster Parents and Relatives on how to deal with Probation youth and what expectations there are to assist the youth in meeting their case plan goals. The Probation Department <u>deleted this strategy</u> in 2014.</p>	<input type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): Youth Transitioning from Placement to Aftercare Services</p> <p>Barriers to Implementation: As with Strategy #5, the Probation Department was considering using the Varsity Team Group Homes for Probation youth transitioning from out-of-county placement to enter extended foster care; however, Varsity Team is currently only opening homes for CWS and Probation youth, not AB12 youth.</p>
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	
<p>Action Steps:</p>	<p>Timeframe:</p>	<p>Person Responsible:</p>
<p>A. Research existing trainings on dealing with the unique needs of Probation youth</p>	<p>1 year (Jun 2013)</p>	<p>Probation Manager</p>
<p>B. Create committee to review curriculum and choose the most appropriate</p>	<p>1 year 2 months (Aug 2013)</p>	<p>Probation Manager</p>
<p>C. Identify foster homes and relatives that are willing to have Probation youth placed with them</p>	<p>1 year 3 months (Sep 2013)</p>	<p>Probation Manager and Probation Supervisors</p>
<p>D. Implement trainings for foster parents and relatives</p>	<p>1 year 4 months (Oct 2013)</p>	<p>Probation Manager</p>
<p>E. Develop a field in IJS to track all foster parents and relatives receiving the training to determine the overall impact on this outcome measure</p>	<p>1 year 4 months (Oct 2013) and through Jun 2017</p>	<p>IT Personnel and Placement Supervisors</p>

<p>Strategy 4: Amend 241.1 protocol to include new Assembly Bill (AB) 12 regulations for youth in extended foster care.</p> <p>Probation met with County Counsel in January 2013 to amend the changes in the current 241.1 protocol. The department is awaiting approval from County Counsel to finalize the 241.1 protocol and therefore, the timeframes on this strategy will be extended.</p>	<input type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>Youth Transitioning from Placement to Aftercare Services</p> <p>Barriers to Implementation: No barriers identified.</p>
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	
<p>Action Steps:</p>	<p>Timeframe:</p>	<p>Person Responsible:</p>
<p>A. Meet with CWS to prepare draft of amended 241.1 protocol to include AB12</p>	<p>2 weeks (June 25, 2012) Completed</p>	<p>Probation Manager, Placement Supervisor, Social Worker Supervisor, CWS Deputy Director and County Counsel</p>
<p>B. Send draft amended protocol to County Counsel for review and final approval</p>	<p>3 weeks (July 2, 2012) 9 months (Mar 2013) 21 months (Mar 2014) 4 years 6 months (Sep 2016)</p>	<p>Probation Manager, Placement Supervisor, CWS Deputy Director, Social Worker Supervisor and County Counsel</p>
<p>C. Train staff on new 241.1 protocol</p>	<p>1 month (July 2012) 10 months (Apr 2013) 22 months (Apr 2014) 4 years and 7 month (Oct 2016)</p>	<p>Placement Supervisor and Social Worker Supervisor and CWS Analyst</p>
<p>D. Implement new 241.1 protocol</p>	<p>2 months (Aug 2012) 10 months (Apr 2013) 22 months (Apr 2014) 4 years and 1 month (Oct 2016)</p>	<p>Placement Supervisor and CWS Deputy Director</p>
<p>E. Perform tracking and analysis of all youth who fall under 241.1 to determine overall impact of new MOU on this outcome measure</p>	<p>2 months (Aug 2012) and through Jun 2017 10 months (Apr 2013) 22 months (Apr 2014) 4 years and 1 month (Oct 2016) and continuing</p>	<p>IT Personnel, Placement Supervisor, and Division Manager</p>

Strategy 7: Continue to utilize the Evening Learning Center (ELC) to provide parenting classes, anger management, gang awareness and family therapy to Probation youth and their parents. Probation continues to utilize the ELC and will continue to do so for the next year.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Youth Transitioning from Placement to Aftercare Services Barriers to Implementation: Probation currently has no way to track the foster parents and relatives receiving training and therefore Step E was removed.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Continue to apply for the Department of Juvenile Justice/YOBSG and JICPA funds to assist in funding the ELC	Continuously through Jun 2017	Probation Manager Special Projects Manager
B. Continue to assign a Probation Officer to the ELC to ensure compliance on behalf of the youth and parents	Continuously through Jun 2017	Probation Manager and Probation Placement Supervisor and Juvenile Manager
C. Continue to hold quarterly meetings with ELC Directors/Managers to discuss any required program changes/modifications	3 months (Sep 2012) and quarterly through Jun 2017	Probation Manager , Probation Supervisors, ELC Director/Manager and Juvenile Manager
D. Perform tracking and analysis of all youth and parents who are referred to the ELC to determine overall impact of ELC services on this outcome measure	Continuously through Jun 2017	Probation Manager and Probation Supervisor and Special Projects Manager
E. Develop a field in IIS to track all foster parents and relatives receiving the training to determine the overall impact on this outcome measure	1 year-4 months (Oct 2013) and through Jun 2017	IT Personnel and Placement Supervisors

OTHER SUCCESSES/PROMISING PRACTICES

3-P3 Permanency in 12 Months (in care 24 months or more)

As of September 2015, of all the children in foster care for 24 months or longer, 34.5% were discharged to a permanent home by the end of the 12-month period and prior to their 18th birthday. This is a 6.8% increase from September 2014 and is above the federal standard of 30.3%. This can be attributed to the continuous efforts of the social workers to find a permanent placement for each child that is in out of home care regardless of the age of the child or the amount of time they have been in care. We will continue to strive to meet and exceed the federal goal on this outcome.

2B Timely Response (Immediate Response Compliance)

As of September 2015, of all the child abuse and neglect reports received that required an immediate response, 96% were completed timely, which is above the national standard of 90%. This continued rate of compliance can be attributed to the dedication of the social workers who ensure that all referrals for investigation are completed within the allotted timeframe. The social worker supervisors contribute to this success as well as they utilize Safe Measures to ensure their staff meet the timely response mandates and follow up with them when that standard has not been met.

2B Timely Response (10-Day Response Compliance)

As of September 2015, of all the child abuse and neglect reports received that required a 10-day response, 91% were completed timely, which is above the national standard of 90%. As mentioned under 2B Timely Response (Immediate Response Compliance), this continued rate of compliance can be attributed to the dedication of the social workers who ensure that all referrals for investigation are completed within the allotted timeframe. The social worker supervisors contribute to this success as well as they utilize Safe Measures to ensure their staff meet the timely response mandates and follow up with them when that standard has not been met.

2F Monthly Visits (Out of Home)/Monthly Visits in Residence (Out of Home)

As of September 2015, of all the children in placement for at least one month, 96.9% received at least one qualified contact for each month they were in placement. This is above the federal standard of 95% and is a 3.1% increase from September 2014. This success can be attributed to the continued efforts of both social workers and their supervisors to ensure that each child receives the mandated monthly contact timely. The County also continues to utilize Safe Measures to assist us with monitoring and tracking staff compliance with this measure, as well as the required documentation in CWS/CMS. We will continue to make this a priority to ensure consistent success in this outcome measure.

OUTCOME MEASURES NOT MEETING STATE/NATIONAL STANDARDS

3-S2 Recurrence of Maltreatment

As of September 2015, of all the children who were victims of a substantiated maltreatment allegation during the selected six-month period, 12.6% had another

substantiated maltreatment allegation within the following six months. This is a decrease from the 10.3% in September 2014, but is above the federal standard of 9.1%. Child Welfare Services continues to focus on prevention and early intervention efforts with community partners in an effort to reduce the recurrence of maltreatment. Some of these efforts are present out in the community through the use of social workers at our Family Resource Centers. Social workers receive referrals from the local elementary and high schools and work with families to ensure they receive appropriate services to prevent them from entering the child welfare system.

3-P1 Permanency in 12 Months (entering foster care)

As of September 2015, of all the children entering foster care, 35.3% were discharged to a permanent home within 12 months. This is a significant decrease from the 64.6% in September 2010 and is below the federal standard of 40.5%. The County is confident that we will see an increase in this outcome measure over the next year. Though social workers continue their efforts to find a permanent placement for each child that is in out of home care, the majority of parents receive services for about 12 months before the court will order the termination of services. That contributes to a longer stay in out of home care for most children and an even longer time before permanency can be accomplished. We will continue to work directly with the courts to meet the federal standard on this outcome measure.

3-P2 Permanency in 12 Months (in care 12-23 months)

As of September 2015, of all the children in foster care for 12-23 months, 27.3% were discharged to a permanent home by the end of the 12-month period. This is below the federal standard of 43.6% and is a substantial decrease from the 66% in September 2010. As mentioned under 3-P1 Permanency in 12 Months (entering foster care), this can be attributed to the length of time that services are offered to parents and how this affects the child's ability to achieve permanency within the 12 month period. The department will continue to work closely with the courts to ensure the child's permanency goals are considered when offering parents extended services.

3-P4 Re-Entry to Foster Care in 12 Months

As of September 2015, of all the children that exited foster care to reunification during the previous 12 month period, 15.2% had a re-entry into foster care within 12 months of the reunification. This can be attributed to the fact that the department has not had a program to provide aftercare services to families that would ensure the stability of the family after reunification is achieved. Child Welfare Services has partnered with our CalWORKS Welfare to Work program to create an AB429 program that will serve child welfare parents who were on cash aid at the time their child was placed in out of home care. These AB429 staff will work directly with the parents to engage them in their court-mandated services with the goal of reunifying the family and assisting them to simultaneously achieve self-sufficiency.

3-P5 Placement Stability

As of September 2015, of all the children who entered care in the 12-month period, the rate of placement moves per day was 7.95. This is well over the national goal of 4.12 and just a slight increase from the rate of 6.36 in September 2010. This high rate can be attributed to the lack of consistent placement matching for children entering foster care, which leads to more placement failures and moves. The county continues to provide

enhanced trainings for foster parents, focusing on how to handle certain behaviors, with the goal of restoring relationships between children and their caregivers.

LINKS TO PROGRAM IMPROVEMENT PLAN (PIP)

3-S2 Recurrence of Maltreatment

All three of the strategies identified for this outcome measure support the California Program Improvement Plan (PIP). More specifically, conducting a Family Group Conference (FGC) prior to dismissal of a case supports PIP Strategy 6: Strengthen implementation of the statewide safety needs and assessment system.

3-P4 Re-entry to Foster Care in 12 Months

All three strategies identified under this outcome measure support the California PIP. More specifically, implementing an FGC prior to the child returning home under FM to assess the parent's readiness supports PIP Strategy 1: Expand use of participatory case planning strategies.

3-P5 Placement Stability

All five strategies identified under this outcome measure support the California PIP. More specifically, increasing parent/child and child/sibling contacts during out-of-home placement supports PIP Strategy 2: Sustain and enhance permanency efforts across the life of the case. Providing enhanced trainings and support to foster parents and relative caregivers supports PIP Strategy 3: Enhance and expand caregiver recruitment, retention, training, and support efforts.