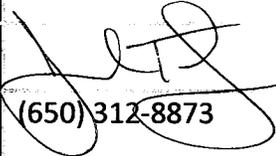


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California – Child and Family Services Review Signature Sheet

For submittal of: CSA SIP Progress Report

County	San Mateo
SIP Period Dates	March 5, 2015 to March 5, 2016
Outcome Data Period	Quarter 2-2015
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California - Child and Family Services Review

Annual SIP Progress Report

MARCH 5, 2015 TO MARCH 5, 2016



CDSS
CALIFORNIA
DEPARTMENT OF
SOCIAL SERVICES

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Introduction

San Mateo County's 5-year System Improvement Plan (SIP) was approved by the Board of Supervisors on May 23, 2013. Since that time, both the Human Services Agency's (HSA) Children and Family Services (CFS) and the Probation Department (Probation) have been working to achieve their respective SIP strategies. This is the **third** Annual System Improvement Plan (SIP) Progress Report for San Mateo County and is submitted to the California Department of Social Services (CDSS) as a collaborative effort between CFS and Probation. The purpose of the progress report is to provide CDSS with a status update on the implementation of the strategic initiatives outlined in the 2013-2018 SIP. This report outlines the progress we have made for the time period **March 5, 2015 through March 5, 2016**.

To monitor the effectiveness of our Strategic Initiatives, this report now reflects the new Children and Families Services Review (CFSR3) Performance Measurements as reported by the California Child Welfare Indicators Project (CCWIP) quarterly data report for Quarter-2 2015.¹ Throughout this report we will reference quarterly outcome data from the CCWIP unless otherwise noted. Specifically, we are monitoring outcomes related to **3-P1: Permanency in 12-months** (Entering Foster Care) and **3-P5: Placement Stability**. Baseline data has also been updated to reflect CFSR3 performance outcomes.

Child Welfare

CFS entered this third year of the SIP having made good progress toward meeting our timelines and performance outcomes. As last year's report focused on developing baseline quantitative data, this year's report focuses on the progress made in implementing strategies and their overall effectiveness.

During this past year, changes were made to some of the tactics in our strategies. This includes moving our Parent Partner Program within CFS as a part of the Pathways to Well-Being (formerly known as the Katie A.) program; we have a new contract with a new service provider to manage our Centralized Visitation Services; we also brought on a community-based organization to recruit new foster homes in San Mateo County. In addition, we hired a contractor through the Bay Area Academy to assess our CWS/CMS data entry, to review trends and identify any need for staff training. The contractor offered several recommendations based on noted strengths and areas for growth. Please refer to Promising Practices/Other Successes section for details.

1. Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B., Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 3/22/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

Probation

In the third year of the implementation of the SIP strategies, Probation once again had a shift in management responsibilities. Probation welcomed two (2) new Directors to the Juvenile Services Division along with a new Placement Probation Services Manager (PSM) as well as a Management Analyst. Probation is currently in the process of designing its new case management system called the Probation Information Management System (PIMS). PIMS is designed to manage all adult and juvenile client information and provide enhanced data analysis. Currently, Probation client information and data is housed in antiquated systems and managed across multiple spreadsheets. The goal is to have PIMS replace most, if not all, of these systems in order to provide a more seamless flow of client information.

The new Probation team continued and enhanced its partnership with HSA to carry out the strategies. In 2016, the Probation team will be carrying out the timelines as they are laid out in this annual report.

SIP Progress Narrative

STAKEHOLDERS PARTICIPATION

Child Welfare

Monitoring of the SIP implementation of strategies and actions steps continues to be through quarterly meetings with the Children and Family Services and Probation Stakeholder Group and includes input and progress reports from various program managers and supervisors. We continue to meet with our CDSS consultant quarterly and contact her as needed.

Additional stakeholder groups include:

San Mateo County Citizen's Review Panel (CRP)

CRP reviews Children and Family Services Outcomes data on a monthly basis. This meeting is attended by the CFS Director and/or Management Analyst and the Chief Probation Officer. San Mateo County's CRP plays a key role in providing input to child welfare policies and procedures. Specifically, CRP has outlined in their Annual Report recommendations to CFS and includes our TDM strategy, Foster Parent recruitment, and overall SIP progress. CFS updates CRP on the status of our strategies on a quarterly basis.

Foster Parent Association

The San Mateo County Foster Parents' Association (FPA) provides opportunities for foster parents to share common concerns, share resources and information, develop recommendations to be submitted to CFS and also respond to requests from CFS for input on Agency policy and procedures pertaining to foster parents and the foster care program. The current Association has expressed an interest in more foster parent training and has an interest in reviewing performance outcomes. We will share information with the group as requested. In addition CFS has provided guidance as to the FPA on how to access outcome data from the California Child Welfare Indicators Project (CCWIP) site for review.

Foster Youth Advisory Board

In May of 2014, CFS in partnership with the San Mateo Chapter of the California Youth Connection (CYC) formed a Foster Youth Advisory Board (FYAB) of current and former foster youth, to provide guidance and consultation on foster youth issues, policies, services, and programs in order to strengthen the well-being of youth in-care in San Mateo County. The members outlined their priorities and have stated they would like to be more involved with foster parent recruitment and social worker training. To date, the

group has provided input on our team decision-making (TDM) process, received a presentation on the process of becoming a foster parent, attended a resource parent training session and offered feedback on new initiatives. This past year, members participated on panels at our New Worker Training Units and at All Staff meetings to share their lived experience with the foster care system. They have started and will continue to work with our new foster parent recruitment contractor around recruitment strategies.

Probation

In year three of the SIP implementation, Probation has strengthened its collaboration with its stakeholders and new management team to monitor the implementation of its strategies through active participation in the Citizens Review Panel as well as the Blue Ribbon Commission on Foster Care Sub-Committee for Education.

Interagency Placement Review Committee (IPRC)

Staff continue to meet with a multidisciplinary services team through the Interagency Placement Review Committee (IPRC), consisting of staff from Probation, HSA, Behavioral Health and Recovery Services and the County Office of Education, to approve or deny recommendations for out-of-home placement. IPRC also approves the level of care most appropriate for the treatment and support services required to meet the needs of a youth and his/her family.

Placement Staff

Probation's placement staff continues to conduct monthly group home visits to discuss the youth's progress as well as applicable discharge plans and aftercare services. Each youth in placement is also required to appear before the Court every six months for a review hearing. A report is prepared by the deputy probation officer to address current progress, or lack thereof, in placement and in the home.

As part of the implementation of Strategy 5, Probation completed a policy and protocol to identify relatives and provide notice to those relatives when the youth is removed from the home.

Probation Parent Partner Program

As part of the implementation of Strategy 6, Probation explored the potential partnerships for the Parent Partner Program however it was cost prohibitive to implement. As a result, the Probation Department will utilize its existing Parenting Program to provide Parent Partner Services. The Parenting Program will provide support to parents involved with the Juvenile Probation Department, expanding services to those parents with youth who are in out-of-home placement.

The two departments continue to work together and conduct quarterly meetings to discuss the SIP and the progress of each organization's strategies.

CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS

#1 PRIORITY OUTCOME MEASURE OR SYSTEMIC FACTOR

Prior Measure: C1.3: Reunification within 12 months (6 month entry cohort)

New CFSR-3 Measure: 3-P1 Permanency in 12 months (entry cohort)

Of all children entering foster care within a 12 month period, who remained in foster care for 8 days or longer, what percent were discharged from foster care to permanency (reunified, adopted, guardianship) within 12 months?

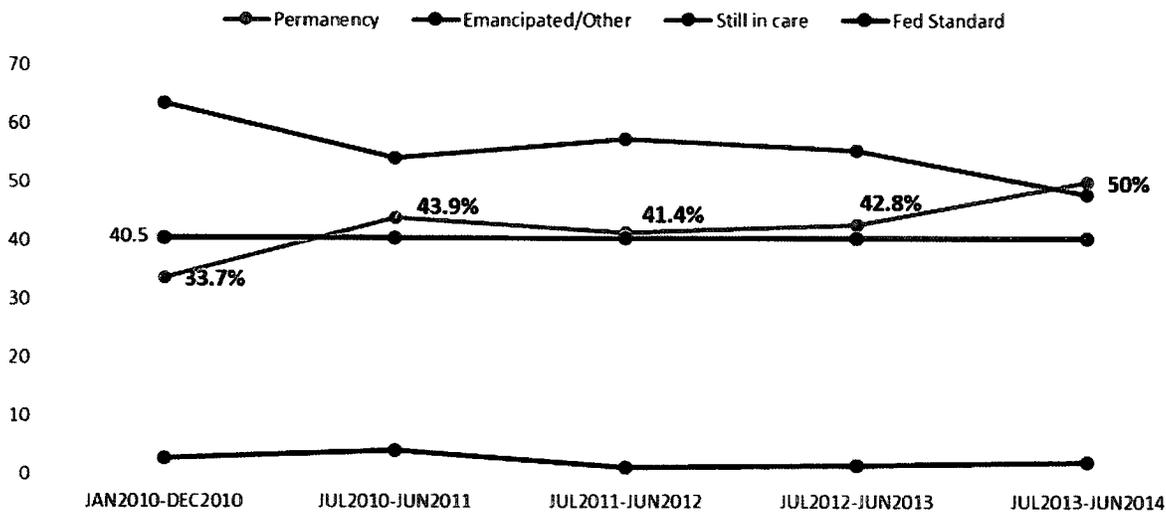
CHILD WELFARE DATA ANALYSIS

National Standard: > 40.5%

Baseline Performance (Quarter 4-2011) 33.7%

Quarter 2-2015 Performance: 50%

3-P1: Permanency in 12 months (entry cohort)



3-P1 Counts – Child Welfare

#	JAN2010-DEC2010	JUL2010-JUN2011	JUL2011-JUN2012	JUL2012-JUN2013	JUL2013-JUN2014
Reunified	34	61	63	71	71
Adopted	2	1	5	2	
Guardianship		2		2	1
Emancipated		1		2	1
Other	3	2	2	1	2
Still in care	68	79	94	97	69
Total	107	146	164	175	144

Permanency remains the priority for the children in foster care in San Mateo County with a focus on family reunification. Since the start of the 2013 SIP, CFS has improved in this area consistently exceeding the national standard. According to the Quarter 2-2015 data (entry July 1, 2013 to June 30, 2014), reunification was the primary status at exit status with 49.3% of children returning home. The majority of these youth were between the ages of 11 and 17 (38), with 27 of them between 11 and 15. For male vs female it was split evenly at 49% each. Asian/Pacific Islander had the highest percentage of those reunified at 66.7%. According to the most recent data available, Quarter 3-2015 (entry cohort October 2, 2013 to September 30, 2014) of the 12 children who entered placement during that time, 50% (6) exited to permanency within 12 months.

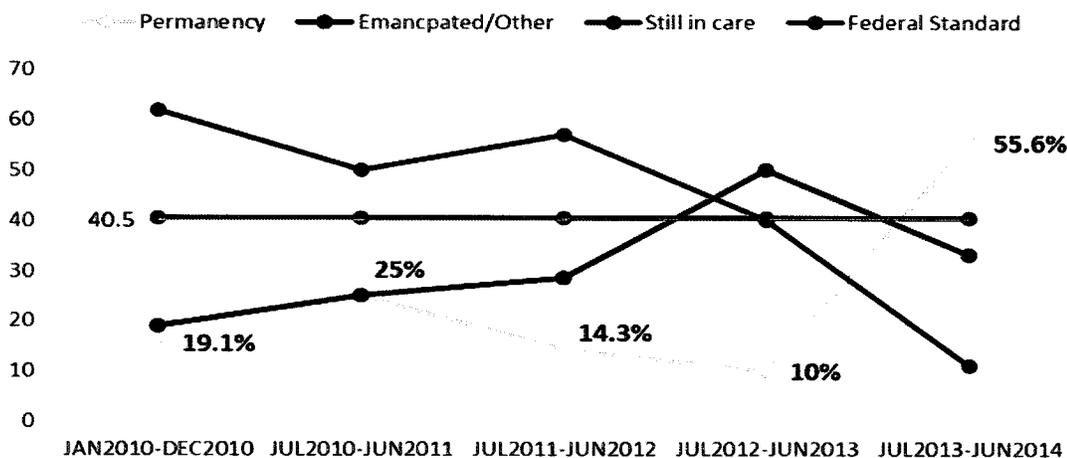
PROBATION DATA ANALYSIS

National Standard: > 40.5%

Baseline Performance (Quarter 4-2011): 19.1%

Quarter 2-2015 Performance: 55.6%

3-P1: Permanency in 12 months (entry cohort)



3-P1 – Probation Counts

#	JAN2010-DEC2010	JUL2010-JUN2011	JUL2011-JUN2012	JUL2012-JUN2013	JUL2013-JUN2014
Reunified	3	5	3	1	5
Adopted
Guardianship	1	1	.	.	.
Emancipated	.	.	1	2	.
Other	4	6	5	3	3
Still in care	13	12	12	4	1
Total	21	24	21	10	9



According to the Quarter 2-2015 Quarterly extract, entry cohort of the children who entered placement during that time, 55.6% (n=5) youth exited to permanency within 12 months. Of the 5 youth that reunified in a timely manner the gender profile were four (4) males and one (1) female; age groups were four (4) 16-17 years of age and one (1) 11-15 years of age; ethnicity groups identified were three (3) Latinos, one (1) White, and one (1) Black. Probation has still continued to see a decrease in youth receiving general placement orders from the Juvenile Court. According to the most recent data available, Quarter 3-2015 (entry cohort October 2, 2013 to September 30, 2014) of the 12 children who entered placement during that time, 50% (6) exited to permanency within 12 months.

Consistent with last year's report, Probation wants to highlight the fact that we detain youth at the juvenile hall pending placement with the purpose of placing youth in an appropriate program that will meet their rehabilitative needs. Thus, this affects the calculation of the goal of permanency within 12 months, since youth are entered into CWS/CMS following a placement order being imposed rather than at the time of their actual placement. Additionally, youth do not always reunify with their parent(s) within 12 months, due to the youth having outstanding rehabilitative goals that necessitate their remaining in placement past 12 months.

#2 PRIORITY OUTCOME MEASURE OR SYSTEMIC FACTOR

Prior Measure: C4.1: Placement Stability Outcome: Placement Stability (8 days to 12 months)

New Measure: 3P-5 Placement Stability Outcome: Placement Moves per 1,000 Days (8 days or more)
 Of all children who entered foster care in a 12-month period, what is the rate of placement moves per 1,000 days in foster care?

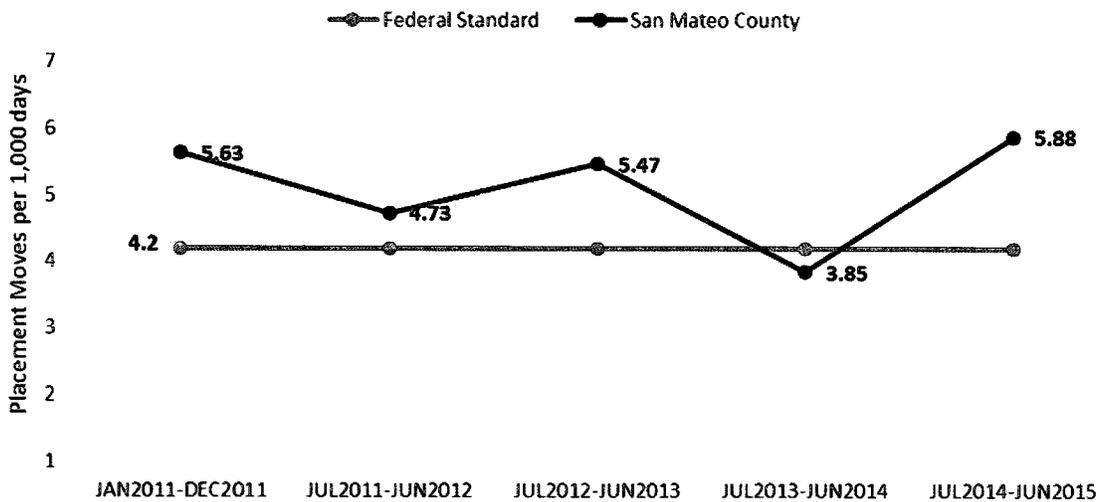
National Standard: < 4.12 moves per thousand days in care

Baseline Performance (Quarter 4-2011): 5.63

Quarter 2-2015 Performance: 5.88

CHILD WELFARE DATA ANALYSIS

3-P5: Placement Stability – Child Welfare



3-P5 Counts – Child Welfare Placement Moves

	JUL2009- JUN2010	JUL2010- JUN2011	JUL2011- JUN2012	JUL2012- JUN2013	JUL2013- JUN2014	JUL2014- JUN2015
Under 1	9	19	12	20	5	7
1-2	8	12	10	10	10	3
3-5	7	17	12	14	3	14
6-10	10	20	16	17	11	21
11-15	36	19	42	34	23	51
16-17	9	17	13	33	18	30
Total	79	104	105	128	70	126

Quarter 2 -2105 performance shows an increase in the ratio of placements moves. While rates for children of all ages increased (with the exception children ages one to two), there was a significant

increase in the ratio of moves for children three to five years old. The highest rates of placement moves were for youth between the ages of 16 to 17 (8.4) and those 11 to 15 (7.2). Asian/Pacific Islanders experienced the highest ratio of placement moves (11.3) for the period followed by Latino children (6.5). Black, White and Native American children experienced less than 3.5 moves in the same period. Placement move ratio for females was 6.6 and males was 5.0.

Performance in this area fluctuates. According to the Quarter 3-2015 quarterly extract (October 2014 to September 2015), the ratio of placement moves per 1,000 days in care is 4.75, an improvement from the Q2 performance.

STATUS OF STRATEGIES

CHILD WELFARE STRATEGY #1

Develop a Parent Mentor Program that employs former birth parents to become mentors for parents who are currently involved in the reunification process. These parent mentors will serve as mentors, advocates and peer support to families who are currently involved with the child welfare system. These parent mentors will engage families and partner with them as they navigate the system in order to improve time to reunification. The parent mentors will also serve as the parents' voice within the child welfare system in order to identify areas of system improvement that will ultimately better serve all families and children.

ACTION STEP STATUS

The following includes an update on the action steps taken to date with an emphasis on those outlined in the SIP Matrix to be started and/completed during the report period. Please refer to the attached SIP Matrix for any updates made to the timeframes.

A. Develop goals, target population and core work group for developing the Parent Leadership/ Partner Program - completed

During our first year, we defined the role of the parent partners and developed a job description that outlines the services to be offered and the skills and qualities a parent partner should possess. A core workgroup was identified and the group determined goals and outcomes to monitor for the Parent Leadership/Partner Program.

Starting in 2015, the development of the Parent Partner Program to Pathways to Well Being (PTW). Goals and roles of the program may be revised based on the practices and service model of PTW.

B. Identify and hire former birth parents as mentors for parents – in progress

We have not yet reached this point in program development. Our first plan was to house the program in CFS and have it staffed and supervised by current workers. However, it became clear after researching program implementation that CFS did not have the capacity to successfully oversee, implement and maintain the program in house; while also meeting the needs of CFS and Probation families. We then started working with a community based partner, to assist us with developing the infrastructure, staffing, training and supervision of the program. The quote received was much higher than what was budgeted. We then looked into additional funding opportunities, including applying for a collaborative grant from San Mateo County's Measure-A Sales Tax Revenue; however, this opportunity never came to fruition. Over the past few months, we have been working on a plan to relocate the program within CFS as a part of the Pathways to Well-Being program. This is a great opportunity as this program is also required to develop parent partners/peer mentors to support the Child and Family Team (CFT) meeting.

This move will allow a more coordinated effort to developing parent partners/peer mentors that will support several San Mateo County Children & Family Services initiatives.

Steps C through G – Due to delays discussed above, we have adjusted our timeframe for these action steps. Please refer to the updated SIP Matrix (attachment 1) for updated timeframes.

C. Introduce Parent Mentor Program to staff and educate staff about referral process and target population to be served.

D. Train parent mentors regarding child welfare, confidentiality, boundaries, and peer coaching.

E. Launch Parent Mentor Program; track families served through internal tracking system and via CWS/CMS special project codes.

F. Survey families served by Parent Mentor program and measure satisfaction with mentorship relationship.

METHOD OF EVALUATION AND/OR MONITORING

EVALUATION: Track the number of families who engage with a parent partner with special project codes within CWS/CMS. Track reunification rates of families who have engaged with a parent mentor.

The parent partner program will look at engagement outcomes as well as track the number of parents who report increased knowledge of Children and Family Services and community based services. We will also report parents who feel more supported by the Agency and are actively engaged in their service plans. Further evaluation and monitoring will be defined based on confirmation of funding.

We will track permanency rates (3-P1) using the UC Berkeley California Child Welfare Indicators Project to track performance as it relates to the 12- month permanency goal.

ANALYSIS

Due to reassessment of implementation of this program, we currently do not have the data and other information to see the impact the program will have on improving our performance measures in this area.

ADDITIONAL STRATEGIES (WHEN APPLICABLE): None at this point

PROGRAM REDUCTION: None at this point

CHILD WELFARE STRATEGY #2

Develop visitation centers and implement throughout San Mateo County in order to improve the quality and quantity of visits between parents and children. Visitation centers will be family friendly and engaging to families who utilize its services in order to improve the rates of reunification and improve child-parent relationships.

ACTION STEP STATUS

The following includes an update on the action steps taken to date with an emphasis on those outlined in the SIP Matrix to be started and/completed during the report period. Please refer to the attached SIP Matrix for any updates including those made to the timeframes.

A. Select contractor(s) and community based organizations to run visitation centers and determine target populations to be served - completed

At the start of the 5-year SIP, San Mateo County contracted with Pyramid Alternative Services to provide a central location for family visitation in the city of San Mateo. Due to the large geography of San Mateo County, our agency realized that we needed additional visitation sites in various regions. We worked with local congregations to identify visitation sites in the northern and southern regions of the county.

B. Educate staff about visitation centers, referral process, and target population to be served - completed

Visitation training was provided to CFS staff as well as Court Appointed Special Advocates (CASAs), Judges, Commissioners, and community partners. Training included the purpose and importance of family visits, Federal and State law, expanded visitation categories and their application in promoting reunification. A portion of the training covered child development knowledge and the roles and responsibilities of birth parents, care givers, court officers, attorneys, and social workers toward maintaining and enhancing family connections.

In February of 2014, CFS held a mandatory, two-day training for staff on our new Visitation policy and procedures as well as best practices for planned, purposeful and progressive visitation. The training covered the various visitation types and levels including a step-down model; how to assess for risk factors, how to teach from a strength-based approach to interactions with families, and how to role model and coach parents during visits. We have trained our Prevention and Early Intervention and other support staff who will be coaching parents during visits on the Triple P Model. This will allow the parents and children to receive much needed hands-on support to eventually step down visitation to a lower level.

All new staff receive information and training during our New Worker Training Unit

C. Launch visitation centers - completed and ongoing

In 2014, we entered into partnership with three congregational sites, successfully expanding our visitation center locations within San Mateo County. September 2014 officially marked the launch of the congregation visitation sites in the cities of San Bruno, San Carlos, and Redwood City; available to staff in the North, Central, and South regions, respectively. In 2015 we contracted with a new services provider, Rally Visitation Center. Rally offers multiple visitation sites both in county and the surrounding Bay Area cities. Office locations are convenient to public transportation; staff offer 7 different languages; and a culturally diverse therapeutic staff. We continue to work with Community programs to identify additional visitation sites enabling us to further expand services to various communities across the county.

D. Monitor usage of visitation center, track the number of families served by centers and impact on reunification rates – in process

We continue to refine our data collection methods in this area. In the following section, we have outlined the data points we are now tracking for our visitation services provided by our contractor as well as CFS Central Support staff and our Therapeutic Visitation Services (TVS), provided by CFS clinical staff. TVS is a high level of visitation for reunification cases only, and it is designed to therapeutically coach the parent in developing positive parent skills which include self-regulation and anger control training. TVS visitation meets the requirement for an evidence-based parenting education course. New community-based centers will be promoted and their use encouraged and we will work with them to collect and monitor similar activities to determine our baseline.

METHOD OF EVALUATION AND/OR MONITORING

EVALUATION: Track families who utilize the visitation center including visit frequency, type of supervision provided, and progress. Monitor reunification outcomes for participating families.

(Section intentionally blank)

Visitation Services Tracking

Baseline CY 2014 *

	Centralized Visitation Services	Therapeutic Visitation Services (C.F.S)	Central Support Visitation Services (C.F.S)
# of families referred for visitation services in the report period	33	28	253
# of families served in report period	39	28	n/a*
# scheduled visits	671	328	1195
# scheduled visits canceled or "no-show"	208	53	434
% of scheduled visitation sessions completed	69%	84%	64%

CY 2015*

	Centralized Visitation Services (contract)	Therapeutic Visitation Services (C.F.S)	Central Support Visitation Services (C.F.S)
# of families referred for visitation services in the report period	59	42	261
# of families served in report period	59	35	256
# scheduled In-Person visits	841	359	1241
# scheduled visits canceled or "no-show"	214	20	443
% of scheduled visitation sessions completed	75%	95%	64%

*Reports submitted by each provider.

ANALYSIS

Currently our scheduled visitation completion rate through our contracted services is 75%, which is an improvement from last year. Therapeutic Visitation Services also had an increase in completion rates and is currently at 95%. Visitation services provided by our internal Family Care Workers remains the same at 64% from the year before.

We fully expect to see improvement in as we continue to monitor the frequency and quality of the visitation services we are providing to families. This focus combined with the thorough training of staff may be one contributing factor improving outcomes. This past year, training was provided to Central Support Staff including Family Care Workers and Supervisors on how to enter visitation services data in CWS/CMS application. The

training included an overview and instructions guide to entering scheduled, attempted and completed visits with families in Central Support. A report was also developed to monitor progress in this area. Two training sessions were conducted on October 20th and 27th, 2016 to accommodate the schedules of Family Care Workers and Supervisors.

This coming year, we will be working on refining the data collection at the family level which will enable the agency to better address permanency issues.

CHILD WELFARE STRATEGY #3:

Strengthen the use of Team Decision Making (TDM) Meetings throughout the life of a case, from the entry into foster care, during placement changes, and through transition to permanency. Utilize the teaming process to engage families in making decisions for their children and families to prevent out of home care, encourage timely reunification and/or find early permanency.

ACTION STEP STATUS

The following includes an update on the action steps taken to date with an emphasis on those outlined in the SIP Matrix to be started and/completed during the report period. Please refer to the attached SIP Matrix for any updates including those made to the timeframes.

A. Identify barriers to fully utilization of TDM meetings and develop strategies for overcoming barriers - completed

In 2014, CFS initiated an evaluation of the TDM Program, which was conducted by Bay Area Academy. As a result, an implementation plan was developed to address the following areas: education and training, communications and marketing, engagement, program and policy revisions, system evaluation.

B. Re-train staff to use of TDM meetings. Train and strengthen the use of community partners in the process - completed and ongoing

CFS provided the TDM Facilitator staff with advanced facilitator training and contracted with Bay Area Academy to provide ongoing coaching. Training curriculum for internal staff and community partners was developed and program policy was developed.

In the second year of our plan, a training plan was devised and rolled out to CFS staff and external partners. During this time, all newly hired Social Workers and all existing Social Workers in units providing Intake, Family Maintenance/Family Reunification or Long-Term Foster Care services were trained. Topics included the format, structure and flow to a TDM meeting, definition of roles and responsibilities and other social work best practices. Additionally, differential response community

providers, including Daly City Partnership and StarVista were trained on similar content, but emphasized community partner role and responsibilities.

C. Develop a tracking process and accountability process to ensure full utilization of TDMs - completed and ongoing

As a result of the formal program evaluation conducted in 2014, ongoing facilitator coaching has been implemented, which serves as an opportunity to further evaluate program fidelity. San Mateo County Children & Family Services developed CWS/CMS reports which track TDM meeting instances and meeting types, and initial and/or change of placement with correlating TDM meeting instance. The TDM Unit Supervisor monitors this data on a monthly basis and provides the data to CFS Management Team for review.

CFS continues to track TDM outcomes by meeting type and placement outcome. Accountability measures related to appropriate utilization of TDM by regional units are still in development, but include the following:

- a) Child removed from home – was there a TDM?
- b) Change of placement – was there a TDM?
- c) Child returned home from out of home placement – was there a TDM?

The projected time frame for completion of reports and implementation of processes by which the CFS can track compliance with TDM utilization is no later than April 1, 2016.

D. Compile semi-annual reports regarding compliance with utilization of TDMs and report to management team - completed

In the second year of our SIP, a semi-annual report was developed. Information in the report includes utilization by staff member/unit/service area, and is provided to corresponding service area managers for follow up with service area staff.

E. Simultaneously research and pilot other teaming models to ensure the most appropriate engagement strategies for the unique culture of San Mateo's clients – completed and ongoing
(Please see response below.)

F. Make any changes that are recommended in teaming methods to engage families - ongoing

In our first year of the SIP, we developed a matrix of potential teaming methods to be used at the various decision points throughout the life of a child welfare referral/case. In the interest of maintaining the fidelity of the TDM model, TDM meetings were utilized for the following placement

decisions: Emergency Placement, Imminent Risk of Placement, Placement Preservation /Change of Placement and, Reunification.

During our second year, we explored other teaming methods to address the multitude of non-placement related situations. For example, in partnership with the Intake Supervisory team, the TDM unit developed a new methodology to provide support to families and CFS for those situations that are non-placement related. These “Facilitated Family Team Meetings” (FFTM’s) address scenarios related to but not limited to the following: level of Departmental intervention (i.e.: Voluntary FM vs. Court FM), compliance with service plan, discussion of custody issues, and case/service plan development. Again, the facilitation strategies and general format utilized in the context of a TDM carry over to FFTM’s.

In 2015, CFS continued to explore utilization of other teaming models to engage families, and has continued to provide “Facilitated Family Team Meetings” or FFTM’s. These meetings follow the same format as a traditional TDM, although it is made very clear from the beginning that the decision being made is not related to the placement of a child. The point is that although the decision at that moment is not placement related, should the team not address the issues at hand, ultimately placement of a child may be impacted down the line by the very issues being discussed.

TDM facilitators also attended training on the Family Group Decision Making (FGDM) teaming model. The TDM Unit thoughtfully developed promising teaming practices to utilize for those scenarios outside of those placement related decision points traditionally addressed via a TDM meeting; all of which integrate best practices and foundations embedded within the TDM model.

Method of evaluation and/or Monitoring

EVALUATION: San Mateo County Children & Family Services has developed CWS/CMS reports which track TDM meeting instances and meeting type, and initial and/or change of placement with correlating TDM meeting instance. The TDM Unit Supervisor monitors this data on a monthly basis and provides the data to San Mateo County Children & Family Services Management Team for review.

(Section intentionally Blank)

TDM TRACKING

Reason for TDM and Decision	2014		2015	
	# of children/youth	%	# of children/youth	%
Emergency Placement: Continue with out-of-home care (court)	1	0.64%	2	1.49%
Emergency Placement: Continue with out-of-home care (voluntary)	n/a		3	2.24%
Emergency Placement: Return child/youth home (court)	n/a		1	0.75%
Emergency Placement: Return child/youth home; No further involvement	1	0.64%	1	0.75%
Emergency Placement Total	2	1.28%	7	5.22%
Exit from Placement: Do not exit from placement: Maintain in present placement	4	2.56%	3	2.24%
Exit from Placement: Emancipation	1	0.64%	n/a	#VALUE!
Exit from Placement: Reunification	3	1.92%	8	5.97%
Exit from Placement	8	5.13%	11	8.21%
Imminent Risk of Placement: Leave child/youth at home (court)	14	8.97%	21	15.67%
Imminent Risk of Placement: Leave child/youth at home: No further involvement	24	15.38%	13	9.70%
Imminent Risk of Placement: Leave child/youth at home (voluntary)	66	42.31%	55	41.04%
Imminent risk of Placement: Place child/youth in out-of-home care (court)	5	3.21%	2	1.49%
Imminent risk of Placement: Place child/youth in out-of-home care (voluntary)	11	7.05%	2	1.49%
Imminent risk of Placement Total:	120	76.92%	93	69.40%
Placement Move: Change to less restrictive placement	5	3.21%	2	1.49%
Placement Move: Change to more restrictive placement	n/a	n/a	4	2.99%
Placement Move: Change to same level placement	3	1.92%	4	2.99%
Placement Move: Maintain child/youth in present placement	18	11.54%	8	5.97%
Placement Move Total	26	16.67%	18	13.43%
Facilitated Family Team Meeting	n/a	n/a	5	3.73%
TOTAL	156		134	

ANALYSIS

Overall, utilization of TDM’s over the past calendar year has remained stable. Although San Mateo County Children & Family Services continues to see the most need in “Imminent Risk” situations, CFS is now seeing utilization of TDM meetings more consistently in “Emergency Placement” and “Exit from Placement” situations. That said, it is important to note that 96% of children remained in the home following TDM’s related to “Imminent Risk” situations. The other three meeting types garnered positive outcomes as well. Twenty-eight percent of children were returned home following TDM’s that were held in response to “Emergency Placement” situations. Sixty-seven percent of children were able to maintain their current placement or step down to a lower level of placement following TDM’s related to “Placement Move” situations. Finally, 73% of children were returned home following TDM’s that took place to discuss “Exit from Placement.” There were five “Facilitated Family Team Meetings” (FFTM’s) held on behalf of families who required group facilitation for situations not related to immediate placement needs. These meetings discussed topics related to but not limited to the following: level of Departmental intervention, service plan compliance, youth behavior, among others.

San Mateo County Children & Family Services is mindful that there are many contributing factors to family reunification, all of which cannot be controlled for at this time. Qualitatively we know that families that received TDM services are afforded the opportunity to participate in the development of a family reunification transitional plan in a formal process, during which services and supports are identified and action steps outlined. Further analysis of the data is required to determine other potential outcomes, such as time to reunification, and what impact the TDM process may or may not have on length of time.

Currently, San Mateo County Children & Family Services is evaluating TDM utilization policy, in order to identify priority areas of focus, so that targeted messaging can be achieved. Utilization reports are in the process of being revised in order to capture situational data related to those instances where a TDM was not held but should have been held based on existing policy. Historically, the Department has experienced natural barriers to TDM utilization, to include but not limited to: staffing deficiencies, erratic caseloads for both Intake and Continuing Units, lack of support staff and resources.

Team Decision Making meetings have proven to effectively engage youth and families in the child welfare process. Advanced facilitation training provided to the TDM facilitators has enhanced the level of group work being accomplished under the TDM model. This includes but it not limited to strategies related to Coaching, Motivational Interviewing and Safety Organized Practice. As such, and based on the data, it appears that families and the teams of individuals participating in the process are reaching positive placement related decisions through utilization of TDM.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

None at this point

PROGRAM REDUCTION

None at this point

CHILD WELFARE STRATEGY #4

Implement a recruitment and retention plan to increase the number of Resource Families available to meet the specific needs of children and youth in care. Families will be neighborhood based, culturally sensitive and located primarily in the communities where the children live. The target population includes the following groups: Cultural/Religion/Language (i.e. Latino & African-American), Medically Fragile, Siblings, and Teens, Adoptions.

ACTION STEP STATUS

The following action steps began in the 2nd year of the SIP.

A. Implement awareness building and outreach activities to inform San Mateo County residents and targeted communities of the continuous need for foster homes for children, including homes for medically fragile infants – in process

(Please see response below.)

B. Work with high schools, PTA and clergy networks that can provide homes and support to teenagers and non-minor dependents – in process

In the past, of the individuals and families in San Mateo who attended information meetings and became a placement homes, 70% were interested in adoption. CFS foster parent recruitment staff continue to focus interested community members on our foster-adopt philosophy. Resource Parent Training sessions place an emphasis on foster care and that the priority is family reunification.

It has been more than four years since CFS has had a full-time worker who could dedicate and focus on the recruitment process. In the past year, CFS implemented a new strategy to recruit and retain resource (foster) family homes. The Agency contracted with StarVista, a local organization to be a Community Based Resource Parent Recruiter and to do a targeted recruitment of specific resource family homes. These homes include those that serve teenagers, children with challenging behaviors, children with high needs (medically fragile), sibling groups, and non-minor dependents. CFS plans to work closely with Star Vista to ensure that all outreach and recruitment strategies are aligned with the CDSS Continuum Care Reform (CCR) legislation. In addition, the Resource Family Recruitment Social Work Supervisor, continues to conduct general outreach efforts and training to recruit and retain resource homes. CFS also re-organized the units to ensure that all of the placement programs (Foster Family Agency, Receiving Home, Recruitment, and Medically Fragile) and clinical programs (Katie A Pathways to Well-Being) were under one management structure. This enables the clinical placement team to ensure that there are seamless support for the youth and resource homes in order to minimize placement changes and increase stability. Also, the Agency implemented a Clinical Placement Screening Tool in order to get more information about children to share with the foster parents to create a more seamless and informed placement.

C. Create a resource family support program that will provide high-level agency support to resource families who will care for adolescent children with challenges - complete

Initially, the resource family support program was focused on the children at the Receiving Home as well as the children placed in higher level of care in group homes. During the past year, CFS has been working diligently to create a resource family program that will provide high-level agency support to foster families who care for adolescent children with challenges. For example, CFS has been attending all the CDSS Foster Family Agency (FFA) work groups to learn more about best practices. In addition, since CFS operates their own FFA which has had excellent outcomes (stable placements and high graduation rates), we are taking the lessons learned from here and trying to establish a plan to expand this to serve other adolescents. This is especially important given the CCR plan to move away from utilizing group homes as a placement and moving toward a Short-Term Residential Treatment Center model. Aside from that, the Agency has implemented the Triple P-Positive Parenting Program and trained a number of staff to provide this evidence-based parenting program to families. Next year we plan to offer the Triple P-Positive Parenting program to resource family homes that provide care to adolescents with challenging behaviors. We plan to start by training the FFA resource parents and expanding to other foster homes who serve adolescents.

Additionally, Children and Family Services hosts two annual foster parent events to recognize and support foster parents:

Resource Parent Appreciation

This annual event takes place in May, during National Foster Care month. The goal of this event is to honor and celebrate the important work of our Resource Parents. During the event, there is a catered meal, gifts for the Resource Parents, and activities for the children. The attendees include foster parents, foster/adoptive parents, and child welfare staff.

Resource Family Holiday Party

This annual event takes place in December. The goal of this event is to provide a fun-filled celebration for the foster and foster/adoptive children. During the event, there is a catered meal, activities for the children, a visit with "Santa", as well as gifts. The attendees include foster parents, foster/adoptive parents, and child welfare staff.

METHOD OF EVALUATION AND/OR MONITORING

EVALUATION: Track the number of resource family inquiries as well as new resource families by source. Data will be captured in the Efforts to Outcomes (ETO) database and CWS/CMS. The Receiving Home Social Worker Supervisor, Recruitment Social Worker, Placement Social Worker and Office Clerk as well as the licensing SW Supervisor will meet regularly to monitor progress.

Recruitment Activities for Calendar Year 2014

Activity	2014	2015
# Resource parent inquiries	38	40
# Individuals that attended an information Meeting	55	82
# Individuals completing Resource Parent Training	56	49
# Resource parent/home applications*	23	9
# Licensed	15	9
# Pending	n/a	
# Foster home licenses closed	28	11
Total Licensed Homes (Dec)	104	101

*Source: Licensing of Facilities for Children Monthly Statistical Report

ANALYSIS

The outcome measure for the recruitment strategy is to increase the number of resource families by 10 each year starting in the year 2015 so that by 2018 we will have a total of 140 foster homes.

In 2015 we licensed nine new homes, just shy of our goal of 10. While our total number of licensed homes remains flat, we will also consider other variables which can demonstrate our progress in the area of increasing foster home placements in County. Over this next year, we will be monitoring additional data points defined by our new partners and will also consider the number of active placements in county licensed homes and out-of-county placements.

4-Year Improvement Goal: The County will increase the number of foster parents from 100 to 140 by 2018.

Baseline Performance: As of March 2014, we had 100 licensed foster homes²

Current Performance: As of December 2015, we have 101 licensed Foster homes²

We continue to monitor and evaluate additional data points that will help us to recruit foster homes in San Mateo County.

PROBATION STRATEGY #5

Enhance Family Finding efforts and permanency planning by engaging extended families, as needed while the youth is in care/placement.

ACTION STEP STATUS

Probation has been working with HSA to carry out the action steps for Strategy 5. The updates below highlight the steps that have been taken during the reporting period to fulfill the strategy.

A. ~~Develop a Memorandum of Understanding with Child Welfare regarding the process for requesting Family Finding Searches – deleted, no MOU is necessary~~

Through continued conversation, both agencies agreed that a Memorandum of Understanding (MOU) was not needed in order to provide Probation with access to Accurint, a family finding database.

A. Develop Probation policies and procedures for conducting family finding and engagement completed

One of the other action steps for Strategy 5 is Probation's development of a policy related to conducting family finding and engagement. The SIP Probation team convened a family finding/relative identification and notification workgroup on September 23, 2014. This workgroup consists of the Juvenile Division's Deputy Chief Probation Officer, Director, Legal Office Services Manager, Probation Service Managers (PSMs) for the Assessment Center (Intake), Investigations and Placement Units, and a Management Analyst. The intent of the proposed policy is to keep a "Youth Connections" worksheet, which will be a working document, containing information about the youth's relatives or supportive adults, should the youth need an out-of-home placement. This worksheet will be updated throughout the youth's time in the juvenile justice system.

In 2015, this policy was finalized after being reviewed by Probation's command staff, consisting of the Chief Probation Officer, four Deputy Chief Probation Officers and the Deputy Director of Administration, and then vetted through the Probation and Detention Association (PDA). Its full implementation was October 1, 2015.

B. Coordinate training for probation staff in family finding and engagement. - completed

Training was completed as of September 8, 2015

C. Begin family finding searches – completed

Probation Officers have access to Accurint, the family-finding service and utilize the tool as needed.

D. Track number of family members found and link to family reunification outcome – completed

Since family finding searches will be conducted only on an “as needed” basis, the searches will only be completed if the youth does not get placed in a group home. The data is tracked when this kind of situation arises by the Probation Services Manager.

METHOD OF EVALUATION AND/OR MONITORING

As of October 1, 2015 Probation has implemented the Relative Identification and Notification Policy and Protocol, which includes a “Youth Connections” worksheet that will track the adult relatives’ and family members’ information as it relates to the youth.

Probation will likewise develop an internal system, first through a spreadsheet, then within PIMS, to track and monitor the number of families located through the family finding efforts. New staff have received training on how to use Accurant, however, there has been no reported need to use the tool to date.

ANALYSIS

Probation has still continued to see a decrease in youth receiving general placement orders from the Juvenile Court. According to the Quarter 2-2015 Quarterly extract, entry cohort (October 2, 2013 to September 30, 2014), of the children who entered placement during that time, 55.6% exited to permanency within 12 months. This rate is above the national standard of 40.5% and Probation has exceeded the goal of a 40% rate of permanency for years one, two, and three of the SIP implementation.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

None at this time.

PROGRAM REDUCTION

None at this time.

PROBATION STRATEGY #6

Partner with Child Welfare to establish a Parent Mentor/Orientation/Leadership Program that will provide support to parents involved with the Juvenile Probation Department to help them navigate the probation system and engage in timely reunification with their youth. (Original strategy 2012)

Updated strategy: *Establish a Parent Partner program that will provide support to parents involved with the Juvenile Probation department for youth in placement. This program will provide support to parents and help them navigate the probation system and engage in timely reunification with their youth.*

ACTION STEP STATUS

As with Strategy 5, Probation continues to work with HSA to carry out the action steps for Strategy 6. The updates below highlight the steps that have been taken during the reporting period to fulfill the strategy.

A. Explore the Parent Partner Program that has been implemented by Child Welfare to determine opportunities to partner on the program, especially in regards to an Orientation for parents to the System - completed

On October 30, 2014, Probation and HSA staff met with Edgewood Center for Children and Families (Edgewood) in order to explore a potential partnership with them to carry out Strategy 6. Upon initial review of the proposal, both HSA and Probation deemed that the cost was too steep. Representatives from both departments convened another meeting with a community based organization to talk about reducing the cost of the proposal. At this meeting, it was determined that we would look into the possibility to apply for a collaborative grant from San Mateo County's Measure A Sales Tax Revenue, however, this opportunity never came to fruition.

Given the lack of resources to accomplish this goal, the Probation department will utilize internal resources. As a result the Probation Department is exploring the use of the current Parenting Program to accomplish Strategy 6.

Steps B through G timelines have been moved pending the implementation of a Parent Partner Program.

At this time, the SIP Probation team continues to work internally on implementing the action steps related to this strategy.

METHOD OF EVALUATION AND/OR MONITORING

Probation will move forward and develop internal policies and procedures for the Parent Partner Program that will identify the target population and goals. Probation will also explore a method of

evaluation that could potentially include special project codes within the new PIMS to track the reunification rates of families who have engaged with a parent partner.

ANALYSIS

No analysis has been conducted for this strategy.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

None at this point.

PROGRAM REDUCTION

None at this point.

OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION

Child Welfare

As mentioned in our Strategy #1 Parent Partner Program, we have yet to implement the program as we address our overall strategy and funding available.

Probation

San Mateo County is committed to working with all our partners to address any obstacles and barriers to the implementation of our SIP strategies.

It is very important for Probation to reiterate that youth with placement orders are generally placed because of their delinquent behavior and not as a result of their having been a victim of abuse or neglect or identified as being at risk of abuse or neglect. This is the reason youth are first detained in juvenile hall before placement officers find a suitable placement to meet their rehabilitative needs. The removal of a youth from a particular placement, or the reunification of the youth with his/her family within 12 months, is based on the youth's having met his/her rehabilitative goals.

PROMISING PRACTICES/ OTHER SUCCESSES

Child Welfare

CWS/CMS Data Entry Analysis Findings

In the first quarter of 2015, we conducted an assessment of CWS/CMS data entry, to review trends and identify any need for staff training. Some of the strengths of practice that supports positive outcomes for children and families stemming from the data review include:

- Referrals are being screened timely, screeners are consistently using the Structured Decision-Making (SDM) hotline tool (90% compliance) and noting it in their screener narratives. Referrals are being entered on the same day or within one day.
- Social workers are responding to families in need in a timely fashion: Time to Investigation for over the last year has been over 90%.
- Court reports are professionally written and legally sound.
- Relative home assessments are conducted in a timely manner and are in place 85% of the time.

A sample of some areas for improvement include:

- Overall, 40% of families have a case plan that is missing or expired. In the records reviewed many of the families had case plans but they were not completed in a timely manner, and 48% of case plans were not signed by the parents. This is an internal staff performance metric we are currently monitoring and working to improve our performance on this measure.
- Medical exams data shows that 75% of required medical exams having been completed and 22% are missing their current exams. Dental exams data shows that 42% of have been completed and 57% were showing as missing. This is an internal staff performance metric we are currently monitoring and improving our numbers.

Finally, some of the recommendations offered were:

- Looking at how information is gathered and entered in to CWS/CMS from a business process perspective across the child welfare continuum of service might yield opportunities for entering more accurate and substantial data.
- Convening focus groups of social workers, supervisors and managers around the strengths and challenges in using CWSCMS and what areas of improvement they see and wish to engage in; is a recommended step in upgrading practice and performance.

Several of the areas related to training and data have already been addressed or are scheduled for the near future. Currently, data is reviewed on a weekly bases with management and bi-monthly with supervisors, who then review it with line staff during unit meetings and individual supervision.

Commercially Sexually Exploited Children (CSEC) Needs Portal

The Human Services Agency has identified at least 30 youth currently being provided child welfare services that are victims or survivors of commercial sexual exploitation. Services needed by this population are in great demand due to the specific skill set needed. Therefore, CFS has contracted with the University of California, Los Angeles (UCLA) to develop a needs portal as a strategy to create a more streamlined approach to accessing CSEC services. The Needs Portal will give community agencies and other service providers secured access to a system so that they can delineate what service and or slots are available to those youth who have been identified as Commercially Sexually Exploited Children (CSEC). A county wide MOU was created to address the needs of the County’s CSEC population and the portal will allow staff from HAS-CFS, Probation, the San Mateo County Police Chiefs and Sheriffs Association, as well as other county programs and community agencies to have secured access to this system to identify and secure services/slots for the CSEC youth.

Supported Training and Employment Program (STEP)

The Supported Training and Employment Program (STEP) began in 2009 as a 12-week internship program that serves foster youth ages 18 to 24 who have aged out of care or probation, or are non-minor dependents participating/AB12 participants. .

The Program introduces these high-risk youth to the “world of work”, where they have access to opportunities that they may have limited exposure otherwise. Participating youth are paid (fully subsidized by this funding) while being trained, and coached during the course of their employment with the County. The program includes four primary components: job readiness skills training and orientation; job shadowing and one-to-one job coaching/mentoring from a county employee; ands-on work experience in a County department; and transition planning through CFS.

County employees volunteer to be coaches to the youth and offer daily support and encouragement, role model appropriate work behaviors, and assist the interns with skill building and career guidance. Since the program started in 2009, more than 100 youth have been placed in internships. Placements have been available throughout the County and have included various branches in many of the branches throughout County Departments including the Human Services Agency, Health System, Human Resources, Parks, Libraries, and the County Manager’s Office . Interns work in a variety of environments capacities including office support, peer mentoring, and park and library aides.

Starting in 2015, with the support of Measure A-County Sales Tax funding, we expanded the program past the summer to serve more youth as well as extend the length of internships. This will allow more time to comprehensively prepare and train participating foster youth during their transition into adulthood.

The program recently received a 2015 Challenge Award from the California State Association of Counties (CSAC). Out of more than 240 applications received, STEP received one of ten Challenge Awards distributed statewide to spotlight the innovative work being developed and implemented by California Counties.

Probation

Commercially Sexually Exploited Children (CSEC)

The Probation Department has established a CSEC unit to address the needs of vulnerable youth who have been identified as CSEC, assigning two full time Deputy Probation Officers to serve this population. The Probation Department has identified up to 7 youth who have been admitted victims of CSEC. Through Measure A funding, the department collaborates with the Human Services Agency and the San Mateo County Police Chiefs and Sheriff Association to address the issues of Human Trafficking (HT) and CSEC in the County. These efforts also include those made by the Behavioral Health and Recovery Services and the County Office of Education.

Students with Amazing Goals (SWAG)

The Probation Department has assigned one Deputy Probation Officer to the SWAG county-wide initiative to combat truancy and boost graduation rates for East Palo Alto and Belle Haven youth. The SWAG program is funded by a three-year, \$885,000 Edward Byrne Memorial Justice Assistance Grant (JAG) that the U.S. Department of Justice Bureau of Justice Assistance awarded to San Mateo County in February 2015. The Probation Officer presence is an important piece to the collaborative approach to reducing truancy.

2F Timely Monthly Caseworker Visits

2F Timely Monthly Caseworker Visits in Residence

This outcome measure reports the percent of months requiring an in-person contact in which that contact occurred. According to the 2015 Quarter 2 data extract, the National Standard is 95%. For year three of the SIP implementation, Probation's rate for this measure has improved significantly to 100%, which is above the national standard. Although this measure is not the key measure Probation needs to report on for the SIP, it is still worth noting the significant improvement from last year's measure of 92.1%.

During year one of the SIP implementation, Probation's measure for Timely Monthly Caseworker Visits was only at 88%. This does not in any way mean that the probation officers were not conducting their monthly in-person visits, rather the discrepancy in this measure was a result of the probation officers not logging the time of in-person contacts with the youth right after they were completed. Previously, the probation officer input the date and time of contacts weeks or more afterwards.

The significant improvement in the outcome measure in 2014 to 92.1% and currently to 100% in 2015 reiterates the great work that the probation officers have done by becoming more diligent in the timeliness of entering information regarding their in-person monthly contacts into CWS/CMS. Performance measure 2F Timely Monthly Case Worker Visits in Residence have also showed great improvements. In year three, Probation's performance was at 100%, which super exceeds the national standard of 50%.

OUTCOME MEASURES NOT MEETING STATE/NATIONAL STANDARDS

Child Welfare

The following outcome data are from Quarter 2-2015

3-P3 Permanency in 12 months for children in foster care 24 months or more

Current performance is 21.8%, just below the 28% standard

Obstacles, systemic issues, and environmental conditions that may be contributing to underperformance include:

- Lack of foster homes for older youth
- Family finding efforts are not consistently conducted through the life of a case
- Transitional conferences are not always being conducted consistently or timely, allowing for better permanency planning

3-P5 Placement stability

Current performance is 5.88 placement moves per 1,000 days in care, compared to the national standard of less than 4.12

Obstacles, systemic issues, and environmental conditions that may be contributing to underperformance include:

- TDMs are not being fully utilized as a strategy to maintain placements
- Youth are being placed with relatives who may be ambivalent and unsure about the long-term placement for these youth. There is a lack of support services for relatives
- Youth are being placed outside of the county and the distance impacts placement stability.
- Receiving home counts as a placement; youth are placed there until a suitable and appropriate placement is found.

2F Monthly Visits (Out of Home)

Current performance is 93.9% just below the national standard of 95%.

Obstacles, systemic issues, and environmental conditions that may be contributing to underperformance include:

- Caseloads continued to increase this past year.
- Data entry issues; lag time of social worker to enter contacts into CWS/CMS.

Probation

3-P3 Permanency in 12 months for children in foster care 24 months or more

Probation examined exits to permanency (24 months in care) as one of its outcome measures. According to the Quarter 2 2015 data extract, there was no youth eligible for this measure.

State and Federally Mandated Child Welfare/Probation Initiatives

Commercially Sexually Exploited Children (CSEC)

While San Mateo County has been working to serve CSEC youth for a number of years, in 2015 CFS applied for and was awarded, as a Tier II county, the funding support to develop and standardize our response to CSEC needs. The award was also presented in order for our County to more effectively serve CSEC by utilizing a multidisciplinary approach for case management, service planning, and the provision of services. The funding supports the following:

- Development of a County wide response to the CSEC population through the implementation of a memorandum of understanding (MOU) between the County of San Mateo, San Mateo County Superior Court of California - Juvenile Division; Human Services Agency - Children and Family Services; Probation Department - Juvenile Services Division; Health Systems and Behavioral Health and Recovery Services; and the County Office of Education.
- Formation of a CSEC Steering Committee to provide ongoing oversight and support to ensure the county agencies and partners effectively collaborate to better identify and serve victims of commercial sexual exploitation and children at risk of becoming exploited.
- To provide staff to participate in multidisciplinary team (MDT) meetings who have been trained in the prevention, identification or treatment of child abuse and neglect cases and who are qualified to provide a broad range of services related to child abuse and commercially sexually exploited children and those at risk for such exploitation.
- The established MDT includes staff from the parties in the MOU as well as public health, law enforcement, survivors, attorneys, education staff, and core community service providers who meet monthly for case presentations, discussions on promising practices and challenges.
- A coordinated plan for raising awareness through training for youth, and discipline specific service providers.

Through this coordinated effort, San Mateo County is developing protocols to support the CSEC populations across programs. In addition, we have been able to offer a more facilitated response to very specific situations, such as the 2-7-2016 Super Bowl; which will impact San Mateo County and many of the surrounding counties in the region related to various Human Trafficking issues.

Pathways to Well Being (Formerly known as the Katie A Program)

The Katie A. Settlement Agreement requires counties to partner in a number of ways in order to ensure the screening, referral, assessment and treatment of mental health conditions for youth in the child welfare system. Since February 2013, CFS and Behavioral Health and Recover Services (BHRS) have been working in collaboration and are in an excellent position to continue improving services for children and families involved in child welfare. To date, implementation accomplishments include:

- CFS and BHRS continue to utilize existing structure for regular meetings to coordinate, collaborate and improve integration.
- The training subcommittee developed a CFS 101 and BHRS 101 training for staff. BHRS 101 was piloted to new workers in September 2014 and was rolled-out to all staff in 2015. This training will continue to be given to all new social workers hired in child welfare.
- SMC BHRS and CFS continue to work on how to provide the most client-driven CFT process.
- SMC supports culturally competent and trauma-informed practice by embedding relevant aspects in training curriculum. For example, CFS embeds cultural competence and trauma-informed material in Supervisor, Social Worker Core and other mandated trainings.
- San Mateo County's Measure-A funding combined with CFS funding to make it possible for BHRS and CFS to hire additional staff to assist with building staffing capacity. The newly hired CFS staff coordinate the mental health services with BHRS and also provide short-term crisis counseling to clients who are waiting to get services with BHRS.
- SMC BHRS and CFS are working closely with the surrounding counties through the Trauma Transformed (T2) initiative to ensure that any gaps in mental health service delivery are addressed. This included therapy provided to youth who are placed out of their home county.
- According to April 10, 2015 Katie A. Semi-Annual Progress Report, 37 potential Subclass Members received a mental health assessment, 88 youth received Intensive Care Coordination (ICC) or Intensive Home Based Services (IHBS), and an additional 36 youth received other mental health services. As this report is no longer required by the state, SMC CFS and BHRS continue to collaborate on ways to monitor and track all foster care referrals as well as referrals/services for subclass members. Activities include manual review of new cases monthly, bi-weekly communication with BHRS to ensure children are screened and are referred for and are receiving appropriate mental health services, and sending social workers email updates when mental health screenings are due and following up. Additionally, we are working on a data report which will include the following:
 1. The number of children who have a CFS petition filed and who are subsequently referred for mental health services using the MHST
 2. The average number of days it takes to get a BHRS mental health assessment completed after a referral is made
 3. The average number of days it takes for a child to be assigned a clinician after the assessment is completed (and they qualify for a service)

As we implement the core practice model (CPM), the Katie A. Training Committee and Steering Committee will continue to address ongoing training and support needs for all staff, and to strategize on how to more effectively engage our youth and families.

California Fostering Connections to Success Act (AB 12)

AB 12 took effect on January 1, 2012, making it possible for eligible 18 year olds in placement to have access to federal funding that provides them with the support they need to become fully independent adults. As of December 2015, Probation had 4 AB12 cases and Child Welfare had 98 for a total of 102.

The 241.1 MOU with HSA, includes a component of AB12, regarding the shared oversight of both agencies as well as programs, resources and services for this population, and was finalized in 2015

Attachment 1: SIP Matrix --

CHILD WELFARE - 2015 Updates (When updating timeframes, strike through the previous dates and add in new dates)

<p>Strategy 1: Develop a Parent Leadership/Partner Program that employs former birth parents to become mentors for parents who are currently involved in the reunification process. These parent mentors will serve as mentors, advocates and peer support to families who are currently involved with the child welfare system.</p>	<p>CAPIT</p>	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>C1.3: Reunification within 12 months (6 month entry cohort)</p>
	<p>CBCAP</p>	
	<p><input type="checkbox"/> PSSF</p>	
	<p>X N/A</p>	
<p>Action Steps:</p>	<p>Timeframe:</p>	<p>Person Responsible:</p>
<p>A. Develop goals, target population and core work group for developing the Parent Leadership/ Partner Program.</p>	<p>February 2013 – April 2013 February 2013 to June 2014 June to December 2016</p>	<p>CFS Human Services Manager</p>
<p>B. Identify and hire former birth parents as mentors for parents.</p>	<p>April 2013 – June 2013 January 2014 to June 2014 June 2016 to August 2016</p>	<p>CFS Human Services Manager</p>
<p>C. Introduce Parent Mentor Program to staff and educate staff about referral process and target population to be served.</p>	<p>June 2013 August/September 2014 September 2016 – December 2016</p>	<p>CFS Human Services Manager</p>

<p>D. Train parent mentors regarding child welfare, confidentiality, and boundaries.</p>	<p>June 2013 – July 2013 July 2014 – August 2014 October 2016 ongoing</p>	<p>CFS Human Services Manager</p>
<p>E. Launch Parent Mentor Program; track families served through internal tracking system and via CWS/CMS special project codes.</p>	<p>August 2013 – February 2018 November/December 2014 January 2017</p>	<p>CFS Human Services Manager</p>
<p>F. Identify outcomes for families served by Parent Mentor program.</p> <p>This step is part of Action Steps A and E</p>	<p>August 2014 and annually thereafter</p>	<p>Management Analyst</p>
<p>F. Survey families served by Parent Mentor program and measure satisfaction with mentorship relationship.</p>	<p>August 2014 and annually thereafter January 2015 and annually January 2017 and annually</p>	<p>CFS Human Services Manager</p>

Strategy 2: Develop visitation centers and implement throughout San Mateo County in order to improve the quality and quantity of visits between parents and children. Visitation centers will be family friendly and engaging to families who utilize its services in order to improve the rates of reunification and improve child-parent relationships.	CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.3: Reunification within 12 months (6 month entry cohort) C4.1: Placement Stability Outcome: Placement Stability (8 days to 12 months)
	CBCAP	
	PSSF	
	X N/A	

Action Steps:	Timeframe:	Person Responsible:
A. Select contractor(s) and community based organizations to run visitation centers and determine target populations to be served. RFP process has already been completed and the agency is working with contractors.	March 2013-COMPLETED	Human Services Manager II
B. Educate staff about visitation centers and referral process and target population to be served.	March - August 2013 - COMPLETED	Human Services Manager II
C. Launch visitation centers.	March 2013 – February 2018 3 new regional centers launched to date	Human Services Manager II
D. Monitor usage of visitation center, tracking # of families served by centers and impact on reunification rates.	January 2014 and quarterly thereafter	Human Services Manager II
E. Train our community partners under 2013 California Rules of Court Standard 5.20.	September 2015	Human Services Manager II

Strategy 3: Strengthen the use of Team Decision Making (TDM) Meetings and assess the most effective family engagement model for engaging families throughout the life of a case, from the entry into foster care, during placement changes, and through transition to permanency. Utilize the most effective teaming process to engage families in making decisions for their children and families to prevent out of home care, encourage timely reunification and/or find early permanency.	CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.3: Reunification within 12 months (6 month entry cohort) C4.1: Placement Stability Outcome: Placement Stability (8 days to 12 months)
	CBCAP	
	PSSF	
	X N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Identify barriers to fully utilization of TDM meetings and develop strategies for overcoming barriers.	February 2013 – September 2013 - COMPLETED	Human Services Manager II
B. Re-train staff to use of TDM meetings. Training and strengthening the use of community partners in the process.	October 2013 – December 2013 - COMPLETED	Human Services Manager II
C. Develop a tracking process and accountability process to ensure full utilization of TDMs.	September 2013 – December 2013 - COMPLETED	Human Services Manager II

D. Compile semi-annual reports regarding compliance with utilization of TDMs and report to management team.	January 2014 and July 2014 and semi-annually thereafter	Human Services Manager II
E. Simultaneously research and pilot other teaming models to ensure the most appropriate engagement strategies for the unique culture of San Mateo's clients.	January 2013 and ongoing	Human Services Manager II
F. Make any changes that are recommended in teaming methods to engage families.	July 2013 and ongoing	Human Services Manager II

Strategy 4: Foster Parent Recruitment. Implement a recruitment/retention plan to increase the number of Resource Families available to meet the needs of children and youth in care. Families will be neighborhood based, culturally sensitive and located primarily in the communities where the children live.	CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Foster/Adoptive Parent Licensing, Recruitment and Retention Increase the number of Resource Families by: 10 in 2015, 20 in 2016, 30 in 2017 and 40 in 2018.
	CBCAP	
	<input type="checkbox"/> PSSF	
	X N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Implement awareness building and outreach activities to inform San Mateo County residents and targeted communities of the continuous need for foster homes for children, including homes for medically fragile infants.	December 2014 and maintain thereafter January 2015 and maintain thereafter	Foster Parent Recruiter (Social Worker)
B. Work with high schools, PTA and clergy networks to increase the number of resource families each year that can provide homes and support to teenagers and non-minor dependents.	September 2014 and annually thereafter September 2015 and annually thereafter	Foster Parent Recruiter (Social Worker)
C. Create a resource family support program that will provide high-level agency support to resource families who will care for adolescent children with challenges.	September 2014 October 2014 This step has been completed and is in the process of being implemented	Placement Social Worker (Receiving Home staff)

SIP Matrix PROBATION

<p>Strategy 5: Enhance Family Finding efforts And permanency planning by engaging extended families, as needed while the youth is in care/placement.</p>	<table border="1"> <tr> <td><input type="checkbox"/></td> <td>CAPIT</td> </tr> <tr> <td><input type="checkbox"/></td> <td>CBCAP</td> </tr> <tr> <td><input type="checkbox"/></td> <td>PSSF</td> </tr> <tr> <td><input checked="" type="checkbox"/></td> <td>X N/A</td> </tr> </table>	<input type="checkbox"/>	CAPIT	<input type="checkbox"/>	CBCAP	<input type="checkbox"/>	PSSF	<input checked="" type="checkbox"/>	X N/A	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>C1.3: Reunification within 12 months (6 month entry cohort)</p>
<input type="checkbox"/>	CAPIT									
<input type="checkbox"/>	CBCAP									
<input type="checkbox"/>	PSSF									
<input checked="" type="checkbox"/>	X N/A									
<p>Action Steps:</p>	<p>Timeframe:</p>	<p>Person Responsible:</p>								
<p>A. Develop a Memorandum of Understanding with Child Welfare regarding the process for requesting family finding searches.</p>	<p>June 2013 April 2014 May be deleted: HSA representative will confirm if this is still needed or if a license can be provided to Probation staff without an MOU</p> <p>Deleted, no MOU is necessary. Probation staff was given access the family finding database so Probation can conduct its own searches.</p>	<p>Director and PSM</p>								
<p>A. Develop Probation policies and procedures for conducting family finding and engagement.</p>	<p>July 2013—September 2013 May 2014—July 2014</p> <p>The draft policy is currently being reviewed by the workgroup and will need to likewise be reviewed by the Probation Command Staff and the Probation and Detention Association (PDA)</p> <p>Implementation is expected July 2015</p> <p>Policy has been finalized and implementation in the Juvenile Division began on October 1, 2015</p>	<p>Director and PSM</p>								

<p>B. Coordinate training for probation staff in family finding and engagement.</p>	<p>October/November 2013 June 2014 – July 2014 HSA will schedule a training for placement staff on using their Family Finding system</p> <p>Completed – June 2014</p> <p>HSA staff trained Probation staff on June 10, 2014 on using the family finding database. Due to staff transitions, a subsequent training occurred on September 8, 2015.</p> <p>Placement staff has been trained and currently use Accurint, the family finding service as needed.</p> <p>It is anticipated, given upcoming staffing changes, that another training will be needed in the future.</p>	<p>HSA Representative & PSM</p>
<p>C. Begin family finding searches- this will be conducted on an “as needed” basis, if and when the youth does not get placed in a group home.</p>	<p>December 2013 June 2014- January 2015 onwards</p>	<p>HSA Representative PSM and one (1) Senior Deputy Probation Officers</p>
<p>D. Track number of family members found and link to family reunification outcome</p>	<p>January 2014 August 2014 and annually thereafter January 2015 and annually thereafter March 2016 tracking spreadsheet created and implemented.</p>	<p>Placement Staff, PSM and Probation Management Analyst</p>

<p>Strategy 6: Establish a Parent Partner program that will provide support to parents involved with the Juvenile Probation department for youth in placement. This program will provide support to parents and help them navigate the probation system and engage in timely reunification with their youth.</p>	<p>CAPIT CBCAP PSSF X N/A</p>	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.3: Reunification within 12 months (6 month entry cohort)</p>
<p>Action Steps:</p> <p>A. Explore the Parent Partner program that has been implemented by child welfare to determine opportunities to partner on the program, especially in regards to an Orientation for parents to the System.</p>	<p>Timeframe:</p> <p>January 2014 – February 2014 In progress Completed – October 2014</p> <p>Probation and HSA met with Edgewood Kinship to explore potential partnerships for the Parent Partner Program</p> <p>Cost to implement with Edgewood was a barrier. Probation is in the process of implementing a Parent Partner Program within the Department.</p>	<p>Person Responsible:</p> <p>PSM & Placement Staff</p> <p>PSM & Director</p>
<p>B. Develop policies and procedures for Parent Partner program, to include goals and target population for the Program.</p>	<p>In Progress</p> <p>PSM and Director are currently working on this. The hope is to get the program defined by April 2016.</p>	<p>PSM & Director</p>

<p>C. Introduce Parent Mentor Program to staff and educate staff about referral process and target population to be served.</p>	<p>May 2014 October 2015 December 2015 February 2016</p>	<p>PSM & Director</p>
<p>D. Coordinate training for probation staff in the Parent Mentor Program.</p>	<p>May 2014 January 2016 May 2016</p>	<p>Probation Parenting Program Staff</p>
<p>E. Launch Parent Mentor Program; track families served through internal tracking system and explore the use of CWS/CMS special project codes.</p>	<p>June 2014 February 2016 May 2016</p>	<p>PSM & Probation Management Analyst</p>
<p>F. Identify outcomes for families served by Parent Mentor program and survey families served by Parent Mentor program and measure satisfaction with mentorship relationship</p>	<p>January 2015 and annually thereafter May 2016 onwards</p>	<p>PSM & Probation Management Analyst</p>