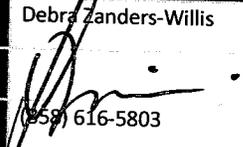


RECEIVED JUL 15 2016

California – Child and Family Services Review Signature Sheet

For submittal of: CSA SIP Progress Report

County	San Diego
SIP Period Dates	March 2015- February 2016; Year 4
Outcome Data Period	CWS Data Extract Q2 2015 Probation Data Extract Q3 2015
	http://cssr.berkeley.edu/icb_childwelfare
County Child Welfare Agency Director	
Name	Debra Zanders-Willis
Signature*	
Phone Number	(658) 616-5803
Mailing Address	8965 Balboa Avenue San Diego, CA 92123
County Chief Probation Officer	
Name	Adolfo Gonzales
Signature*	
Phone Number	(858) 514-3200
Mailing Address	9444 Balboa Avenue, Suite 500 San Diego, CA 92123
Public Agency Designated to Administer CAPIT and CBCAP	
Name	Kim Giardina
Signature*	
Phone Number	(858) 616-5989
Mailing Address	8965 Balboa Avenue San Diego, CA 92123
Board of Supervisors (BOS) Signature	
BOS Approval Date	N/A
Name	N/A

California Child and Family Services Review

Signature*

N/A

Contact Information

Child Welfare Agency	Name	Kim Giardina
	Agency	Child Welfare Services
	Phone & E-mail	Kimberly.Giardina@sdcounty.ca.gov (858) 616-5989
	Mailing Address	8965 Balboa Avenue San Diego, CA 92123
Probation Agency	Name	Lisa Sawin
	Agency	Juvenile Probation
	Phone & E-mail	Lisa.Sawin@sdcounty.ca.gov (858) 694-4546
	Mailing Address	2901 Meadow Lark Drive San Diego, CA 92123
Public Agency Administering CAPIT and CBCAP (if other than Child Welfare)	Name	Kim Giardina
	Agency	Child Abuse Prevention Coordinating Council (CAPCC)
	Phone & E-mail	Kimberly.Giardina@sdcounty.ca.gov (858) 616-5989
	Mailing Address	8965 Balboa Avenue San Diego, CA 92123
CAPIT Liaison	Name	Kevin Hauck
	Agency	Child Welfare Services
	Phone & E-mail	(858) 616-5923 Kevin.Hauck@sdcounty.ca.gov
	Mailing Address	8965 Balboa Avenue San Diego, CA 92123
CBCAP Liaison	Name	Kevin Hauck
	Agency	Child Welfare Services

	Phone & E-mail	
	Mailing Address	8965 Balboa Avenue San Diego, CA 92123
PSSF Liaison	Name	Kevin Hauck
	Agency	Child Welfare Services
	Phone & E-mail	(858) 616-5923 Kevin.Hauck@sdcounty.ca.gov
	Mailing Address	8965 Balboa Avenue San Diego, CA 92123

Introduction

This is San Diego’s year four update submitted March 2016.

Child Welfare Services (CWS)

CWS continues to make progress on the System Improvement Plan (SIP) goal of Placement Stability. On the placement stability measures from CFSR-2 we nearly met or exceeded the federal standards (98%, 99.9% and 100%). San Diego’s Safety Enhanced Together (SET) practice framework supports this progress. Launched in March of 2015, SET incorporates best case practices and Safety-Organized Practice to provide staff with an agency vision, 3 top priorities, 6 core organizational values, and multiple staff actions to improve outcomes for children, youth and families. For example, actions that support both trauma-informed practice and Quality Parenting Initiative (QPI) are illustrated within SET’s practice standards. Trauma-informed practice continues to be one factor that has supported our placement stability by improving our assessments of children’s needs. QPI has improved our relationships with caregivers increasing the support we provide to caregivers. We are participating in the California Well-Being Demonstration Project deepening our utilization of Safety-Organized Practice (SOP) to better engage families, improve critical thinking, and enhance safety for children. Although we are still implementing, SET along with SOP as its theoretical practice model, the impact on social worker practice is illustrated by our improvement in placement stability measure.

Achieving timely reunification has been challenging for CWS. Strengthening social work practice is something we focus on daily. As stated above, we believe that SET and SOP will help us continue to improve on this measure. In our last annual progress report, we mentioned that

California - Child and Family Services Review

Annual SIP Progress Report

2012-2017



County of San Diego



Table of Contents

SIGNATURE PAGE.....PAGE 2

INTRODUCTION.....PAGE 4

SIP PROGRESS NARRATIVE.....PAGE 5

STATE AND FEDERALLY MANDATED CHILD WELFARE/PROBATION INITIATIVESPAGE 25

ATTACHMENTS

FIVE-YEAR SIP CHARTPAGE 30

we initiated a Lean Six Sigma project which identified several areas of case practice and partnership needed with our legal system that can be improved upon to continue to see progress in timely reunification . There are a number of recommendations that were made from the project that we may incorporate into our next SIP so that we can improve performance on this measure.

Probation

The Probation Placement Unit has continued to experience significant staffing changes and operational growth throughout this year. The year began with three Supervising Probation Officers, and expanded to five, as a result of our involvement with the Title IV-E Waiver project, and our engagement in the case management and supervisory responsibilities of our Extended Foster Care Youth in February of 2015. Of the two previously assigned Supervising Probation Officers, one was promoted, and the Supervising Probation Officer replacing him was transferred to another assignment within four months. These changes have left the unit with four newly assigned Supervising Probation Officers. As a result of this growth, in December 2015, the Placement Unit became its own division, which resulted in operational and staffing realignment. In addition, our Senior Probation Officer staffing expanded from three to five, allowing the division to re-implement critical roles such as quality assurance monitoring and administrative oversight, positions which had been removed previously due to fiscal constraints.

Throughout the year, Probation continued to make significant improvements in CWS/CMS data entry, significantly closing the gaps. On-going training for new staff has continued. With the growth of the unit, one Senior Probation Officer will be our CWS/CMS Subject Matter Expert and oversee this area of need and development. In addition, we realigned the Probation Aide duties to allow for one full time Probation Aide to focus on the opening and closing of all cases in CWS/CMS, and to assist the officers with data entry. We believe these operational adjustments and improvements significantly improved the accuracy of our data, as demonstrated in our compliance with monthly visits increasing from 5.1 in year two to 62.6 in year three and to 89.1 in this yearly report.

SIP Progress Narrative

STAKEHOLDERS’ PARTICIPATION

Engaging stakeholders is something we do on a regular and consistent basis in San Diego. There are a number of ways we do this but primarily we do this through regular meetings of the Child Abuse Coordinating Council (CAPCC) and with our contracted agencies. In conjunction with the CAPCC, a prevention framework has been created and the framework guides the projects that the CAPCC recommends for funding and supports.

San Diego has strengthened the SIP goals by embedding the SIP strategies and activities into the California Well-Being Demonstration Project. Although these two projects are not on the same timeline, San Diego is committed to moving these SIP strategies forward with the assistance of our many stakeholders. CWS uses multiple meeting and venues including the Waiver Steering Committee, Juvenile Court Policy Group, CAPCC, management meetings, and newsletters to present our SIP accomplishments to staff.

San Diego will present its year four accomplishments to our leadership team, staff and stakeholders during Spring 2016.

During year one of the SIP, CWS started development of a practice framework, known as SET, that supports the SIP and draws on the SIP goals to inform CWS practice. The development of this practice framework continued through years 2, 3 and 4. The framework was presented to all social work staff in March 2015. Since that time, we have been embedding the behaviors into our policies, procedures, and Continuous Quality Improvement system.

We began Learning Cycles in July of 2015 with 3 sets of cohorts: Social Work Staff, supervisor/policy analysts, and managers. The meetings are every other month and focus on learning about 1 of the 6 organizational values while also providing staff with a facilitated way to discuss how this is working in everyday practice. The Learning Cycles are comprised of a video bringing that value to life, a case study illustrating the value, and a discussion. The discussions center on ways staff see the value in the work they are doing, barriers to the actions, and solutions. A report on the discussion at each level is generated for each region and a report encompassing all of the feedback from child welfare is given to the executive team to review and to provide feedback. By the end of the fiscal year all values will be covered.

CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS

County of San Diego is shifting from the CFSR-2 measures to CFSR-3 measures during this reporting period. As a result, San Diego will be reporting on both sets of measures. Below are the measures from CFSR-2 and for CFSR-3 measures, refer to page 26.

CWS

C4.1 Placement Stability	
Baseline	80.8%
National Standard	86%
SIP Goal	83%
Current performance	84.4%
The county’s performance is at 84.4% for the period of Jul 2014–Jun 2015 (98.1% of the federal standard achieved), which exceeds our SIP goal of 83% San Diego has focused its efforts on placement stability utilizing QPI as a means to strengthen relationships with caregivers. Additionally, the implementation of Pathways to Well-Being has improved the assessment of	

children’s needs and better matching children with the right services to improve their placement stability.

Placement Stability Measure C4.2 is at 68.1% which is 94.9% of the federal standard (65.4%) attained in the period.

The current performance for C4.3 is 40.2% which meet 100% of the federal standard of less than 41.8%.

Our performance on Measure 4B First Placement with Relative has continued to improve from last year’s 24.8% to 27.5% (Jul 2014-Jun 2015).

C1.3 Reunification within 12 months (entry cohort)	
Baseline	43.6%
National Standard	48.4%
SIP Goal	47%
Current performance	40.6%
<p>Current performance is 40.6% for the period of Jul 2014-Jun 2015 which is 84% of the federal goal. San Diego has continued to focus on improving timely reunification. Last reporting period we were at 35.1% and so we are improving even though we have not yet achieved our goal. We have begun to see improvements over the last year as we have deepened the utilization of SOP through increase coaching for staff and implemented strategies identified through the Lean Six Sigma project on reunification.</p> <p>The median time to reunification (C1.2) continued to decrease from the previous year’s 9.3 months to 8.7 months for the period of Jul 2014-Jun 2015.</p>	

Probation

4B Relative Placement: Point in Time	
Baseline	12.5%
National Standard	N/A
SIP Goal	At or above 30%
Current performance	16%
<p>Probation’s performance has increased from 11.4% to 16% during this reporting period; however, it continues to demonstrate a significant decline from the 31.4% reported in year two. The youth entering the Probation system continue to present with high risks and high needs. Our youth entering foster care often have participated in an array of home and community based interventions, yet continues to demonstrate the need for higher level services. These</p>	

treatment and intervention needs often expand beyond what can be provided in a relative care setting. As such, we are seeing this correlation with a decline in relative placements compared to year two. However, we believe our improved CWS/CMS data entry may have contributed to the increase compared to last year. Prior to this year, relative foster care cases in specialized programs such as Breaking Cycles, or approved foster care homes who declined funding remained assigned to the respective units. Over this year, we have realigned our divisions and increased placement staffing, allowing for relative placements assigned to the various specialty or supervision units to be transferred to the Placement Division. This has allowed for improved and increased case openings and data entry in CWS/CMS, which would capture the non-funded approved placements that previously would not have been entered into CWS/CMS.

STATUS OF STRATEGIES

Strategy 1: Maintain a child’s connection to familiar environments and culture by ensuring consistency in CWS placement process.

The work on this strategy started in July 2012. The one activity left on this strategy is to evaluate and monitor implementation. A Lean Six Sigma Black Belt Project was conducted to help assess and plan for this strategy. The focus was on the relative home identification and approval process. As a result of this project, there were many recommendations made and forwarded to CWS leadership for consideration.

By reviewing the relative assessment process, CWS was able to explore new tools and procedures to expedite the relative home assessment which allows children to be placed in a familiar environment quickly.

Once CWS leadership agreed to the recommendations, the recommendations were organized into different categories and workgroups, such as a documentation workgroup and a relative home approval workgroup. The workgroups were formed to assist in moving the recommendations forward and they accomplished their goals. The relative home approval group continues to meet regularly to continue to build on what was implemented and to maintain consistency throughout the regions. This took more time than anticipated but has proved to be valuable for social workers. The criminal history and documentation forms were published and are now part of San Diego’s policy.

San Diego has also expanded its implementation of QPI, developing QPI ambassadors in each region and hosting regional QPI events to improve relationships with caregivers. Reaching out to more caregivers and including them as a part of the team has improved our ability to better match children to homes that can meet their needs.

The SET practice framework will continue to further our progress on this measure and build consistency among staff. When we are unable to safely stabilize and preserve families, our second agency priority is to safely care for children and reunify children to their families of origin. In order to increase our ability to safely place children in familiar environments; SET outlines the use of Family Centered Meetings, Genograms, and Ecomaps. These tools build a

consistent method of indentifying placements and placement supports for children. The SET actions also help to underscore the importance of the social worker capturing family history and culture in case documentation.

San Diego is preparing to implement Resource Family Approval (RFA); this process will streamline and allow children to move more quickly and smoothly into permanency and this will certainly ensure consistency in the CWS placement process.

Strategy 2: Maintain a child’s connection to familiar environments and culture by improving the relative search process.

Work on this strategy began in July 2012. Because of long-term work and improved communication, the workgroup has completed this strategy pending approval of the training manual.

The Lean Six Sigma Black Belt project that was mentioned in Strategy 1 also helped inform and guide this strategy. There were recommendations made and forwarded to CWS leadership for consideration. The Relative Search Workgroup was meeting monthly to work on the recommendations to complete this activity but the meetings were recently changed to quarterly. The need to meet less frequently is due to the accomplishments the group has made in completing the activities for this strategy.

The 211 iFoster youth ambassadors continue to attend the Grandparents Raising Grandchildren (GRG) events or any other event that targets relative caregivers. GRG events and support from 211 iFoster help to recruit and support relative caregivers.

One of the SET practice framework actions for social workers is to conduct immediate and ongoing family finding efforts while utilizing genograms and eco-maps with both the birth family and the child/youth. This year San Diego purchased Genogram Analytics, a software program that allows workers to more easily develop genograms and ecomaps and update them over time. The goal is that, by using the software, workers will identify more potential relative placement options.

Strategy 3: Maintain a child’s connection to familiar environments and culture by ensuring a child remains connected to school and community (friends, activities).

Work on this strategy started in October 2012. CWS has successfully completed this goal.

There have been many accomplishments on this strategy during this progress report year. As previously mentioned, CWS purchased software to assist the social worker with doing genograms and ecomaps. The software is installed on the worker’s laptop making this task more user-friendly. When the worker uses this software in the field the family member/person can see how information is being added about their family. A ‘super user’ group was created by identifying at least one person from each region/program to be that region’s trainer.

Completing genograms has been policy for our staff for several years now and soon completing ecomaps will be policy for all new referrals and cases.

In addition to genogram software being purchased, a Permanent Connections (family finding) Request for Proposal (RFP) went out on 11/18/15. The agency has recently awarded this contract which will help assist social workers in helping children/youth connect with family and networks.

CWS created a referral and case review tool that aligns with our practice framework which was discussed earlier in this report. The review tool monitors many areas but includes monitoring the number of youth who are able to reside in their school of origin as well as the use of genograms and ecomaps. Continuous quality improvement is important to keeping CWS goals in the forefront.

Strategy 4: Improve placement support and services by utilizing emergency funds for relatives to include child care, respite, and transportation.

Work on this strategy began in July 2012.

San Diego has a contract with the YMCA in which the YMCA disburses emergency funds for relatives. The emergency fund assists relatives with beds, mattresses, car seats, pool fences, child care and other needs. 211 iFoster is a web-based resource sharing venue that was kicked off in January 2015. The kick off meeting was followed up six months later with a feedback dinner event with kinship parents. Launching something new and then having a separate follow up event a month later to obtain feedback from the caregivers was a new way of doing business to support tailoring services and helped to support our collaboration with our kinship families.

The kinship support groups which include child care have been expanded to once a week to provide caregivers with additional support. The kinship navigators through the YMCA assist caregivers in connecting them to resources, such as, caregiver support groups, case management and financial support for required items including beds and pool fences.

211 iFoster is working on obtaining child care slots at child care facilities.

This strategy will continue to underscore the importance of building our relationship with community partners as well as build staff knowledge on the resources available.

Strategy 5: Improve placement support and services by utilizing kinship specific support activities (e.g. Kinship Navigators and support groups)

Work on this strategy started in July 2012.

In 2014, the County kinship contract was awarded. The contractor makes calls to each new CWS relative provider and offers case management services and provides links to resources.

In our last progress report we reported that ongoing meetings between CWS and the local community college were being held. One goal was to invite caregivers to training that social workers attend. This year caregivers (relatives and foster parents) can attend trainings with social workers. Additionally, our local community college attends the monthly kinship groups and provides training to the kinship providers making it easier for caregivers to attend training.

In working with a large stakeholder group facilitated by Aging and Independent Services (AIS) called Grandparents Raising Grandchildren (GRG), funding was provided to support child care slots for both informal and formal caregivers. 211 iFoster is working on obtaining child care slots at child care facilities.

Strategy 6: Improve placement support and services by implementing quick response teams

Work on this strategy began in January 2014.

San Diego formed a Placement Quick Response Team Workgroup. The goal of this program is to provide immediate crisis intervention to children and their caregivers to support the placement and well being of the family, resulting in placement stability.

The workgroup met monthly for over a year to move this strategy forward. The team created the strategy the response team would utilize in order to do the best job possible. Existing contracts were reviewed to see if existing contracts could be augmented/amended. The decision was made not to contract these services out but instead to use internal staff.

Placement quick response teams were included in San Diego's 2015 Foster and Relative Caregiver, Recruitment, Retention and Support Plan. The Plan was approved by the State on 12/30/2015. The CDSS has now awarded the allocation to implement this plan so the work on implementing the placement quick response teams will be starting.

Strategy 7: Improve placement support and services by enhancing trauma-informed practice

Work on this strategy began in September 2012.

In the last year, our foster parent association and the kinship support groups have trained and discussed trauma informed self-care for caregivers.

Caregivers attend Child and Family Team meetings which assist with minimizing secondary trauma.

In San Diego, we are expanding trauma informed care/secondary trauma agencywide. This work started recently with an agency wide "scan" which as this process moves forward will include caregivers, both foster parents and relatives.

Safety Organized Practice (SOP) and SET are becoming entrenched in our everyday practice and will continue to be a part of our culture. There will always be work to do in this area and will be

addressed since we have incorporated trauma informed care into our child welfare services culture. Trauma informed practice was top of mind as SET was developed and was woven through measurable actions at the social worker, supervisor, and manager levels. One example is in SET value 5: A strong working relationship with the legal system. One of our Agency practices is to “collaborate with partners in the legal system to minimize multiple interviews”, thus reducing the trauma to the child being interviewed.

Strategy 8: Improve placement support and services by evaluating and expanding use of Family Team Meetings (Team Decision Making (TDM), Family Group Conferencing, Safety Networks)

Work on this strategy began in September 2012.

San Diego embraces the use of family centered meetings because families are their own experts. Families can make well informed decisions about keeping their children safe when supported. Under the umbrella of family centered meetings are specific types of meetings. As stated in the last report, we were waiting for the Federal report outlining the results of the grant for Family Group Conferencing. Under that grant, Family Group Conferencing was being done with families that were not dependents of the Juvenile Court and instead participating with a Voluntary Services contract. Although the evaluation did not provide us with additional information, San Diego is supportive of Family Group Conferencing as is confirmed by our new contract. The evaluation showed that it was difficult to engage families active to Voluntary Services in FGCs however when they did participate the FGC was successful in helping the family develop and complete their case plan.

San Diego’s implementation of the Katie A lawsuit is called Pathways to Well-Being. Child and Family Team Meetings are being held for children and youth with identified mental health concerns. The focus on support for resource families and parents who are caring for higher need children should result in increased placement stability and reduced use of higher levels of care.

Since San Diego is part of the California Well-Being Demonstration Project, Safety-Organized Practice (SOP) is the primary intervention. As a part of Safety-Organized Practice, mapping is a tool that is used with a focus of safety, permanency, well-being or independence. Mapping is a process to assist CWS, the family and the safety network in gathering and organizing information related to the case and moving to joint agreements about next steps. Mappings can be done with a focus on safety and identifying actions of protection the family needs to demonstrate in order to safely maintain or return the child home. During this period, a policy was created for ensuring Independence Mappings are done on all youth ages 17.5 and older to ensure a smooth transition to independence and helping the youth make good decisions about utilizing Extended Foster Care services.

Family Group Conferencing will continue in two different ways one is through a grant that a local agency received for a new three year period which is scheduled to launch in early 2016. We also added Family Group Conference to another contract which was mentioned earlier.

Although San Diego is not currently doing any formal Family Group Conferencing, we have a contract that will be in place effective May 1, 2016 and part of the contract is for the contractor to facilitate Family Group Conferencing. San Diego values and respects the impact and importance this type of meeting provides.

Strategy 9: Improve placement support and services by improving initial and ongoing assessments of children to promote and maintain first/best placement and support placement fit

Work on this strategy started in January 2013. This strategy was completed in March 2015 as reported in the previous update.

Placement Stability (Probation)

Strategy 10: Improve kinship support services

The Placement Supervisors and line staff continue to network and collaborate with CWS, particularly with the kinship support contact in the Relative Home Approval Unit. They engage in the shared utilization of kinship support services.

Placement staff participate in the 211 iFoster collaborative (which include CWS, Probation, and community providers). This collaborative has been successful in developing and implementing a website for kinship support and referral information. This website provides tailored resources for kinship providers and nonminor dependents. Placement staff has been informed of this resource and are sharing this resource with kinship providers. Staff also is encouraging youth to create accounts and to utilize the “digital locker” which is available to them to scan and store important documents such as birth certificates, transcripts, and immunization records, thus allowing them to access these documents from any computer.

Throughout this year, our work towards developing kinship support services has shifted, subsequent to the Resource Family Approval (RFA) requirements. A RFA committee was formed and began meeting on a monthly basis. All RFA approved caregivers will be required to participate in training beginning January 2017. The RFA committee has created a subcommittee to address kinship support and training. Probation has been advocating for the inclusion of an “Introduction of the Juvenile Justice System and San Diego County Probation” training for the families providing care to probationers.

Additionally, Probation has expanded Wraparound referrals to include relative and non-relative placements. As a result, we are experiencing kinship care providers who are actively engaged in Wraparound.

Probation is seeing success with placement stability, with the national standard being <4.12 and the rate being 1.55. We are hopeful with our continued utilization of Wraparound that placement stability with relative caregivers will continue to improve.

Probation has yet to complete the action step of developing a training model/program for kinship caregivers with youth involved in the juvenile justice system. The target completion date was July 2015. With the implementation of RFA mandates in 2017, this action step will be incorporated into the RFA planning and implementation. In the interim, Probation will continue to collaborate with CWS and utilize community resources for caregiver support.

Continued analysis of UC Berkeley data and review of data and outcomes associated with Wraparound services via the Title IV-E Waiver.

Strategy 11: Fully implement Relative Noticing Process to Aid in Placing Youth with Family Members

The implementation of the relative notification remains an area of continued development. The department drafted a letter and information sheet to mail to relatives when a child is removed from the home. The policy and procedure as well as the training continue to need to be developed and implemented. April of 2015 was the targeted date for completion; however, due to the continued supervisory and staff fluctuation, in addition to other initiatives related to the Title IV-E Waiver, AB2607, and our assumption of the case management and supervision of Extended Foster Care population, significant operational and organizational changes occurred, thus serving as a barrier to our achievement of this action step.

As a Title IV-E Waiver initiative, we are collaborating with CWS and procuring a contract for Family Finding/Permanent Connections services. We are hopeful that the inclusion of this initiative area as a waiver strategy will result in better outcomes and success in meeting this strategy.

Probation has achieved the action step of ensuring the designation of staff for evaluating family placements. While there has been some turnover due to promotions and reassignment, there has been consistency in filling the vacancies and providing the appropriate training in a timely manner, thus preventing a lapse in approving relative homes.

While Probation has educated staff on the Relative Notification Process, the need for additional training and the uniform practice of this process needs to be implemented. The consistent expansion of the Placement Unit, and the resultant staff training, combined with the increased Placement responsibilities associated with initiatives such as Extended Foster Care and the Title IV-E Waiver and the competing demands and priorities have been barriers to the successful and timely completion of this action step. As a strategy associated with the Title IV-E Waiver strategy, Probation will be collaborating with CWS on the procurement of a contract for Permanent Connections/Family Finding services. We are hopeful this will help us to bridge our gaps and institute a cohesive, organized, systematic intervention strategy with an array of services to support and increase the identification of relative caregivers.

Continued analysis of UC Berkeley data and review of data and outcomes associated with our permanent connections strategy via the Title IV-E waiver.

Strategy 12: Implement Team Decision Making Strategies to improve placement stability

Probation continues to work on the implementation of Team Decision Making (TDM) meetings to improve placement stability. Approximately five of the current placement staff has been trained as TDM facilitators. However, the consistent expansion of the Placement Unit, and the resultant staff training, combined with the increased Placement responsibilities associated with initiatives such as Extended Foster Care and the Title IV-E Waiver and the competing demands and priorities have been barriers to the successful and timely completion of our consistent implementation of this practice. With the expansion of the unit, however, we have been able to designate a Senior Probation Officer to service as a facilitator and to coordinate the TDM process. It is anticipated this will be implemented in the next six months.

Probation has completed the action steps outlined in the plan regarding having staff trained as TDM facilitators. The consistent implementation of this practice needs to be strengthened in order to achieve the desired results. With the recent designation of a lead staff for this strategy, we are hopeful consistency will be achieved.

The quality assurance for the TDM practice will be done by the Quality Assurance placement staff via a review of the Probation Case Management System (PCMS) contact and activity log entries. UC Berkeley data will also continue to be reviewed in order to monitor placement stability trends.

Reunification (CWS)

Strategy 13: Strengthen social work practices

Work on this strategy began in July 2012.

Three of the four action steps are completed on this strategy and it is anticipated that the last activity will be completed by October 2016. Please see the chart on page 47 of this report for more information. In order to monitor the social worker's monthly contacts, a template has been drafted for social workers for contacts with parents, children, substitute care providers and service providers. This draft is in the review process. It is expected to be published in June 2016.

Strategy 14: Strengthen social work practice by supporting coaching and field-based instruction

Work on this strategy started in July 2012.

Although coaching was being provided by our regional training academy, the capacity was limited in providing in-depth coaching. As a Waiver county and with more flexible funding provided, San Diego was able to move forward with this strategy by hiring 9 internal coaches and a coaching supervisor.

The SOP coaches were hired in early 2015 with six out of the nine coaches in position and attending the Coaching Institute in April 2015. The other three coaches were hired over time with the last coach in place in November 2015.

We have successfully completed three out of the four action steps. The last action step to be completed is to evaluate the impact of coaching. Staff is providing feedback via surveys regarding the helpfulness of coaching and their own assessment of improvement with skills. We will continue to evaluate the effectiveness of coaching.

A four year evaluation of Safety-Organized Practice which includes coaching will be completed by NCCD and WestStat. This is critical and will help determine the effectiveness of coaching. SOP was part of our culture prior to the waiver and will continue throughout the waiver time.

Strategy 15: Strengthen social work practice by enhancing engagement through family-centered meetings

Work on this strategy began in July 2012 and was completed in March 2015 as described in the previous update.

Strategy 16: Improve access to immediately available family specific services by researching best practices nationwide

Work on this strategy began in July 2012.

In last year's report reference was made to a reunification timeliness Lean Six Sigma Project. Lean Six Sigma is a systematic methodology of removing waste in a process. It is a powerful tool and the key principles are:

- Focus on the customer;
- Identify and understand how the work gets done;
- Manage, improve and smooth the process flow;
- Remove non-value added steps and waste;
- Manage by fact and reduce variation;
- Involve and equip the people in the process;
- Undertake improvement activity in a systematic way.

From this project many recommendations were made. The recommendations were grouped into the following categories:

- Social worker practice
- Social worker burnout
- Transportation
- Supervisor
- Legal
- Placement
- Housing

- Training

In an effort to improve access to family specific services, we decided to examine different ways to include a technological component that would encompass a referral method and service provider database. Our team did research in this area as indicated in last year's report. Since that time, County of San Diego has started implementation of what is being called ConnectWell San Diego. ConnectWell San Diego is a computer based system that will connect all of the Health and Human Services Agency. Some of those programs are Child Welfare Services, CalWorks, and Public Health Nursing. ConnectWell San Diego will allow referrals to be made through this computer system and allow providers to provide feedback electronically. Because of County of San Diego's commitment to create ConnectWell San Diego, CWS no longer needs to take on this activity.

Strategy 17: Improve access to immediately available family specific services by developing the "resource specialist" concept

Work on this strategy began in October 2012. This strategy was completed in March 2015 as this strategy was rolled into strategy 16.

Strategy 18: Improve parent-child interaction/visitation by evaluating current visitation services and practices

Work on this strategy started in January 2013.

An evaluation of Incredible Families was completed and reported in last year's report. We have provided two e-learning's to our staff. The first module was an overview of our visitation policies and the second module focused on Visit Coaching by Marty Beyer. The visitation policies have been revised to include Visit Coaching. Visitation is part of San Diego's Title IV-E Well-Being Demonstration Project.

The County of San Diego Child Welfare Services and Oregon Social Learning Center Developments have received a *Frontiers of Innovation* grant to improve the experiences, developmental trajectories and outcomes for babies removed from their families and placed in foster care. This was a pilot in one region of San Diego and has expanded to another region in the next two months. For more information on this grant, see the CWS Promising Practices section. **Strategy 19: Improve parent-child interaction/visitation by developing a plan to improve visitation**

Work on this strategy started in March 2013.

Through research of different visitation theories and programs, one that stood out is Visit Coaching, developed by Marty Beyer. The Visit Coaching service started July 1, 2015. It was met with such excitement that January 1, 2015 we added another coach per region which doubled

the number of visit coaches. Multiple trainings were provided to the agency staff providing the service as well as to our social workers. Written information and brochures are being provided to our partners as well as our staff. Presentations are being done in various regions to help increase knowledge and awareness of this new service.

Visit Coaching is a practice developed by Marty Beyer, PhD. In San Diego, we call it Family Visit Coaching. Traditional visits do not seem to move families closer to reunification and do not demonstrate that they can keep their children safe. Often time's parents cannot articulate the unmet safety need that brought their child/ren into protective custody. Visits do not typically build on a parent's strengths or guide improved parenting. Most visits do not address the abuse or neglect that brought the child into care. Visits do not usually build on the parent's strengths or guide improved parenting.

FVC is a practice that will assist parents in demonstrating acts of protection and that they can keep their children safe. This practice is intended to move families toward reunification.

FVC includes:

- Reaching agreement with the parent about the child's needs to be met in visits, connected to the risks that brought the child into care.
- Preparing parents for their child's reactions and how to plan to give their child their full attention at each visit.
- Appreciating the parent's strength in responding to their child and coaching them to improve their skills.
- Supportively reminding parents immediately before and during the visit of how they plan to meet the particular needs of their children.
- Helping parents cope with their feelings in order to visit consistently.

See strategy 18.

Visitation is part of San Diego's Title IV-E Well-Being Demonstration Project.

This strategy is expected to be completed in March 2016.

Agency Collaboration (CWS)

Strategy 20: Strengthen communication and coordination with community partners by reviewing confidentiality guidelines to improve information sharing and ensure appropriate disclosures

The work on this strategy began in January 2013. An e-learning was published in August 2015 and all SW staff was requested to complete this training. In person trainings were provided to regions and all new social work staff was trained. As a result of the trainings, questions were addressed and policy revisions were completed to clarify information that was raised. This strategy was completed in December 2015.

Strategy 21: Strengthen communication and coordination with community partners by exploring co-location of County and community service providers

The work on this strategy started in July 2012 and work on this strategy is complete.

There are 54 agencies involved with co-location with 99 staff co-located. This is an increase of 11 agencies and 5 staff co-located. CWS and local agencies have come together to provide consolidated and coordinated legal, social, and health services to women, men, children, and families in need.

Another way to strengthen communication and coordination with community providers is by creating smaller regions or communities within each region. In San Diego this is known as Neighborhoods for Kids (N4K). In each region, there are smaller sections or neighborhoods which are defined in part by zip codes and school boundaries. Of the 6 regions in San Diego, three regions have implemented N4K. The goal of N4K is to keep children and youth in their school of origin but there is not an accurate way to track this to scale given the limitations of CWS/CMS.

Strategy 22: Develop a shared definition of child abuse prevention and intervention through community engagement and dialogue to support community child abuse/neglect prevention framework

The work on this strategy started in July 2012. The prevention framework was completed in September 2015 and is now integrated into our regular practice.

The Child Abuse Prevention Coordinating Council (CAPCC) was utilized to guide the development of the fiscal year 15/16 CAPCC budget and spending plan. This annual plan will provide funding and support for specific prevention projects as determined by the CAPCC board which was approved in July 2015. The county Board of Supervisors approved the CAPCC board letter on August 4, 2015. The CAPCC annual spending plan for 15/16 will increase in funding for legal assistance to families, community communication and outreach through radio media and increased funding for kinship support. All aspects of the 15/16 plan are aligned with the CAPCC strategic framework.

We have a tremendous amount of prevention with our Community Services for Families (CSF) partners. They provide a significant amount of prevention services in San Diego. They provide a number of in home support services for our families whether we are transitioning children home or whether we have investigated a referral and want to support the family with additional services before we close the referral. Our CSF contractors have also this year added a Family Support Clinician specifically to focus on families affected by intimate partner violence with children ages 5 and younger. The Family Support Clinicians respond during the investigation to assess the family and quickly get them connected to services and supports in order to prevent the children from coming into protective custody.

Strategy 23: Develop a shared definition of child abuse prevention and intervention through community engagement and dialogue to understand and support alternative response

The work on this strategy started in January 2013. One method of alternative responses being implemented is through the Cultural Broker contract. Cultural Brokers intervene in some referrals to assist with diverting the family from formally entering the Child Welfare Services system. Consideration is being given to the implementation of RED teams. This contract focuses on addressing disproportionality of African American families in our Central region.

OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION

Child Welfare Services (CWS)

Challenges were addressed in the strategy updates.

OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION

Probation

BARRIERS TO IMPLEMENTATION

Child Welfare Services (CWS)

Challenges were addressed in the strategy updates.

Probation

Barriers were addressed in the strategy updates above.

OTHER SUCCESSES/PROMISING PRACTICES

CWS

A. Caring for Babies

The *Frontiers of Innovation* Initiative was created to advance the mission of the Center on the Developing Child at Harvard University to drive science-based innovation that will lead to breakthrough outcomes for children facing adversity. The goal of the first year of this grant was to generate ideas and pilot a project that can lead to outcomes for babies in foster care that are substantially better than the best current practice. The initial pilot period ended in December 2015 however, San Diego was granted an extension until December 2016 with the plan to extend this pilot to another region. Our first meeting for this expansion was in January 2016.

Our objective with this project is that all infants and toddlers under the supervision of Child Welfare Services have the opportunity for stable and caring relationships, essential

for healthy development. The goal of this project is to design and test evidence-based interventions that can impact the parenting issues that led to the removal of the baby while simultaneously supporting substitute caregivers so that the well-being of the baby is developed and protected while the baby is separated from the biological parents. The project will focus on building an environment that develops a healthy working relationship among birth parents, foster parents, kinship caregivers, social workers and babies. Overall, the focus areas are: Transitions, Visitation, and Shared Learning.

During the pilot period, three families participated. The intervention requires that visitation between the baby and the parent(s) occur at least three times per week. The caregivers act in the role of a mentor or coach to the parents during these visits, offering tips and advice about ways the parent can improve their interactions with the baby in order to minimize trauma. Additionally the caregiver and the parent have almost daily communication about the baby, sharing photos and updates. The caregivers also attended training using the Early Child Development curriculum from Casey Family Programs to learn other ways they can help minimize trauma to infants.

B. Permanency Round Tables

CWS has a focus on permanency for youth with the “long-stayers” by partnering with Casey Family Programs to initiate Permanency Roundtables. A “long-stayer” is defined as a youth in group home care for 3 years or longer. A Permanency Roundtable is an intervention designed to facilitate the permanency planning process by identifying realistic solutions to permanency obstacles for youth. Key players (a permanency consultant, a master practitioner, a youth’s case manager and supervisor, etc.) convene to create individual permanency plans. CWS expanded this program to its Adoptions program and the staff has embraced this new practice. Staff from the Residential Services program assisted in facilitating the permanency round tables while Casey Family Programs provided training to the Adoptions staff.

C. Safety Enhanced Together (SET)

The County of San Diego’s Child Welfare Services practice framework-Safety Enhanced Together (SET) -outlines beliefs and guiding principles, creates a decision-making framework and defines a practice structure to guide work within all levels of CWS. It is our goal to make our vision for safety, permanency and well-being outcomes a reality.

The SET practice framework:

- Defines what we do, how we do it and why we do it the way we do;
- Establishes how we work internally and how we partner externally with families, service providers, and other stakeholders to focus on safety, permanency and well-being;
- Links agency values and priorities to daily engagement practice with families;

- Provides clear, written explanations of key agency policies and procedures of how services should be provided as stepping stones to reaching the goal of enhancing safety for children;
- Defines effective casework practice while allowing for appropriate flexibility and professional discretion; and
- Supports consistent and collaborative practice through CWS.

SET has rolled out three out of the six learning cycles with the next three scheduled to be rolled out by June 2016.

D. Continuous Quality Improvement (CQI) unit

Our CQI unit has played a vital role in our work and practice. San Diego has developed a successful CQI system. Our CQI team reviews cases and helps identify practice pieces that need strengthening as well as practices that are working well. Staff at all levels is engaged in discussions about data and outcomes and ways to improve practice. Feedback loops are shared across regions, programs and centralized CWS.

E. Fatherhood Initiative

A Child Welfare Services policy analyst completed a self directed online certificate program several months ago by the National Fatherhood Initiative. She passed the exam in December 2015.

The training consisted of five webinars with the following five core competencies:

- Foundational: How to Create a Father-Friendly Organization
- Program Design: 7 Best Practices in Designing a Fatherhood Program
- Recruitment & Retention: How to Think Like a Marketer When Marketing a Fatherhood Program
- Involving Moms: How to Work with Moms to Encourage Father Involvement
- Fundraising: How to Develop a Funding Plan for a Fatherhood Program

As a result of this training, San Diego is focusing their efforts in two areas currently:

- The father friendly check-up was sent to the two fatherhood champions that are still active in the county with the plan to use it with the rest of the fatherhood champions once the group is revitalized. This tool is designed to help assess the degree to which Child Welfare Services encourages father involvement. The four areas it evaluates are:
 - Leadership Development
The attitudes, beliefs, and values held by the organization’s employees—the culture of the organization—and their impact on the delivery of services and programs.
 - Organizational Development

The “nuts and bolts” of an organization that carries out its mission through organizational capacity as reflected in areas such as: 1) policies and procedures, 2) processes, and 3) physical environment.

- Program Development
The services and programs an organization offers, how it engages staff in offering them, and how it promotes and markets them.
- Community Engagement
The ability of an organization to engage its community in the delivery of services and programs.
- Fatherhood Champions
We are planning on re-establishing the fatherhood champion group so that each region is represented. Once the group is reestablished, the father friendly check up will be given to them. This data will be rolled up to determine area(s) we need to improve on. The champions will also be our contacts for the region to build awareness on father engagement and any resources that are available. We are also looking at doing some work to help mothers see the importance of including fathers and see how they can be a partner in engaging fathers too.

It is anticipated that by fully engaging and involving both parents in reunification we are helping to improve leadership, organizational, program and community development. It is also expected that we will increase our ability to access the father’s side of the family for supports, and build a more inclusive support network. All of which support reunification. If we primarily focus on the mother, we are missing the opportunity to help support the father if he is the one who could safely parent on his own.

Joint CWS/Probation

A. California Well-Being Demonstration Project

San Diego opted to participate in the California Well-Being Demonstration Project which runs from October 1, 2014 to September 30, 2019. Many of our SIP strategies were folded into our Waiver activities using Safety-Organized Practice as the intervention.

B. Crossover Youth Practice Model

In 2012, San Diego began implementation of the Crossover Youth Practice Model (CYPM) developed by the Center for Juvenile Justice Reform at Georgetown University. The CYPM provides a mechanism whereby agencies will strengthen their organizational structure, enhance efforts at cross-system collaboration and implement or improve practices that directly affect the outcomes for crossover youth, their families and communities. Crossover youth are youth who have experienced maltreatment, have a child welfare history and engaged in delinquency behaviors.

Probation

A. Mentally Ill Offender Crime Reduction (MIOCR) grant.

Over the past ten years, San Diego County Probation has implemented best and promising practices, including evidence-based practices (EBP), case management, risk-based supervision, community-based organization (CBO) partnerships for effective diversion strategies, Community Assessment Teams, and in 2010, the Juvenile Forensic Assistance, Stabilization and Treatment (JFAST) Mental Health Court. These have improved outcomes, but identifying and serving mentally ill offenders remains a weakness. In 2015, San Diego was awarded the MIOCR grant which will begin to bridge the gap of early identification and service linkage for mentally ill youthful offenders. As a result of the grant, in February of 2016, the use of the Massachusetts Youth Screening Instrument (MAYSI-2) self assessment will expand to include all youth offenders receiving a true finding. The MAYSI-2 is a self-administered inventory asking youth 52 (5th grade level) yes or no questions regarding recent behaviors, thoughts, and feelings. The results can indicate probable clinical significance in six areas: Alcohol/Drug Use, Anger-Irritability, Depression-Anxiety, Somatic Complaints, Suicide Ideation, Thought Disturbance (for boys), and also includes a 5-item scale regarding history of Traumatic Experiences. In combination with the utilization of the San Diego Risk and Resiliency Check-up (SDRRC), youth meeting two Trauma Experiences and two “Warning” thresholds on the MAYSI-2, and scoring “high” on the SDRRC will be referred for a clinical assessment. The results of the clinical assessment will drive the type of mental health intervention needed and appropriate referrals will be made by the supervision probation officer during case planning for the youth and their family.

B. Trauma Responsive Unit

In order to strengthen and expand our trauma responsive service provision and intervention strategies to better meet the needs of our youth in custody, the Probation Department, in collaboration with the County Office of Education, Behavioral Health Services, and other stakeholders has designed and will begin with the implementation of Trauma Response Unit (TRU) in February of 2016. TRU is an all male unit currently located at the Kearny Mesa Juvenile Detention Facility. The unit is comprised of both sworn and non-sworn staff specifically trained to conduct a modified version of the Trauma Affect Regulation: Guide for Education and Treatment (TARGET) Model, known as T4. TARGET is an educational and therapeutic approach for the prevention and treatment of Post-Traumatic Stress Disorders (PTSD) and Acute Stress Disorder (ASD). TARGET was originally developed by Julian Ford, PhD in conjunction with Advanced Trauma Solutions located in Farmington, Connecticut. T4 is a four session treatment designed to help youth, “slow down, regulate stress reactions, and think clearly before acting.” T4 is an evidenced-based, cognitive behavioral treatment approach specifically designed to address the thoughts, behaviors, and emotions commonly associated with trauma-based disorders.

The unit is designed to house a maximum of 20 juvenile males between the ages of 12 and 17 that present with clinical indicators of PTSD or ASD. Any minor considered for the TRU Unit will be screened with the Massachusetts Youth Screening Inventory, 2nd

edition (MAYSI-2) and the Structured Trauma-Related Experiences and Symptoms Screener (STRESS). The screening will also include a review of any supporting clinical and/or historical documentation, if any.

All minors housed in the TRU Unit will participate in weekly group and individual therapy sessions specifically designed to modify thoughts, emotions, and behaviors commonly associated with trauma-based disorders. In addition, every sworn officer assigned to the unit will be specifically trained to consistently implement and reinforce the T4 curriculum in an effort to foster positive behavioral changes. TRU staff will conduct weekly Multi-disciplinary Team Meetings (MDT's) in order to more effectively monitor and adjust individual treatment. In addition, the unit will incorporate WRAP services, substance abuse counseling, Anger Management, and/or any another evidence-based treatment that meet the identified needs of this population. Re-entry services are currently being developed but will emphasize a continuation of care based on Cognitive Behavioral Treatment oriented interventions and family/community inclusion and support.

State and Federally Mandated Child Welfare/Probation Initiatives

INVOLVEMENT IN STATE AND FEDERAL MANDATES

CWS

A. Commercially Sexually Exploited Children (CSEC)

Under SB855 (2014), San Diego is participating. We have a signed protocol in place guiding our process for our CSEC youth and children. San Diego has initiated a pilot using the West Coast CSE-IT in our Residential Services program and Polinsky Children's Center. Additionally we have created a CSEC liaison for each of our regions and the liaison is piloting the tool for any CSEC referrals or cases they receive.

B. Pathways to Well-Being

CWS continues its work in "Pathways to Well-Being" (San Diego's implementation of Katie A.). Pathways to Well-Being involves joint governance with Behavioral Health Services to screen and provide relevant mental health assessments to children in out-of-home care. CWS continues its participation in the Continuum of Care workgroup that seeks to step children down to lower levels of care as a part of Pathways to Well-Being.

C. Extended Foster Care (EFC)

CWS created a dedicated unit of workers to serve Extended Foster Care (EFC) clients. Having the EFC workers centralized helps to pool the expertise of this emerging program and increase learning. Since the implementation of EFC, the number of units has been expanded. In the previous progress report we had nearly four units of social

workers serving the extended foster care youth and now we have six units of social workers serving these youth.

Probation

Extended Foster Care (EFC)

As noted previously in the report, in February of 2015, Probation assumed the responsibility for the supervision and case management of our Extended Foster Care youth (EFC). Currently two officers are assigned to this unit with approximately 18 youth receiving EFC services and case management. We are anticipating our EFC youth to grow to approximately 80 youth over the next year.

MEASURES NOT MEETING STATE/NATIONAL STANDARDS

CWS

Following is a description of the outcome measures for which the County of San Diego's performance is below 95% of the federal or state goals and/or that show a consistent trend in a negative direction. Data were obtained from the CWS Outcomes System Summary for San Diego County, Data Extract Q2 2015 (http://cssr.berkeley.edu/icb_childwelfare).

Safety Measures

Measure	Performance 1 Yr Prior	Current Performance	Federal Standard	% of Federal Standard Achieved
S1: Maltreatment in foster care	N/A	8.08	8.50	95%
S2: Recurrence of maltreatment	N/A	10.6	9.1	11.6 % above federal standard

The safety measures are difficult to compare to last year's measure because the data is not being collected or calculated in the same way. To help clarify, the following chart explains the new and old measures:

Old measure CFR2	New measure CFR3
S1	S2
S2.1	S1

The previous measure in CFR2 was S2.1 "No maltreatment in foster care" and San Diego is at 99.74% for July 2014-June 2015. The CFR3 S1 is different; it's a rate per child days vs. a percentage for S2.1. That noted San Diego still looks good.

Previous CFSR2 measure was S1.1 “No recurrence of maltreatment.”The CFSR3 S2 is different- now 12 months instead of 6, and recurrence instead of no recurrence. San Diego was at 91.3% which was 96.5% of the fed standard of 94.6% in year 3 of SIP.

It is anticipated at this time that San Diego will use S2 as a focus area for the next SIP cycle.

Permanency Measures

Measure	Performance 1 Yr Prior	Current Performance	Federal Standard	% of Federal Standard Achieved
P1 Permanency in 12 months for children entering foster care	Baseline 36.6	38.0	40.5	93.8%
P2: Permanency in 12 months for children in foster care for 12 to 23 months	Baseline 47.8	40.0	43.6	91.7%
P4: Re-entry to foster care	Baseline 9.5	11.2	8.3	74.3%
P5: Placement stability	Baseline 5.5	4.86	4.12	84.6%

The CFSR2 permanency measures were based on exit cohorts (looking at all kids’ exits in the 12 months no matter when their cases began) while in the new CFSR3 permanency measures these are entry cohorts (kids who entered in the period and looks at their exits within 12 months). Because of this difference, San Diego will look like we are not performing as well as we were. Another factor is that the definition of permanency now includes adoption and guardianship, not just reunification.

The permanency measures have not changed much over the period of this SIP. The P1 measure previously included kids who were removed for the first time and currently the P1 measure is an entry cohort and the period of time has increased from 6 months to 12 months. The P2 measure is a new measure and so this measure cannot be compared to previous performance. Before the P5 measure included all kids in care for less than 12 months and now it is an entry cohort. Previously the youth counted when there were two or more moves and now all moves are counted.

Our strategies have not been able to impact our data on a significant level. For example on re-entry to foster care, we are currently higher than we were last period but not as high as we were two periods ago. On the P5 measure we have observed positive movement with the data. We are currently the lowest we have ever been.

Our data is consistent with where California as a whole is performing. It is anticipated that San Diego will use P4 as a focus area in the next SIP.

Well-Being: Timely Dental Exams

Measure	Performance 1 Yr Prior	Current Performance	State Standard	% of Standard Achieved
5B Rate of Timely Dental Exams (children aged 3 or older)	65.1%	67.4%	90%	74.8%

Although we have slightly improved on this measure, we are beginning an in-depth review. We have recently created a Public Health Quality Improvement Project Linking Foster Children to Medical and Dental Care. As part of our review we will be completing a process mapping in each region and conducting a survey of caregivers. Once we receive the outcomes from these activities a plan will be developed and we will be able to monitor and adjust the plan as necessary to improve outcomes of obtaining dental exams for foster youth.

Probation

Safety Measures

Measure	Performance 1 Yr Prior	Current Performance	Federal Standard	% of Federal Standard Achieved
S1: Maltreatment in foster care	6.4	11.39	8.50	74.6%
S2: Recurrence of maltreatment	N/A	NA	9.1	N/A

Regarding safety measure S2, Probation is not represented in the data. With regards to S1, it is difficult to identify barriers, other than continuing to ensure that we are using proper procedures to match youth with substitute care providers as it relates to the treatment needs and the placement's ability to meet those needs. In addition, San Diego County Probation has enhanced their residential/foster care monitoring practices and now has a designated staff who collaborates with CWS and participates in provider audits to ensure the safety and well-being of youth in care.

Permanency Measures

Measure	Performance 1 Yr Prior	Current Performance	Federal Standard	% of Federal Standard
---------	------------------------	---------------------	------------------	-----------------------

				Achieved
P1 Permanency in 12 months for children entering foster care	19.4	35.1	40.5	86.7
P2: Permanency in 12 months for children in foster care for 12 to 23 months	29.8	23.7	43.6	54.3%
P3: Permanency in 12 months for children in foster care for 24 months or more	10	27.8	30.3	91.7%
P4: Re-entry to foster care	0	10.9	8.3	76.4%
2F Monthly Visits (Out of Home)	62.6%	89.1%	95%	93.8%

Regarding P1- Overall San Diego County Probation is below the Federal Standard, but above the State’s most recent percentage of children reunifying. Over the last five years, the percentage of children who were discharged to permanency within 12 months has increased by 4.6%, indicating San Diego County Probation is moving in the right direction. Over these past five years, there has been an increase of 16.6% in reunification of youth in the 16-17 age group, while the 11-15 age group has experienced a 5.8% decrease in the percentage of reunifications within 12 months.

During this period, we have enhanced staff education regarding placement monitoring and collaborative case and discharge planning with the residential facilities, which we believe positively impacted our increasing reunifications. As a whole, our Probation youth are presenting with higher risk and need levels, as compared to five years ago, which we believe has been a barrier to reunification within 12 months. We are very close to meeting the standard in this area, and believe we are on-track to doing so.

Regarding P2- San Diego County Probation is performing below the National Standard and the State’s performance level. Over the past five years, the percentage of youth discharged to permanency has fluctuated up to 14%, with a low of 16.7% to a high of 31%. We are achieving permanency at high rated for our younger youth in the 11-15 age group. We believe a barrier to achieving permanency with the older youth, age 16-18, is related to their desire to participate in Extended Foster Care. We also believe a barrier to reunification is related to the intensity of needs for our youth, particularly those youth who engage in sexually reactive behaviors. Their treatment needs typically require a 24 month treatment period, thus impacting the permanency within the 12-23 month timeframe. These same barriers are believed to be related to P-3 as well.

Regarding P-4- Overall, San Diego County Probation is performing below the National Standard, but above the State's performance level. Over the past five years, there has been significant change in the percentage of youth re-entering care, with an 11% fluctuation. The current performance shows a 7% increase over last year. Youth re-entering foster care are more likely to be younger, in the 11-15 age range. We will be reviewing this data more closely to assist in identifying the barriers to achieving this goal.

We will be using P-4 and P-2 as focus areas in the next SIP.

It also is important to note, San Diego Probation has such a low denominator of the number of youth who fall into these categories that a small fluctuation in the numbers will cause the percentages to rise or fall significantly.

Regarding 2F, San Diego County Probation has demonstrated considerable improvement in this measure and is on track to meet the Federal Standard. Our barriers to achieving this measure continue to be identified as being related to inaccurate and incomplete data entry into CWS/CMS. We have actively focused on addressing our CWS/CMS data entry gaps through on-going training and the reallocation of resources. Our efforts to improve our data reliability appear to be directly linked to our noted improvement in this measure. It also is important to note that youth who are on runaway status are not excluded from this monthly visit requirement, which could be negatively impacting the data and our reported performance.

5 – YEAR SIP CHART

CWS

Priority Outcome Measure or Systemic Factor: P5 Placement Stability

National Standard: <4.12

CSA Baseline Performance: 5.55

Current Performance: 4.86

Target Improvement Goal: N/A

Priority Outcome Measure or Systemic Factor: P1 Permanency in 12 months (entering foster care)

National Standard: >40.5%

CSA Baseline Performance: 36.6

Current Performance: 38

Target Improvement Goal: N/A

Priority Outcome Measure or Systemic Factor: Agency Collaboration

National Standard: None has been determined

CSA Baseline Performance: Measured by co-location 59 community staff co-located at CWS and 7 CWS staff co-located in the community

Target Improvement Goal: 99 community staff co-located at CWS and 54 CWS staff co-located in the community.

Probation

Priority Outcome Measure or Systemic Factor: 4B Relative Placement: Point in Time

National Standard: N/A

CSA Baseline Performance: 12.5 %

Current Performance: 16%

Target Improvement Goal: Maintain at or above 30%

Strategy 1: Maintain a child's connection to familiar environments and culture by ensuring consistency in CWS placement process (PQCR Recommendation)	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s):	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF	C4.1: Placement Stability: Two or Fewer Placements	
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps	Implementation Date	Completion (C)/ Ongoing (O)	Person Responsible
A. Evaluate current policy, procedures and get regional feedback re: actual practice vs. policy	July 2012	C	Central Child Welfare Services(CCWS) and CWS Operations
B. Provide recommendations for changes to Executive Management Team	January 2013	C	CCWS
C. Implement approved recommendations	March 2013	C	CCWS and CWS Operations
D. Evaluate and monitor implementation (one venue for evaluation is Relative Home Approval meetings)	July 2013	O	CCWS

Strategy 2: Maintain a child's connection to familiar environments and culture by improving the relative search process	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1: Placement Stability: Two or Fewer Placements <input checked="" type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A		
Action Steps	Implementation Date	Completion (C)/ Ongoing (O)	Person Responsible
A. Evaluate current policy and procedures regarding relative search and obtain regional feedback on actual practice	July 2012	C	CCWS and CWS Operations
B. Provide recommendations for changes to Executive Management Team	January 2013	C	CCWS
C. Implement approved recommendations	March 2013	C	CCWS and CWS Operations
D. Evaluate and monitor implementation	July 2013	C	CCWS

Strategy 3: Maintain a child's connection to familiar environments and culture by ensuring a child remains connected to school, community (friends, activities)	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s):	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF	C4.1: Placement Stability: Two or Fewer Placements	
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps	Implementation Date	Completion (C)/ Ongoing (O)	Person Responsible
A. Evaluate current policy, procedures and practice regarding Eco-Maps and Genograms	October 2012	C	CCWS and CWS Operations
B. Incorporate/integrate into placement process	March 2013	C	CCWS and CWS Operations
C. Identify child's cultural needs (location, language, ties, religion) in placement process	March 2013	C	CWS Operations

Strategy 4: Improve placement support and services by utilizing emergency funds for relatives to include child care, respite, transportation	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s):	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF	C4.1: Placement Stability: Two or Fewer Placements	
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps	Implementation Date	Completion (C)/ Ongoing (O)	Person Responsible
A. Explore use of community philanthropic organizations/support for goods such as beds, mattresses, car seats, etc.	January 2013	O	East Region (lead), CWS Operations and CCWS
B. Develop resource sharing venue (e.g. social media)	July 2013	O	CCWS, CWS Operations and Community Providers
C. Explore partnerships with community child care providers and after school programs	July 2013	O	CCWS, CWS Operations and Community Providers
D. Evaluate the scope of current respite services in relation to need and develop and release a new solicitation for respite services with a new contract start date of January 1, 2013.	June 2012	C	CCWS

Strategy 5: Improve placement support and services by utilizing kinship specific support activities (e.g. Kinship Navigators and support groups)	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1: Placement Stability: Two or Fewer Placements	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input checked="" type="checkbox"/> N/A		
Action Steps	Implementation Date	Completion (C)/ Ongoing (O)	Person Responsible
A. Support and sustain Kinship Navigator concepts based on available funding	July 2012-June 2013	O	CCWS
B. Explore caregiver mentor program for kinship caregivers (in lieu of or in addition to support groups)	October 2012	C	CCWS
C. Develop kinship placement support program	January 2013	C	CCWS, CWS Operations and Community Providers
D. Ensure existing resources are advertised/ known	October 2012	C	CCWS, CWS Operations and Community Providers

E. Create a plan to encourage kinship caregivers to attend caregiver training(s)	October 2012	C	CCWS, CWS Operations and Community Providers
--	--------------	---	--

Strategy 6: Improve placement support and services by implementing quick response teams	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1: Placement Stability: Two or Fewer Placements	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input checked="" type="checkbox"/> N/A		
Action Steps	Implementation Date	Completion (C)/ Ongoing (O)	Person Responsible
A. Define purpose, composition and when/ how to provide services	January 2014	O	CCWS, CWS Operations and Community Providers
B. Make recommendations to executive team	July 2014	O	CCWS
C. Implement approved recommendations	September 2014	O	CCWS, CWS Operations and Community Providers
D. Evaluate and monitor	September 2015	O	CCWS

Strategy 7: Improve placement support and services by enhancing trauma-informed practice	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1: Placement Stability: Two or Fewer Placements	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input checked="" type="checkbox"/> N/A		
Action Steps	Implementation Date	Completion (C)/ Ongoing (O)	Person Responsible
A. Provide "Caring for Children Exposed to Trauma" training for all relative caregivers	September 2012	C	CCWS and Community Provider
B. Distribute and review "trauma" brochure with caregiver	September 2012	C	CWS Operations
C. Acknowledge and address secondary trauma with/to caregivers (resources for caregiver therapy/education/group support)	September 2012	C	CCWS, CWS Operations and Community Providers

Strategy 8: Improve placement support and services by evaluating and expanding use of Family Team Meetings (Team Decision Making (TDM), Family Group Conferencing, Safety Networks)	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1: Placement Stability: Two or Fewer Placements	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input checked="" type="checkbox"/> N/A		
Action Steps	Implementation Date	Completion (C)/ Ongoing (O)	Person Responsible
A. Evaluate current utilization/processes and develop recommendations	September 2012	C	CCWS
B. Implement recommendations	July 2013	Postponed	
C. Partner with YMCA on FGDM (Family Group Decision Making) federal grant	July 2012	C	CCWS, CWS Operations and Community Providers
D. Evaluate effectiveness	January 2014	C	CCWS and YMCA

Strategy 9: Improve placement support and services by improving initial and ongoing assessments of children to promote and maintain first/best placement and support placement fit	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1: Placement Stability: Two or Fewer Placements	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input checked="" type="checkbox"/> N/A		
Action Steps	Implementation Date	Completion (C)/ Ongoing (O)	Person Responsible
A. Evaluate existing contracts/providers for initial and ongoing assessment services.	January 2013	C	CCWS-Contracts
B. Identify gaps	March 2013	C	CCWS – Contracts and Policy
C. Develop recommendations for comprehensive initial and ongoing assessment program to support placement stability	July 2013	C	CCWS – Contracts and Policy
D. Implement pilot program as funds are available	July 2014	C	CCWS

Strategy 10: Improve kinship support services (Probation)	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1: Placement Stability: Two or Fewer Placements	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input checked="" type="checkbox"/> N/A		
Action Steps	Implementation Date	Completion (C)/ Ongoing (O)	Person Responsible
A. Increase number of staff and frequency of in-home visits aimed at providing resources and supports to families.	January 2013	C	Probation Placement Unit
B. Develop training model/program for kinship caregivers (similar to the YMCA or CHOICE program) with youth involved with the juvenile justice system.	July 2015	O	Probation Placement Unit
C. Evaluate effectiveness of strategy as it relates to placement stability	July 2016	O	Probation Placement Unit Supervisor

Strategy 11: Fully implement Relative Noticing Process to Aid in Placing Youth with Family Members (Probation)	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1: Placement Stability: Two or Fewer Placements <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A		
Action Steps	Implementation Date	Completion (C)/ Ongoing (O)	Person Responsible
A. Ensure designated staff for evaluating family placements	January 2013	O	Probation Placement Unit
B. Ensure County Probation staff is aware of Relative Notification Processes through trainings, supported by the Resource Center for Family Focused Practice at UC Davis or internal training.	July 2015	O	Probation Placement Unit
C. Monitoring and Evaluation	January 2017	O	Probation Placement Unit Supervisor

Strategy 12: Implement Team Decision Making Strategies to improve placement stability (Probation)	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1: Placement Stability: Two or Fewer Placements <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A		
Action Steps	Implementation Date	Completion (C)/ Ongoing (O)	Person Responsible
A. Present recommendations to Chief Probation Officer and Executive Staff regarding Team Decision Making process, the benefits to youth and improved stability that will be provided	July 2012	C	Probation Placement Unit
B. Identify funding stream to support TDMs, develop policy and procedures for identification of appropriate candidates for TDMs and implementation.	December 2012	O	Probation Placement Unit
C. Partner with Child Welfare Services to develop training for Probation Officers in the process of TDM's.	July 2013-June 2014	C January 2015	Probation Placement Unit
D. Complete Training for Probation Officers and commence TDMs.	July 2014-June 2015	O	Probation Placement Unit

E. Monitoring and Evaluation	January 2017	O	Probation Placement QA
-------------------------------------	--------------	---	------------------------

Strategy 13: Strengthen social work practices	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s):	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF	C1.3: Reunification within 12 months (entry cohort)	
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps	Implementation Date	Completion (C)/ Ongoing (O)	Person Responsible
A. Continue implementation of integrated Structured Decision Making (SDM)/Safety Organized Practice (Signs of Safety) began from previous SIP	July 2012	C	CCWS and CWS Operations
B. Evaluate training delivery and transfer of learning strategies for 13A.	July 2013	C	CCWS
C. Implement changes based on evaluation completed in 13B	January 2014	C	CCWS and CWS Operations
D. Monitor social worker monthly contacts with children in family reunification services to develop and implement practice improvements.	July 2013	C	CCWS and CWS Operations

Strategy 14: Strengthen social work practice by supporting coaching and field-based instruction	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.3: Reunification within 12 months (entry cohort) <input checked="" type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A		
Action Steps	Implementation Date	Completion (C)/ Ongoing (O)	Person Responsible
A. Assess partnership with Public Child Welfare Training Academy to implement expanded field-based instruction	July 2012	C	CCWS and Public Child Welfare Training Academy (PCWTA)
B. Evaluate feasibility of in-house coaching positions	July 2012	C	CCWS
C. Implement items 14 A and B as resources permit	January 2013	C	CCWS and PCWTA
D. Evaluate effectiveness of 14 C if implemented	July 2015	C	CCWS

Strategy 15: Strengthen social work practice by enhancing engagement through family-centered meetings	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.3: Reunification within 12 months (entry cohort) <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A		
Action Steps	Implementation Date	Completion (C)/ Ongoing (O)	Person Responsible
A. Evaluate current TDM utilization/processes and develop recommendations (ensure use at case decision points)	September 2012	C	CCWS
B. Expand use of other family team meetings	July 2013	C	CCWS CWS Operations and Community Providers
C. Partner with YMCA on FGDM (family group decision making) federal grant – existing grant	July 2012	C	CCWS, CWS Operations and YMCA
D. Evaluate effectiveness of 15C	January 2014	C	CCWS and YMCA

Strategy 16: Improve access to immediately available family specific services by researching best practices nationwide	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s):	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF	C1.3: Reunification within 12 months (entry cohort)	
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps	Implementation Date	Completion (C)/ Ongoing (O)	Person Responsible
A. Evaluate practice models	February 2013	C	CCWS
B. Assess local service gaps	July 2013	C	CCWS
C. Assess funding needs to implement appropriate practice models	November 2013	C	CCWS
D. Develop implementation plan and present recommendations to CWS Director and Executive Team	February 2014	C	CCWS

E. Implement plan as funding available	January 2015	O	CCWS and CWS Operations
F. Evaluate practice models	July 2015	C	CCWS

Strategy 17: Improve access to immediately available family specific services by developing the “resource specialist” concept	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.3: Reunification within 12 months (entry cohort) <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A		
Action Steps	Implementation Date	Completion (C)/ Ongoing (O)	Person Responsible
A. Gather information: nationwide best practices, local practices	October 2012	C	CCWS
B. Evaluate current resource hubs	December 2012	C	CCWS
C. Complete needs assessment	June 2013	C	CCWS or Community Contractor
D. Make recommendations to the Executive Team	September 2013	C	CCWS, CWS Operations and Community Providers

E. Implement approved recommendations contingent upon available funding	March 2014	C	CCWS
F. Evaluate implementation	September 2014	C	CCWS

Strategy 18: Improve parent-child interaction/visitation by evaluating current visitation services and practices	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.3: Reunification within 12 months (entry cohort) <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A		
Action Steps	Implementation Date	Completion (C)/ Ongoing (O)	Person Responsible
A. Review and monitor use of visitation plans	January 2013	C	CCWS and CWS Operations
B. Demonstrate to social workers the effectiveness of graduated visitation (decreasing supervision as case progresses)	January 2013	C	CCWS and CWS Operations
C. Review Visitation policy and procedures to ensure they reflect best practices and make recommendations to revise	January 2013	C	CCWS
D. Revise policy and procedures to support recommendations	July 2013	C	CCWS

Strategy 19: Improve parent-child interaction/visitation by developing a plan to improve visitation	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.3: Reunification within 12 months (entry cohort) <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A		
Action Steps	Implementation Date	Completion (C)/ Ongoing (O)	Person Responsible
A. Research nationwide best practices	July 2013	C	CCWS
B. Explore "Visitation Consultations" (information sharing for best practices and case presentation)	September 2013	C	CCWS and Pilot Region
C. Utilize family support circles (safety network) to move families towards unsupervised visits	March 2013	C	CCWS, and CWS Operations

Strategy 20: Strengthen communication and coordination with community partners by reviewing confidentiality guidelines to improve information sharing and ensure appropriate disclosures	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s):	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF	Agency Collaboration	
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps	Implementation Date	Completion (C)/ Ongoing (O)	Person Responsible
A. Create tutorials for community and CWS staff	January 2013	C	CCWS
B. Ensure consistency of practice	January 2013	C	CCWS and CWS Operations

Strategy 21: Strengthen communication and coordination with community partners by exploring co-location of County and community service providers	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Agency Collaboration <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A		
Action Steps	Implementation Date	Completion (C)/ Ongoing (O)	Person Responsible
A. Identify current models that provide an array of services under one roof	July 2012	C	CCWS
B. Conduct gap analysis	January 2013	C	CCWS
C. Develop matrix of current co-located staff	January 2013	C	CCWS
D. Evaluate researched nationwide programs and local programs and make recommendations to executive team	July 2013	C	CCWS

E. Implement approved recommendations contingent upon available funding	January 2014	C	CCWS and CWS Operations
F. Evaluate 21E	July 2016	C	CCWS

Strategy 22: Develop a shared definition of child abuse prevention and intervention through community engagement and dialogue to support community child abuse/neglect prevention framework	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s):	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF	Agency Collaboration	
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps	Implementation Date	Completion (C)/ Ongoing (O)	Person Responsible
A. Review state and national models and current research	October 2012	C	CCWS
B. Convene community stakeholders to dialogue and provide recommendations	March 2013	C	County of San Diego Child Abuse Prevention Coordinating Council (CAPCC); CCWS
C. Develop and publish prevention framework	January 2014	C	County of San Diego Child Abuse Prevention Coordinating Council (CAPCC); CCWS
D. Implement, monitor and evaluate 22C	January 2015	C	County of San Diego Child Abuse Prevention Coordinating Council (CAPCC); CCWS

Strategy 23: Develop a shared definition of child abuse prevention and intervention through community engagement and dialogue to understand and support alternative response	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s):	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF	Agency Collaboration	
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps	Implementation Date	Completion (C)/ Ongoing (O)	Person Responsible
A. Assess readiness of community	January 2013	C	County of San Diego Child Abuse Prevention Coordinating Council (CAPCC) and CCWS
B. Evaluate current efforts/local demonstration projects	January 2013	C	County of San Diego Child Abuse Prevention Coordinating Council (CAPCC) and CCWS
C. Engage partners for funding and leveraging opportunities	July 2013	C	County of San Diego Child Abuse Prevention Coordinating Council (CAPCC) and CCWS
D. Develop implementation plan	July 2013	C	County of San Diego Child Abuse Prevention Coordinating Council (CAPCC) and CCWS

E. Implement based on available funding	January 2014 Update: Ongoing	C	County of San Diego Child Abuse Prevention Coordinating Council (CAPCC) and CCWS
F. If implemented, evaluate	July 2015	O	County of San Diego Child Abuse Prevention Coordinating Council (CAPCC) and CCWS