

California – Child and Family Services Review Signature Sheet

For submittal of: CSA  SIP  Progress Report

County	Sutter
SIP Period Dates	February 4, 2016 – February 4, 2021
Outcome Data Period	January 2015 (Q3-2014)

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\*Signatures must be in blue ink

Board of Supervisors (BOS) Signature

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# California - Child and Family Services Review

## System Improvement Plan

2/4/2016-2/4/2021



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## Introduction

### CWS

California Assembly Bill 626 (Chapter 678, The Child Welfare System Improvement and Accountability Act of 2001) established the Child Welfare Outcomes and Accountability System to (a) improve Child Welfare services for children and their families in California and (b) provide a system of accountability for outcome performance in each of the State's 58 counties. The process for achieving these two broad objectives is the California Child and Family Services Review (C-CFSR). The process includes both quantitative (Self-Assessment) and qualitative (Peer Review) assessment of a county's performance on measures of children's safety, permanence and well-being. The results of the assessments support the development of the System Improvement Plan (SIP) which establishes measureable goals for system improvement and presents strategies for achieving these goals. The C-CFSR process also includes ongoing monitoring of system improvement efforts using quarterly reports of data extracted from the Child Welfare Services/Case Management Systems (CWS/CMS).

The lead agencies for conducting the County Self-Assessment (CSA) are the County Child Welfare Agency and the County Probation Department. The County Probation Department is responsible for assessing outcomes for children under its direct supervision who are receiving services. These agencies have the overall responsibility for completion of the assessment.

California Department of Social Services (CDSS) and County Welfare Directors Association (CWDA) have attempted to streamline the continuum of services provided to children, youth, and families as well as the C-CFSR process with the Office of Child Abuse Prevention (OCAP)

Five-Year Plans. These processes were combined administratively with the intent of achieving greater efficiency; while also meeting the individual requirements of each program.

The comprehensive CSA has expanded its examination to include active participation of the county's prevention partners to identify the community's need for prevention and community-based services. In the past, the county was expected to deliver two separate documents: the CSA and the CAPIT/CBCAP/PSSF Three-Year plan, which was based on a needs assessment. In the current process the CSA meets this requirement by integrating the needs assessment from the CAPIT/CBCAP/PSSF plan into the CSA, which now covers a five year term, rather than the 3 year term in former years. The period of assessment is November 2010 to October 2014. The focus of the county's current performance is data extracted from Quarter 3 2014 which was published January 2015.

The County Self-Assessment included detailed data analysis of individual and composite outcome data measurements, Peer Reviews (PR), and a large scale community meeting with targeted focus groups. The county reviews and analyzes its performance in each of the measured areas against state and federal standards, and identifies its strengths and the areas needing improvement. The outcomes are measured in a number of ways including entry and exit cohorts, and composite measures which are extrapolated from various data fields in the child welfare services computer system, CWS/CMS. The C-CFSR has eight child and family outcomes for which counties are accountable and that are the central focus of the self-assessment process.

1. Children are, first and foremost, protected from abuse and neglect.
2. Children are safely maintained in their own homes whenever possible and appropriate.

3. Children have permanency and stability in their living situations without increasing re-entry into foster care.
4. The family relationships and connections of children are preserved as appropriate.
5. Children receive services adequate to meet their physical, emotional and mental health needs.
6. Children receive services appropriate to meet their educational needs.
7. Families have enhanced capacity to provide for their children's needs.
8. Youth emancipating from foster care are prepared to transition to adulthood.

In Sutter County, CSA activities started in the month of May 2015 with our Peer Review (PR) and ended in June with the Stakeholder meeting. A variety of focus groups were conducted during May, including county staff, caregivers, parents, and current foster youth. On May 19-21, 2015 Sutter County hosted its Peer Review in Yuba City. A summary of findings for that week are included in the Peer Review section of the CSA report. A large stakeholder meeting was held on June 3, 2015 with over 65 participants representing service providers, community partners, other county agencies, law enforcement and others from across the county and representing a wide range of disciplines.

Since the CSA was submitted on October 2, 2015, reviewed and approved by both California Department of Social Services (CDSS), Children's Services Outcomes and Accountability Bureau (CSOAB) and California Office of Child Abuse Prevention (OCAP) on October 15, 2015, Sutter County has been committed to work on the next phase of the C-CFSR process, which is the five-year SIP. Per ACL 15-63 there have been changes to the child welfare services federal data outcome measures and new data outcomes have replaced the federal

composite measures which have been utilized currently in the C-CFSR process which includes the CSA, and prior SIP reports and progress reports. These federal outcome measures, are used by county child welfare and juvenile probation agencies via the C-CFSR to measure performance in ensuring the safety, permanency, and well-being of children in their respective systems. The previous 17 federal outcome measures have been replaced, updated, or eliminated to produce a total of seven new data outcome measures. A comparison of the old outcome measures and the new outcome measures is provided in the attached CFSR 3 Federal Data Measures Comparison Chart which shows Sutter's Child Welfare Data using the baseline Q3 2014 (Attachment A).

In reviewing and comparing the new data outcome measures with the old outcome measures, as a quantitative analysis, and reviewing summary of recommendations from the CSA which also incorporated the PR and produced qualitative data, the rationale for including data measures P1: Permanency in 12 Months (Entering Foster Care), P3: Permanency in 12 Months (24+ months), P4: Re-entry into Foster Care in 12 Months, and P5: Placement Stability, emerged. These measures continue to reflect areas the county wishes to impact and to build upon past efforts included in SIP updates and including the most recent update submitted in February 2015. It appears most advantageous to enhance some of the strategies already in place with additional action steps to further improve outcome measures with practices that reflect a holistic approach to the safety, well-being and permanency of children in Sutter County.

There has been measurable success with the prior SIP in outcome measures and for those that need to be improved upon additional emphasis on these areas has been identified.

In reviewing past impact on outcome measures, Ice Breakers has been identified as a positive measure which impacts placement stability, re-entry and permanency efforts. Anecdotal feedback from families and foster parents reinforce the positive relationships which are nurtured and enhance the well-being of children in care. Therefore, efforts to broaden and deepen practice efforts in this area is a Strategy for the following measures: P1: Permanency in 12 Months (Entering Foster Care), P4: Re-entry into Foster Care in 12 Months, and P5: Placement Stability.

As outlined in Sutter County's 3 year SIP and particularly in the last update submitted February 4, 2015, there is a trend on low re-entry rate data which is significant and likely a major contributing factor is the implementation of SOP. There appears to be strong ties between creating strong and healthy support networks around the entire family with the emphasis on safety elements for children involved with information gleaned from the children utilizing SOP interview tools. Early success with SOP tools and case planning and development along with cases being reviewed as part of a team effort as a peer group will likely become the foundation that will provide a strong structure to reunification and re-entry rates. Therefore, active efforts to broaden and deepen SOP in Sutter County is a Strategy for P1: Permanency in 12 Months (Entering Foster Care), P4: Re-entry into Foster Care in 12 Months, measures covered in re-entry and permanency.

#### **PROBATION**

Due to the extremely low number of youth in placement through Probation, the Outcome Data is difficult to interpret and not representative of services provided.

Unfortunately, this makes it difficult to utilize the Outcome Data for decision-making purposes. Thus, Probation has relied on the Peer Review and Stakeholder’s Meetings to focus on the System Improvement Plan. For the CSA process, Probation focused on the following outcome:

**C4.3 Placement Stability (24 months or longer in care)**

Probation has become increasingly selective of the youth removed from the home, because of this the youth removed have many of the following characteristics: juvenile sex offenders, severe mental health, severe substance use disorders, circumstances that make it unlikely the youth will be returned home. These complex issues generally facilitate group home placement. These issues are severe and multifaceted, thus the placed youth may be in a placement for a long period of time, making placement stability a key factor in treating the youth appropriately, increasing their likelihood of returning home.

During the Peer Review and Stakeholder’s Meetings, the following areas of possible improvement were highlighted: increased training on Concurrent Planning and Family Finding; attending the collaborative Northern California Placement Committee (NCPC) meeting to receive additional support and input on placement facilities and policies; streamlined data entry system to reduce duplication of documentation; and service gaps in family and/or parent counseling.



**C-CFSR TEAM AND CORE REPRESENTATIVES**

Individuals from a variety of agencies and organizations, as well as community partners, birth parents, foster parents, and foster youth gathered together to evaluate the effectiveness of services delivered by Sutter County Child Protective Services and Sutter County Probation. Each participant contributed to the development and completion of the 2016-2021 SIP through the guidance of the C-CFSR team and Core Representatives. The C-CFSR team and Core Representatives, as listed below, were directed by Paula Kearns, Sutter County CWS Program Manager, and served as the lead for the completion of the 2016-2021 SIP.

AGENCY	REPRESENTATIVE	TITLE
Sutter Co. Welfare and Social Services	Lisa Soto	Deputy Director
Sutter Co. Dept. of Human Services-CWS	Paula Kearns	Program Manager
Sutter Co. Probation	Donya Thompson	Deputy Chief Probation Officer- Juvenile Division
Sutter Co. Dept. of Human Services-CWS	Jennifer Ramirez	Social Worker Supervisor II
Sutter Co. Dept. of Human Services-CWS	Jana Woodard	Social Worker Supervisor II
Sutter Co. Dept. of Human Services-CWS	Kimberly Womack	Social Worker Supervisor II
Sutter Co. Dept. of Human Services-CWS	David Patrick	Social Worker Supervisor I
Sutter Co. Dept. of Human Services-CWS	Nicole Pannell	Social Worker III
Sutter Co. Dept. of Human Services-CWS	Carol Ullrich-Hasch	Social Worker II
Sutter Co. Dept. of Human Services-CWS	Nicole Walters	Social Worker II
Sutter County Probation	Sandip Rai	Supervising Probation Officer
CA Dept. of Social Services	Katie Sommerdorf	Outcomes and Accountability
CA Dept. of Social Services	Irma Munoz	Office of Child Abuse Prevention (OCAP)
CA Dept. of Social Services	Robert Bradshaw	Office of Child Abuse Prevention (OCAP)
UC Davis	Jessica Iford	Northern California Research and Training Academy

Conducting the CSA involved a committed team effort in selecting and organizing existing data and tools to inform stakeholders about Sutter County’s Child Welfare system and Probation. While the C-CFSR team meets quarterly with CDSS to review outcome performance data and progress on various components of the C-CFSR process, the team’s focus shifted in February 2015, to the CSA and Peer Review scheduled which took place in May 2015. The C-CFSR team engaged stakeholders in the SIP development process by invitation to a large



convening which included the C-CFSR team and Core Representatives, service providers, community partners, other county agencies, law enforcement, educators, child developmental specialist, mental health care providers, parents, and others representing a wide range of disciplines. See Attachment B for a complete listing of C-CFSR team members, Core Representatives, and stakeholders involved.

## **PRIORITIZATION OF OUTCOME DATA MEASURES/SYSTEMIC FACTORS AND STRATEGY RATIONALE**

### **CWS**

California Department of Social Services (CDSS) recommends that counties choose three to four outcomes or systemic factors for specific improvement strategies in the SIP. In Sutter County, selected areas of need identified by the CSA are included in the county's SIP as targeted areas for improvement. The specific data measures Sutter County has selected to focus on for the 2016-2021 SIP were chosen based on data obtained through the CSA as well as Outcomes Data of the CSA which indicates several areas of focus to improve outcomes as well as to maintain practices that have already been developed to support continuing to meet statewide and federal goals. Priority was given to measures in which Sutter County is not performing at or above the national standard and has identified these measures as areas to focus improvement efforts.

Sutter County Child Welfare Services identified the following federal standards outcomes for the 2015-2021 SIP. Rationale for selection of the specific data measure as well as systemic factors and strategy rationale are discussed within each measure.

## **P1: Permanency in 12 Months (Entering Foster Care)**

The new federal standard of P1: Permanency in 12 months (Entering Foster Care) was formerly identified as C1.3 Reunification within 12 months and C2.5 Adoption within 12 Months (Legally Free). Changes from the former C1.3 and C2.5 measures to the new P1: Permanency in 12 Months (Entering Foster Care) measure include the standard definition change for the word “permanency” to include reunification, adoption, or guardianship, rather than just reunification. This data outcome considers all children who enter foster care in a 12-month period, and the percentage that discharged to permanency within 12 months of entering foster care

Sutter County has historically performed below the national standard of 40.5% in this measure and performance has fluctuated between a low of 32.4% and a high of 45.4% during the last 12 quarters. During the baseline period for the CSA, and the SIP, Quarter 3 of 2014, Sutter County’s performance was 36.5%. Sutter County is performing slightly below the national standard at 39.6% for Quarter 2 of 2015.

It should be noted that as the number of cases meeting this criteria decrease, each individual case has a significantly greater (proportionate) impact on the outcome of the measure as demonstrated below.

For example, in Quarter 3 of 2014, Sutter County had 74 children meeting the criteria for this measure and of those 74 children, 27 children exited to permanency within 12 months generating a baseline performance level of 36.5% in this measure. In Quarter 1 of 2015, Sutter County had 71 children meeting the criteria for this measure and of those 71 children, 23 children exited to permanency within 12 months generating a performance level of 32.4%.

Although there were only 3 less children meeting the criteria for this measure, the performance level decreased by 4.1% because 4 less children exited to permanency. Conversely, in Quarter 2 of 2015, the number of children in Sutter County meeting this criteria had decreased to 53. Of those 53 children, 21 children exited to permanency within 12 months generating a performance level of 39.6%. Although 2 less children exited to permanency, the performance level increased significantly, by 7.2% over the previous quarter, because there were now only 53 children meeting the criteria for this measure.

Furthermore, as success is achieved in other outcome measures, there are fewer children to enter the measure, fewer children to exit this measure, and therefore the ability to achieve a positive trend becomes more difficult but may also be indicative of success in other companion measures such as P4: Re-Entry to Foster Care in 12 Months and P5: Placement Stability.

#### **METHODOLOGY:**

The improvement factor on a given measure is set at the state level, and is calculated based on statewide performance (sampled from several time periods) for the outcome in question. This improvement factor is considered a California Standard. The state also sets a Floor and Cap for each improvement factor under National Standards. The Floor is equal to, less than, or greater than the California Standard and the Cap is greater than or less than the California Standard based on the favorable direction of improvement in percentages for each individual outcome measure.

For example: The improvement factor under California Standards set by the state for this measure is 1.045. The Floor under the National Standard is 1.031 and the Cap is 1.063. Sutter County has chosen to base performance goals on an improvement factor of 1.031.

Measures are calculated based on the baseline performance of Quarter 3 of 2014; for this measure 36.5%. To obtain the Target Improvement Goal, the improvement factor is multiplied by this baseline performance.

Calculation:  $1.031 * 36.5\% = 37.6\%$

Although Sutter County's goal is to improve in this measure meeting a standard of 37.6% within five years, using an improvement factor of 1.031, Sutter County will strive to perform at a level that meets or exceeds the national standard.

There were some potential barriers to meeting this goal identified through the CSA and C-CFSR processes including challenges to successful reunification including limited access to appropriate housing (coming up with deposits, waiting lists, safe housing), lack of a well formed natural support system, and appropriate aftercare services. Sutter County has identified the following strategies as ways to improve the outcome measure of Permanency in 12 Months and attain the set goal. Sutter County CPS will:

- Expand implementation of Safety Organized Practice (SOP) family engagement model. As outlined in Strategy 1 of the 5 – year SIP Chart (Attachment C) SOP will be utilized by social workers within child welfare to develop a good foundation with all social workers and build a framework to deepen practice through training, coaching and a workgroup to monitor progress. Feedback from children and families as well as social workers will provide qualitative data on the strategy efficacy. Reviewing quantitative data of P1: Permanency in 12 months and P4: Re-entry into Foster Care in 12 Months should demonstrate a nexus between practice and the desired outcomes. It is expected that by improving family engagement through SOP, more families may reunite within 12

months, (or achieve other forms of permanency) and will benefit from intervention services sooner, thereby reducing re-entry into foster care.

- Improve utilization of Icebreaker Meetings (first meeting between birth parent/foster parent) to increase collaboration between the foster parent and birth parent.
- Explore development of expanded community support services targeted for family reunification.
- In collaboration with Sutter-Yuba Mental Health continue to identify areas to enhance service integration that would lead to positive client outcomes as required by Pathways to Mental Health (formerly known as Katie A).

The use of these strategies is designed to increase family engagement in order to facilitate reunification, improve family involvement in the child's foster care and promote placement stability.

### **P3: Permanency in 12 Months (24+ months)**

The new federal standard of P3: Permanency in 12 Months (24+ months) was formerly identified as C2.1 Adoption within 24 Months, C2.5 Adoption within 12 Months (Legally Free) and C3.1 Exits to Permanency (24 Months in Care). Changes from the former C2.1, C2.5, and C3.1 measures to the new P3: Permanency in 12 Months (24+ months) measure are minimal other than the combining of the former three outcome measures to one generalized outcome of permanency in 12 months for youth in care more than 24 months. This data outcome considers all children in foster care on the first day of the 12-month period, who had been in foster care (in that episode) for 24 or more months, and what percentage discharged to permanency within 12 months of the first day. Essentially this measure is looking at youth who

are in long term foster care who have not exited to some form of permanency like adoption, legal guardianship, or reunification.

Historical performance on this measure, C3.1 has been below the national standard of 30.3% during 8 of the last 12 quarters, and during the baseline period for the CSA, and the SIP, Quarter 3 of 2014, Sutter County's performance was 8.8%. Sutter County has seen a steady increase in the performance of this measure since Quarter 4 of 2014 and is performing above the national standard at 35.3% for Quarter 2 of 2015.

The current improvement in this measure can be attributed to Sutter County continuing to focus efforts on permanence for children who meet the criteria of this measure. These efforts have included but are not limited to enhancements in the following practices:

- Ensuring early concurrent planning through monthly staffing with State Adoptions
- Utilization of SafeMeasures to track the length of time children are in foster care
- Service integration leading to positive client outcomes
- Expanding services to lessen placement instability and promote permanency

However, it should be noted that as the cases meeting this criteria have remained consistently less than 40 children for Sutter County over the past three years, each individual case has a significantly greater (proportionate) impact on the outcome of the measure.

For example, in Quarter 3 of 2014, Sutter County had 34 children meeting the criteria for this measure and of those 34 children, 3 children exited to permanency generating a baseline performance level of 8.8% in this measure. In Quarter 4 of 2014, Sutter County had 36 children meeting the criteria for this measure and of those 36 children, 6 children exited to permanency generating a performance level of 16.7%. Although 2 more children were

measured in this outcome, the performance level increased by 7.9% because 3 more children had exited to permanency during that quarter.

Furthermore, as success is achieved in other outcome measures, for example; P1: Permanency in 12 Months (Entering Foster Care), children will be experiencing permanency within 12 months and therefore will not meet the criteria for P3: Permanency in 12 Months (24+ months). As fewer children enter this measure, there are fewer children to exit this measure, and therefore the ability to maintain this positive trend becomes more difficult but may also be indicative of success in other companion measures such as P1: Permanency in 12 Months (Entering Foster Care), P4: Re-entry into Foster Care in 12 Months , and P5: Placement Stability.

#### **METHODOLOGY:**

The improvement factor on a given measure is set at the state level, and is calculated based on statewide performance (sampled from several time periods) for the outcome in question. This improvement factor is considered a California Standard. The state also sets a Floor and Cap for each improvement factor under National Standards. The Floor is equal to, less than, or greater than the California Standard and the Cap is greater than or less than the California Standard based on the favorable direction of improvement in percentages for each individual outcome measure.

For example: The improvement factor under California Standards set by the state for this measure is 1.042. The Floor under the National Standard is 1.042 and the Cap is 1.091. Sutter County has chosen to base performance goals on the California improvement factor of 1.042.

Measures are calculated based on the baseline performance of Quarter 3 of 2014; for this measure 8.8%. To obtain the Target Improvement Goal, the improvement factor is multiplied by this baseline performance.

Calculation:  $1.042 * 8.8\% = 9.2\%$

Although Sutter County's goal is to improve in this measure meeting a standard of 9.2% within five years, using an improvement factor of 1.042, Sutter County will strive to maintain at a level that meets or exceeds the national standard.

Focus efforts on permanence for children that are in care for more than 18 months, and more than three years.

- In collaboration with Sutter-Yuba Mental Health continue to identify areas to enhance service integration that would lead to positive client outcomes as required by Pathways to Mental Health (formerly known as Katie A).
- Explore development of expanded services aimed to lessen placement instability and promote permanency.

The use of these strategies is designed to promote permanence for those youth who have been in care the longest by increasing placement stability and access to mental health services that can promote the longevity of placements and therefore the likelihood of the youth exiting to permanency in the form of adoption or legal guardianship. A Literature Review of Achieving Permanency for Children: Time Adoption Practices in Child Welfare Services<sup>1</sup> identifies concurrent planning as an effective method in supporting timely permanency for

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<sup>1</sup> A Literature Review of Achieving Permanency for Children: Time Adoption Practices in Child Welfare Services. Prepared by Holly Hatton, M.S., and Susan Brook, M.S.W., January 2009.

children. Sutter County has set goals related to the continuing concurrent planning for these youth in long term foster care, and the continued collaboration between Sutter County and State Adoptions in re-evaluating the appropriateness of permanency for each individual youth on a regular basis.

To support the county's efforts toward helping youth find permanency within 12 months, funding is dedicated to helping older youth identify prospective permanent homes. Adoption Promotion and Support Services are provided by Sutter County Child Welfare and funded by Promoting Safe and Stable Families (PSSF) monies received through the state Office of Child Abuse Prevention. The Adoption Promotion and Support Service targets youth age 12 and over and engages them in a process through which to identify caring adults in their lives who may or may not have been previously known to us. Using the "three houses" technique, children are guided to talk about the people in their lives, past and present with whom they felt connected and safe. Specially trained staff members meet with the youth to gather information, and often learn information through the process that has previously not been accessible to the child's case-carrying social worker. This exploration is an effort to uncover potential adoptive homes as well as to help the youth consider all their options for permanency. Older youth can sometimes be ambivalent about seeking permanency with a family other than their family of origin, and feel disloyal to their birth parents if they express a desire or openness to be adopted. These feelings are explored and normalized with the youth while helping them to identify safe adults in their lives. The information learned through this strategy/family finding technique is provided to the case-carrying social worker for the purpose of establishing connections for the child.

#### **P4: Re-entry into Foster Care in 12 Months**

The new federal standard P4: Re-Entry into Foster Care in 12 Months was formerly identified as C1.4 Re-Entry following reunification. Changes from the former C1.4 measure to the new P4: Re-entry into Foster Care in 12 Months are that the new measure represents an entry cohort (denominator includes all children who enter care during the year and exit within 12 months) vs. the old measure which included all children who exit during the year. The new measure also includes reunification and guardianship vs. the old measure that included reunification only. This data outcome considers of all children who enter foster care in a 12-month period and are discharged within 12 months to reunification or guardianship, the percentage who re-entered foster care within 12 months of their date of discharge.

Sutter County has historically not met the national standard of performing below 8.3%. During the baseline period for the CSA, and the SIP, Quarter 3 of 2014, Sutter County's performance was 14.3%. Sutter County is exceeding the national standard at 8% for Quarter 2 of 2015.

It should be noted that as the number of cases meeting this criteria over the past three years has seldom exceeded 40, each individual case has a significantly greater (proportionate) impact on the outcome of the measure as demonstrated below.

For example, In Quarter 2 of 2014, Sutter County had 25 children meeting the criteria for this measure and of those 25 children, 7 children re-entered foster care within 12 months generating a performance level of 28%. During the baseline period, Quarter 3 of 2014, Sutter County had 21 children meeting the criteria for this measure and of those 21 children, 3 children re-entered foster care within 12 months generating a baseline performance level of 14.3% in this measure. Although there were 4 less children counted in this measure, 4 less

children also re-entered foster care within 12 months creating a significant improvement of 13.7% in performance between the two outcomes.

Furthermore, as success is achieved in other outcome measures, there are fewer children to enter the measure, fewer children to exit this measure, and therefore the ability to achieve a positive trend becomes more difficult but may also be indicative of success in other companion measures such as P1: Permanency in 12 Months (Entering Foster Care), P3: Permanency in 12 Months (24+ months), and P5: Placement Stability.

#### **METHODOLOGY:**

The improvement factor on a given measure is set at the state level, and is calculated based on statewide performance (sampled from several time periods) for the outcome in question. This improvement factor is considered a California Standard. The state also sets a Floor and Cap for each improvement factor under National Standards. The Floor is equal to, less than, or greater than the California Standard and the Cap is greater than or less than the California Standard based on the favorable direction of improvement in percentages for each individual outcome measure.

For example: The improvement factor under California Standards set by the state for this measure is 0.867. The Floor under the National Standard is 0.891 and the Cap is 0.834. Sutter County has chosen to base performance goals on an improvement factor of 0.891.

Measures are calculated based on the baseline performance of Quarter 3 of 2014; for this measure 14.3%. To obtain the Target Improvement Goal, the improvement factor is multiplied by this baseline performance.

Calculation:  $0.891 * 14.3\% = 12.7\%$

Although Sutter County's goal is to improve in this measure meeting a standard of 12.7% within five years, using an improvement factor of 0.891, Sutter County will strive to perform at a level that meets or exceeds the national standard.

Through the CSA and C-CFSR processes Stakeholders identified re-entry to be a persistent challenge in Sutter County. CWS involvement can, at times increase stress in the families who do not fully engage in the services and support being offered by Sutter County CWS during the crucial early period of a case thus allowing this involvement to further escalate chronic issues in the home such as cycles of domestic violence, substance abuse, and mental health issues. Re-referrals may be due to "more eyes" on the family after receiving initial CWS services and may lead to re-entry. Due to the severity of domestic violence and drug and alcohol abuse in some families, social workers may have to return to homes after reunification and remove the children despite careful safety planning and aftercare plans. According to A Literature Review of Promising Practices: Preventing Re-entry into the Child Welfare System<sup>2</sup>, poor parenting skills, inadequate housing, low poverty status, and lack of social supports, poor mental health and child behavioral problems as characteristics related to increased risk for re-entry into the child welfare system.

Sutter County has identified the following strategies as ways to improve the outcome measure of Re-Entry into Foster Care in 12 Months and attain the set goal:

- Expand implementation of Safety Organized Practice (SOP) family engagement model.
- Improve Utilization of Icebreaker Meetings (first meeting between birth parent/foster parent) to increase collaboration between the foster parent and birth parent.

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<sup>2</sup> A Literature Review of Promising Practices: Preventing Re-entry into the Child Welfare System. Prepared by Holly Hatton, M.S., and Susan Brook, M.S.W., November 2008.

- Explore development of expanded community support services targeted for family reunification.
- In collaboration with Sutter-Yuba Mental Health continue to identify areas to enhance service integration that would lead to positive client outcomes as required by Pathways to Mental Health (formerly known as Katie A).

The use of these strategies is designed to help promote the well-being of the entire family unit in order to maintain the family unit together indefinitely after reunification. According to a Literature Review of Promising Practices: Preventing Re-entry into the Child Welfare System, pre-planning post reunification services, which helps to ensure that services are available and accessible, is essential for preventing re-entry into foster care. Safety Organized Practices are designed to engage parents and involve them in the development and completion of their own success in order to make substantial changes that will be lasting, and to plan ahead for a successful future for themselves and their families. These strategies identify the need for families to continue to be connected to community resources and support post-reunification, and for the whole family unit, including children and youth, to receive comprehensive mental health services to address the issues that brought the family to the attention of the CWS.

#### **P5: Placement Stability**

The new federal standard P5: Placement Stability was formerly identified as C4.1 Placement Stability (8 days to 12 months), C4.2 Placement Stability (12-23 Months in care), and C4.3 Placement Stability (24 Months in care). Changes from the former C4.1, C4.2, and C4.3 measures to the new P5: Placement Stability are that the new measure represents an entry

cohort vs. all children in care for less than 12 months in addition to controlling time in care by constructing a moves per placement day measure vs. the number of moves per child. The new measure also accurately accounts for the actual number of moves vs. the prior “2 or more” indicator. This data outcome considers all children who enter foster care in a 12-month period and the rate of placement moves per 1,000 days of foster care. The following calculation is used to determine the number of placement moves per 1,000 days for all children entering foster care during a 12-month period: Total number of placement moves/Total days in care \* 1,000.

During the baseline period for the CSA, and the SIP, Quarter 3 of 2014, Sutter County’s performance was 4.59 placement moves per 1,000 days in care for all children entering foster care during the measured period (41 placement moves/8,918 total days in care = 0.00459 \* 1,000 = 4.59). Sutter County last met the national standard of performing below 4.12 during Quarter 4 of 2012, when performing at a rate of 3.83 placement moves per 1,000 days.

It should be noted that as with other outcome measures, the fewer number of cases meeting this criteria, the greater (proportionate) impact each individual case has on the outcome of the measure as demonstrated below.

For example, In Quarter 4 of 2014, Sutter County children in placement experienced 55 placement moves for 8,889 total days in care generating a performance level of 6.18 for this measure. During the baseline period, Quarter 3 of 2014, Sutter County children in placement experienced 41 placement moves for 8,918 total days in care generating a baseline performance level of 4.59 in this measure. This was a significant improvement of 1.59 less placement moves per 1,000 days between the two quarters. There was only a difference of 29 total days in care between the two quarters, but 14 less placement moves for children in

placement. This reduction in placement moves is likely due to fewer children in placement but can also be attributed to success in other outcome measures as described below.

The performance in companion measures such as P1: Permanency in 12 Months (Entering Foster Care), P3: Permanency in 12 Months (24+ Months), and P4: Re-entry into Foster Care in 12 Months can have a direct correlation with the performance in this measure as the number of children exiting and entering care changes.

#### **METHODOLOGY:**

The improvement factor on a given measure is set at the state level, and is calculated based on statewide performance (sampled from several time periods) for the outcome in question. This improvement factor is considered a California Standard. The state also sets a Floor and Cap for each improvement factor under National Standards. The Floor is equal to, less than, or greater than the California Standard and the Cap is greater than or less than the California Standard based on the favorable direction of improvement in percentages for each individual outcome measure.

For example: There was no improvement factor set under California Standards for this measure as the overall performance for California was met. The Floor under the National Standard is 0.959 and the Cap is 0.904. Sutter County has chosen to base performance goals on an improvement factor of 0.959.

Measures are calculated based on the baseline performance of Quarter 3 of 2014; for this measure 4.59. To obtain the Target Improvement Goal, the improvement factor is multiplied by this baseline performance.

Calculation:  $0.959 * 4.59 = 4.4$

Although Sutter County's goal is to improve in this measure meeting a standard of 4.4 within five years, using an improvement factor of 0.959, Sutter County will strive to perform at a level that meets or exceeds the national standard.

Sutter County selected Placement Stability as the area of focus for the C-CFSR Peer Review. Through the Peer Review process, stakeholders identified several systemic challenges in the stability of children in placement including a lack of local homes or information about the homes to perform better placement matching, the inability to provide more detailed information about the youth prior to placement a lack of training and understanding by foster parents of the needs of children experiencing trauma and how to respond to their behaviors, premature reunification extensive service demands of youth causing a strain on the foster parent, distance between placement, school, visitation, and services, a delay in accessing Mental Health services or the breakdown in communication about the status once the referral is made, children not meeting criteria for mental health services when not in crisis, and a lack of psychiatric emergency services for children statewide.

Sutter County has identified the following strategies as ways to improve the outcome measure of Re-Entry into Foster Care in 12 Months and attain the set goal:

- Improve Utilization of Icebreaker Meetings (first meeting between birth parent/foster parent) to increase collaboration between the foster parent and birth parent.
- In collaboration with Sutter-Yuba Mental Health continue to identify areas to enhance service integration that would lead to positive client outcomes as required by Pathways to Mental Health (formerly known as Katie A).
- Explore development of expanded services aimed to lessen placement instability and promote permanency.

The use of these strategies is designed to help promote the preparedness and commitment of foster parents and caregivers and to ensure that children and youth in foster care receive adequate services to meet their needs related to past trauma. According to a Literature Review of Placement Stability in Child Welfare Services, prepared by The Center for Human Services at The University of California, Davis, offering caregiver training, child and caregiver training, placement specific services, and child specific services, are effective in lessening placement instability<sup>3</sup>. The review also states that child behavioral and mental health is a leading factor in placement instability and notes that behavioral problems are a common reason that foster parents request the removal of a child from their care. The review presents that offering child specific mental health treatment is an effective tool in lessening placement instability Sutter County identifies that providing the foster parents and the child or youth who is in placement with resources and services to meet the child's individual needs is one key to placement stability and that the stability of placement for children is an integral piece of the child's successful outcome from the foster care system.

### **PROBATION**

Over the past decade Probation has continued to reduce the number of youth in out of home care. The past five years has shown a reduction to approximately five youth in placement to currently one youth in placement. However, due to this reduction, the outcome data is not representative of the population and efforts with youth. Therefore, outcomes needing improvement were selected for probation based on not only Sutter County's performance

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<sup>3</sup> A Literature Review of Placement Stability in Child Welfare Service: Issues, Concerns, Outcomes and Future Directions. Prepared by The University of California, Davis, Extension, The Center for Human Services, August 2008.

against standards, but also findings from the CSA process, Peer Review, and Stakeholders Meeting. Probation will continue with the mission to provide preventative services to youth and families for those youth at imminent risk of removal to maintain the youth in the home.

For those youth that require removal from the home for safety of themselves and/or others Probation is dedicated to locating appropriate guardianships; non-related extended family members; foster homes; and/or group homes to meet the specific needs of the youth. Because Probation has been able to reduce the number of youth in placement through preventative services, those youth that are removed from their home typically have significant mental health issues; safety concerns (sex offenders); and/or no family members able/willing/present to care for them.

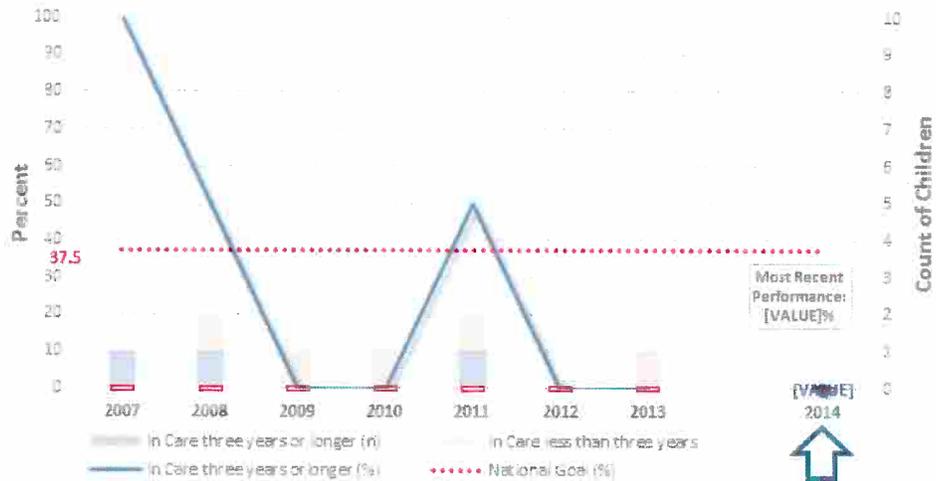
Throughout the County Self-Assessment process, Probation identified several areas of focus to improve outcomes overall, as well as to maintain best practices already adapted, and maintain adherence to legal mandates.

The following Federal Standards and Systemic Factors were selected for the SIP outcome measures and improvement goals:

**P1: Permanency in 12 Months (Entering Foster Care)**

The new Federal Standard of P1: Permanency in 12 Months (Entering Foster Care) was formerly identified as C1.3 Reunification within 12 months. For Quarter 3 of 2014, Probation was in compliance with the Federal Standard for P1: Permanency in 12 Months (Entering Foster Care) (>40.5%), at the time, there was only one youth in placement, our baseline being 50.0%. Probation does not meet this standard consistently due to the characteristics of youth placed including age, significant mental health issues, lack of available family, and being a safety risk to

themselves or others. Probation typically deals with youth that are much older; therefore, the depth of trauma and interpersonal problems are highly prevalent leading to longer stays in treatment. Further, if the youth is a sex offender, the treatment will usually take longer than the 12 month mark, as the youth typically presents with a complex array of issues in addition to the underlying sexual offense. Unfortunately, there are times Probation has youth in care for at least 24 months due to their risk to the community. This is particularly relevant for sex offense cases where the youth has victimized a sibling and cannot return home. The youth's risk to reoffend may be such that they cannot return to the community for a lengthy period of time. Further, family members and foster parents tend to be reluctant to take on such a youth based on their history and risk to reoffend. Another component issue is that many of our placed youth show symptomology consistent with personality disorders such as Anti-Social Personality, which as a youth is usually diagnosed as Conduct Disorder. These traits, unfortunately, make it difficult to maintain placement stability for a youth and may result in the youth terminating from one placement and moving onto another. Subsequently, it then hinders the therapeutic process which extends/prolongs the youth staying in foster care.



**RATIONALE FOR PRIORITIZATION OF EXITS TO PERMANENCY**

These outcomes are challenging, probation youth carry a stigma and many family members/foster care providers are reluctant to take them in due to their behavior. Further, their behaviors can push others away making it difficult to create meaningful, lasting relationships with others; thus, making it difficult to engage in natural communities.

There is a need for more extensive training in permanency overall. With Continuum of Care Reform (CCR), the entire field of out-of-home care will be evolving quickly, and Probation will be re-focusing efforts on permanency. Continued training will aid in the move toward CCR and the use of Resource Families. This leads to continued training in Family Finding; which will play a key role in utilizing Resource Families and the new CCR Resource Family Approval (RFA) process.

A significant gap in services has been noted for parents and families of youth in out-of-home care. The group home a youth is housed in may provide many services for the youth;

however, the family lacks services to reintegrate the youth back into the home, thus setting up the youth for re-entry into the placement system. Probation will continue to provide the following evidence-based and best practice prevention and intervention services in-house to meet the needs of youth and families: Functional Family Therapy, Cognitive Behavioral Therapy for Substance Abusing Adolescents, Forward Thinking Journaling (via Change Companies curriculum), Seeking Safety, Parent Project, and Gang Resistance and Education Training. Probation will also continue to train probation officers and intervention staff in utilizing Motivational Interviewing with youth, their families, and service providers. Within the community, Probation will continue to refer youth and parents to Strengthening Families, Nurtured Heart, mental health, wraparound services, prevention/intervention services, and various programs for adult counseling/therapy. Probation will continue to seek out and develop services for parents and families. It is also hoped the service gap will narrow with CCR and the new requirement of group home care providing after-care/transition services to the youth and their families. This will play a pivotal role in the success rate of youth transitioning out of foster care. It is hoped with the already pre-existing relationship the youth has with the foster care provider, he/she will feel supported, guided, and as if they have a meaningful pro social adult/provider in their life helping them during the stressful time of transition. The service provider will be able to continue working with the youth and help troubleshoot areas such as: housing, education, finance, employment, cooking, building resumes, and health. The relationship between the provider and youth will not come to a halt once the youth leaves the program, instead the provider will be able to see the relationship through, following the core principles of CCR.

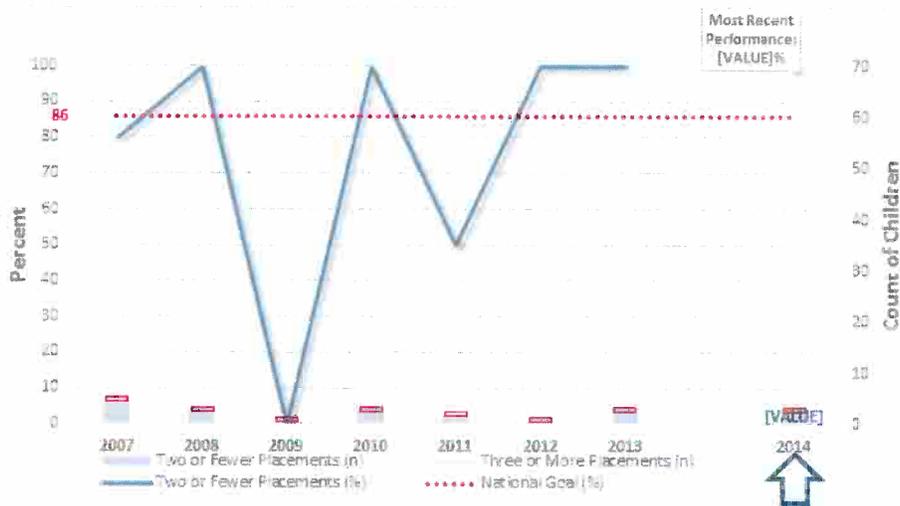
To improve this outcome, Probation will not only put efforts into reunification with family by providing appropriate services to the youth and family, but also prepare those youth that will not reunify for independent living.

#### **IMPROVEMENT TARGETS OR GOALS**

Probation's performance for the SIP baseline on these measures for Quarter 3 2014 was 50.0%. Currently, P1: Permanency in 12 Months (Entering Foster Care) is at 33.3%, slightly below the National Standard; however this is based on only one youth in care. The goal is to meet or exceed the National Standard for P1: Permanency in 12 Months (Entering Foster Care). The overall goal will be to reduce the number of months youth are in congregate care to increase permanency. Although, Probation may not meet the National Standard due to the complexity of youth placed, a reduction in the amount of months in care is considered success. Probation will regularly review and monitor several resources, including Probation's internal case management system, CWS/CMS, University of California Berkeley's Dynamic Reporting System, and SafeMeasures to evaluate data and outcomes for measurement of success.

#### **P5: Placement Stability**

The new Federal Standard of P5: Placement Stability was formerly identified as C4.1 Placement Stability (8 days to 12 months). For Quarter 3 2014, Probation was in compliance with the National Standard of <4.12 with 4.02. Currently with new National Standards <4.12, Probation is in compliance at 0.



#### RATIONALE FOR PRIORITIZATION OF PLACEMENT STABILITY

Use of psychological evaluations and thorough interviews with group home facilities have been instrumental in matching youth with placements based on the youth's needs and the facility's services provided. That said, it has been a concern over the past several years that placement stability may become an issue based on high turnover of mental health therapists and other staff at group homes, as well as group homes closing due to internal issues. More than one of the group homes Probation has used with great success in recent years has closed. Further with CCR, it is unknown which group homes will be eventually transitioned to Short Term Residential Treatment Centers (STRTC) and which will not. Although Probation is currently meeting this standard, it is anticipated there may be hurdles to come.

To minimize the disruption to youth, Probation will continue to evaluate group home facilities to match youth with placements. Further, the Peer Review process recommended Probation attend the Northern California Placement Committee meetings to aid in identifying placement programs and developing a network of support regarding placement issues.

Probation will also focus on training and implementation of the Resource Family Approval (RFA) process. Probation has been gaining momentum in locating potential guardians for Youth and the RFA process will need to be understood and implemented as Probation moves toward potential foster families for delinquent youth. This will include ongoing training and education for not only probation, but also for RFA participants and parents of youth.

Probation will regularly review and monitor several resources, including Probation's internal case management system, CWS/CMS, University of California Berkeley's Dynamic Reporting System, and SafeMeasures to evaluate data and outcomes for measurement of number of placements.

#### **IMPROVEMENT TARGETS OR GOALS**

Probation's performance for the SIP baseline on these measures for Quarter 3 2014 was 4.02. Currently, P5: Placement Stability is at 0, better than the National Standard. The goal is to meet or exceed the National Standard for P5: Placement Stability.

#### **RATIONALE FOR SYSTEMIC FACTOR- MENTAL HEALTH**

Youth placed through probation have a high occurrence of mental health issues and/or co-occurring issues. This is an ongoing concern from the previous SIP Report and Probation will continue to need to address these issues moving forward. Using psychological evaluations to determine precise needs of youth and then matching those needs to appropriate group homes is imperative in addressing underlying mental health and substance use disorders. Without stabilizing these factors, the youth's stay in congregate care could be extended to the detriment of the youth and the family.

## **IMPROVEMENT TARGETS OR GOALS**

Continue to provide psychological evaluations for youth with mental health and co-occurring disorders to match the needs of youth with group home placement.

## **RATIONALE FOR SYSTEMIC FACTOR- CHILDREN TRANSITIONING TO SELF-SUFFICIENT ADULTHOOD (AB12)**

Although currently Probation does not have any eligible AB12 Youth, the AB12 mandates and processes are continually evolving. Probation appreciates the value of AB12 services and has made implementation of AB12 and the changing mandates a priority in past years, including in the previous SIP Report. In the past Probation's implementation of AB12 has been successful; however much time has passed since our last AB12 eligible youth participated. Since that time new mandates have been issued and Probation will need to incorporate and implement all mandated changes into our current implementation plan. Probation will continue the training and implementation of new AB12 mandates in the current SIP by attending trainings hosted by the UC Davis Resource Center for Family Focused Practice and by attending the Probation Advisory Committee meetings, where new legislation is discussed and implementation strategies are shared among probation departments state-wide.. It is Probation's goal to see those youth that will transition out of care with an emphasis on living independently be given all the tools for success. Fully implementing AB12 and incorporating all new mandates will better this success.

Probation will maintain internal tracking of trainings attended and regularly assess training attendance/needs at regularly administrative meetings.

## **IMPROVEMENT TARGETS OR GOALS**

Train and implement all factors of AB12 to meet youth needs and all legal mandates.

## **PRIORITIZATION OF DIRECT SERVICE NEEDS**

The county receives federal Community Based Child Abuse Prevention (CBCAP) and state Child Abuse Prevention Intervention and Treatment (CAPIT) funds, which are combined with funds from the County Children's Trust Fund (CCTF) to support a network of local prevention and intervention efforts. These efforts must align with the needs identified by the community. Sutter County Welfare & Social Services is the entity designated by the county Board of Supervisors to distribute and account for CBCAP, CAPIT, CCTF, and Promoting Safe and Stable Families (PSSF) funds allocated to Sutter County.

The Sutter County Self-Assessment generated a number of priority needs to best serve children and families in our community. To maximize benefit of CBCAP, CAPIT, and PSSF funds, they are distributed to direct service provider agencies through a Request for Proposals. Proposals are evaluated by the Sutter County Child Abuse Prevention Council and recommendations for funding made to the county Board of Supervisors. Community based, non-profit organizations receive priority funding, with only a small portion of PSSF being retained by the county Welfare & Social Services Division to provide Adoption Promotion and Support Services, to meet the 20% requirement described in PSSF funding guidelines.

PSSF: Limited term family reunification services, family support services, and family preservation services are funded by PSSF dollars. Child welfare provides adoption promotion and support services. For the past several years, three program areas required by PSSF have

been delivered through a Memorandum of Agreement with the Salvation Army who provides an array of programs and services including The Depot crisis services.

CBCAP: Community Based Child Abuse Prevention funds have been used for the past several years to fund non-profit organizations that provide child abuse prevention services in the form of counseling to at-risk families. Funds have recently supported services delivered through Family Soup, a Family Resource Center that specializes in services to children with developmental challenges and their families. The need for specialized services to families with special needs children has been articulated by those attending focus groups and our CSA convening. Family Soup services include evidence-based practices which has contributed to the decision to fund this program.

CAPIT: Child Abuse Prevention Intervention and Treatment dollars have been granted in recent years to provide counseling services to families in crisis through the community's shelter program, Casa de Esperanza, for victims of domestic violence. This agency has offered child abuse prevention services through child abuse awareness campaigns, counseling, and crisis service to victims and those at risk. There is great risk to children in domestic violence situations and this, as well as the need for services in this area, is established in our CSA. The services funded include evidence-based practices which have contributed to the decision to fund this program.

Each of these child abuse prevention activities have been identified in the County Self-Assessment as priority needs for Sutter County. Each year, program services are evaluated and reviewed against the needs, and the efficacy of the programs to ensure the best use of these monies to serve Sutter County children.

## Child Welfare/Probation Placement Initiatives

### CWS

#### **Katie A. v Bonta**

Katie A v. Bonta (now known as Pathways to Mental Health) refers to a class action lawsuit filed in Federal District Court in 2002 concerning the availability of intensive mental health services to children in California who are either in foster care or at imminent risk of coming into care. A settlement agreement was reached in the case in December 2011. Child welfare and mental health leaders from state and local levels are working together to establish a sustainable framework for the provision of an array of services that occur in community settings and in a coordinated manner. As part of this agreement, the California Department of Social Services (CDSS) and the California Department of Health Care Services (DHCS) agreed to take specific actions that will strengthen California’s child welfare and mental health systems with objectives that include:

- Facilitating the provision with an array of services delivered in a coordinated, comprehensive, community-based fashion that combines service access, planning, delivery, and transition into a coherent and all-inclusive approach, which is referred to as the Core Practice Model (CPM).
- Addressing the need of some class members with more intensive needs (referred to as “subclass members”) to receive medically necessary mental health services in their own

home or family setting in order to facilitate reunification and meet their needs for safety, permanence, and well-being. These more intensive services are referred to as Intensive Care Coordination (ICC), Intensive Home Based Services (IHBS), and Therapeutic Foster Care (TFC).

- Clarifying and providing guidance on state and federal laws as needed to implement the settlement agreement so that counties and providers can understand and consistently apply them.

Within Sutter County we have been working closely with our mental health partners and identifying the needs of our youth both in foster care and in the home. Sutter County already has a Wraparound program which serves our dependent children and wards. Further, we have an extensive System of Care for children that provides services to both children and families in placement and in the home.

Sutter County has also looked at mental health screening tools for our children and has also worked closely with our partners in mental health to assess the efficacy of these tools. We have strategized through workgroups to implement a screening tool process and procedure at various points of the case and to document findings and outcomes in our Child Welfare Services/Case Management System (CWS/CMS). We have implemented the Mental Health Screening Tool (MHST) which is utilized by our social workers to promptly identify potential mental health issues in children and refer them for services. This information is reported to the court and the outcome of the screening tool provides important data to our mental health clinician for mental health assessments.

### **Continuum of Care Reform (AB403)**

AB 403 is a comprehensive reform effort to make sure that youth in foster care have their day-to-day physical, mental, and emotional needs met; that they have the greatest chance to grow up in permanent and supportive homes; and that they have the opportunity to grow into self-sufficient, successful adults.

AB 403 addresses these issues by giving families who provide foster care, now known as resource families, with targeted training and support so that they are better prepared to care for youth living with them. The bill also advances California's long-standing goal to move away from the use of long-term group home care by increasing youth placement in family settings and by transforming existing group home care into places where youth who are not ready to live with families can receive short term, intensive treatment. The measure creates a timeline to implement this shift in placement options and related performance measures.

"Continuum of care" refers to the spectrum of care settings for youth in foster care, from the least restrictive and least service-intensive (for instance, a placement with an individual foster family or an extended family member) to the most restrictive and most service-intensive (for instance, a group home with required participation in mental health treatment and limits on when the youth can leave the facility).

### **Components of AB403**

To better meet the needs of youth in foster care and to promote positive outcomes for those youth as they transition out of foster care, AB 403 implements the following policy changes:

- Updates the assessment process so that the first out-of-home placement is the right one.

- Establishes core services and supports for foster youth, their families, and resource families;
- Strengthens training and qualifications for resource families providing care to foster youth and congregate care facility staff;
- To the extent that the children are provided needed services and support, transitions children from congregate care into home-based family care with resource families;
- Transforms group homes into a new category of congregate care facility defined as Short-Term Residential Treatment Centers (STRTCs);
- Revises the foster care rate structure;
- Requires STRTCs and treatment foster family agencies to be certified by counties through their mental health plans;
- Evaluates provider performance.

### **Congregate Care Reform (AB74)**

With the emphasis that children and families are best served when children are placed in committed, permanent, and nurturing families, CDSS began working with stakeholders to review congregate care in September 2012. The outcome of this review brought about the need to review children in group home care for a cumulative period/period of more than one year along with those children who are in group home care under the age of 12. Sutter County already has a number of Multi-Disciplinary Team (MDT) groups in place that meet regularly to review these children. Using our MDT groups such as Family Assistance Service Team (FAST) and SuperFAST, Sutter County Child Welfare and Probation thoroughly review our group home

placements with a team of professionals and create plans to transition into lower levels of care which resemble more family like settings. Sutter County is committed to continued efforts in this area to step down children from group home settings.

Sutter County was recently approved a small allocation for Foster and Relative Caregiver Recruitment, Retention and Support to build capacity for Sutter County licensed foster homes. Plans include increasing staff support to foster homes, and increasing support to foster families through education and training. These efforts, combined with the strategies outlined throughout this plan are expected to positively impact the target goals for this SIP period.

A direct effect on outcome measures such as placement stability, reunification and permanency, and with the support of funding streams such as the Foster and Relative Caregiver Recruitment, Retention and Support Plan funding from CDSS, Sutter County will have an opportunity to create strategies to affect positive outcomes for children.

### **AB 12/Non-minor Dependents**

AB12 - Services to Non Minor Dependents (NMDs). There are several social workers who have advanced knowledge and training in this area and are readily available to assist others with placement types and court related issues. We have had an increase in young adults eligible for this program and re-entering as NMDs.

### **Credit Reports**

Probation and Child Welfare continue to the implement California Senate Bill No. 1521 (Chapter 847, Statutes of 2012), which amends W&IC section 10618.6 to comply with federal law. It requires the County Welfare Department and County Probation Department, or the

California Department of Social Services (CDSS) (if an electronic batch request process is available), to request a credit report from each of the three Credit Reporting Agencies annually on behalf of each youth in foster care, aged 14 and 17, while under court jurisdiction. It also requires the county agency to assist Non-Minor Dependents (NMD) in requesting the three credit reports and to ensure the minor youth and NMDs receive assistance in interpreting and resolving any inaccuracies in their credit reports. Probation has created accounts with all three credit reporting agencies to implement SB1521. Further, Probation continues to implement AB12 and encourage placement youth to embrace the opportunities AB12 provides.

## **Other Initiatives**

### *Qualitative Case Review*

The Children’s Bureau of the Administration for Children and Families issued information to the state to implement a case review process with the goal of strengthening states’ quality assurance processes through the model of continuous quality improvement (CQI).

In early 2014 CDSS convened a state/county workgroup including county child welfare and probation staff to discuss the new federal requirements and the state’s future case review process. Several counties were involved in a pilot project; CalSWEC and Regional Training Academies (RTAs) developed a formal training curriculum and process guide for conducting case reviews in the counties.

The implementation of the qualitative case review process for CWS by child welfare and probation agencies has also been an additional means to strengthen the quality assurance process through the model of continuous quality improvement (CQI) as a statewide process.

Sutter County Child Welfare has two staff members who have successfully participated in and completed training and have become certified case reviewers.

### PROBATION

Probation is excited about the upcoming changes put into motion through the Continuum of Care Reform. It will be a lengthy process to train, create internal processes, and implement mandates in regards to CCR and the Resource Family Approval process; however, it aligns with Probation's mission and vision for placement and Probation's move toward Family Finding and placing minors with family and non-related extended family members (NREFM). It is anticipated that CCR will be the next step in further reducing the number of youth in placement in Sutter County, as well as throughout the state.

Probation continues to train and implement changes to the Extended Foster Care Youth (AB12) program. Although Probation currently does not have any AB12 eligible youth, we are committed to maintaining training on all new mandates to be ready to go when a youth becomes eligible for the program. Probation sees the benefit to eligible youth and encourages them to participate in the program to support their transition to adulthood and set them up for success.

Probation recently sent a Supervising Probation Officer (SPO) to the Federal Case Review training, and that SPO was recently congratulated on successfully passing the training by the California Department of Social Services (CDSS). Probation is on board and committed to aiding CWS in the Federal Case Review process when needed.

As stated above, Probation continues to implement California Senate Bill No. 1521, running Credit Reports for youth in foster care and assisting them in interpreting and resolving any inaccuracies in their credit reports.

# California - Child and Family Services Review

## **ATTACHMENT A**

### **CFSR 3 FEDERAL DATA MEASURES**

# CFSR 3 Federal Data Measures

CFSR 3 Federal Data Measures  
Comparison Chart  
Sutter - CWS-Q3 2014

	OLD	National Standard	Sutter County	NEW	National Standard	Sutter County	
SAFETY	S1.1 No Recurrence of Maltreatment	>94.6	93.1	S2 Recurrence of Maltreatment	<9.1	10.9	
	S1.2 No Maltreatment in FosterCare	>99.68	98.92	S1 Maltreatment in FosterCare	<8.50	5.1	
PERMANENCY	C1.3 Reunification w/in 12 months (Entry Cohort)	>48.4	36.7	P1 Permanency in 12 months (Entering FC)	>40.5%	36.50%	
	C2.5 Adoption w/in 12 months (Legally Free)	>53.7	77.2				
	C2.1 Adoption w/in 24 months	>36.6	89.2	P2 Permanency in 12 months (12-23 months)	>43.6%	73.70%	
	C2.3 Adoption w/in 12 months (17 months in Care)	>22.7	29.8				
	C2.5 Adoption w/in 12 months (Legally Free)	>53.7	85.7				
	C3.2 Exits to Permanency (legally free at exit)	>98.0	100				
	C2.1 Adoption w/in 24 months	>36.6	69.2	P3 Permanency in 12 months (24+ months)	>30.3%	8.8	
	C2.5 Adoption w/in 12 months (Legally Free)	>53.7	85.7				
	C3.1 Exits to Permanency (24 months in Care)	>29.1	17.1				
	C1.4 Re-Entry following Reunification	<9.9	11.1	P4 Re-Entry into Fostercare in 12 months	<8.3%	14.3	
	C4.1 Placement Stability (8 days to 12 months)	>86.0	82.7	P5 Placement Stability	<4.12	4.59	
	C4.2 Placement Stability (12-23 months in Care)	>65.4	62.5				
	C4.3 Placement Stability (24 months in care)	>41.8	31				
	Eliminated	C1.1 Reunification w/in 12 months (Exit Cohort)	>75.2	47.5	<i>Eliminated</i>		
		C1.2 Median Time to Reunification	<5.4 months	12.5			
C2.2 Median Time to Adoption		<27.3 months	21.4				
C2.4 Legally Free w/in 6 months (17 months in Care)		>10.9	19.4				
C3.3 In Care 3 yrs or Longer (Emancipated)		<37.5	60				

# California - Child and Family Services Review

## **ATTACHMENT B**

### **CSA STATEHOLDER MEETING ATTENDANCE**

## CSA Stakeholder Meeting Attendance

FIRST NAME	LAST NAME	REPRESENTING
Erica	Melcher	Alta Regional Center
Mike	Tablit	Camp Singer, Supervisor
Lori	Harrah	CAPC(acting as the Children's Trust Fund Commission
Lisa	Soto	CAPIT/CBCAP/PSSF administrative agency (Welfare & Social Services)
Irma	Munoz	CDSS - Off. Child Abuse Prevention
Robert	Bradshaw	CDSS - Off. Child Abuse Prevention
Lauri	Lawson	CDSS - Outcomes & Accountability
Katie	Sommerdorf	CDSS - Outcomes & Accountability
Stephanie	Cooper	Child Abuse Prevention Council
Hillary	Mason	Children's Hope FFA
Tom	Sherry	CWS Administration
Marsha	Krouse-Taylor	DV Prevention Provider
Bruce	Morton	Education
Cindy	Cox	First Steps
Heidi	Hysmith	Foster Family Agency (Children's Hope FFA)
Benjamin	Payne	Foster Family Agency (Children's Hope FFA)
Rich	Sebo	Foster Family Agency (Children's Hope FFA)
Steve	Thompson	Foster Family Agency (Environmental Alternatives FFA)
Leah	Eneix	Foster Parent Association
Diana	Adams	Foster Parent Association and Yuba College Foster Kinship Care Education
Theresa	Dove-Weber	Juvenile Hall Superintendent
Pam	Fisher	Mental Health/Substance Abuse
John	Floe	Parenting Educator & PEI Coordinator
Paula	Bataz	Parents/Consumer
Donna	Garcia	Probation Administration
Donya	Thompson	Probation Administration
Michele	Balter	Public Health Nursing
Cori	Dennhardt	State Adoptions
Hilary	Locke	State Adoptions
Navneet	Singh	Sutter County Counsel
Amerjit	Bhattal	Sutter County Health Department
Sarah	Ludwick, RN, PHN	Sutter County Health Department
Lisa	Suarez	Sutter County Health Department
Diane	Berry	Sutter Yuba Mental Health Department
Sandra	Turnbull	Sutter Yuba Mental Health Department

Chaya	Galicia	The Salvation Army
Thomas	Stambaugh	The Salvation Army
Ray	James	THP-Plus
Tonya	Rocker	Victor Community Support Services
Brian	Baker	Yuba City Police Department
Jeremy	Garcia	Yuba City Police Department
Karen	Stanis	Yuba College
Brent	Hungrige	Yuba County Probation
Susan	Blackburn	Sutter County CPS
Peggy	Breaux	Sutter County CPS
Lindsay	Dunks	Sutter County CPS
Traci	Dunlap	Sutter County CPS
Nicole	Guerra	Sutter County CPS
Kathleen	Hernandez	Sutter County CPS
Jacqueline	Howard	Sutter County CPS
Amber	Johnson	Sutter County CPS
Paula	Kearns	Sutter County CPS
Kristina	Lewis	Sutter County CPS
Carmen	Lopez	Sutter County CPS
Kimberly	Martin	Sutter County CPS
Morgan	Maxwell	Sutter County CPS
Nicole	Pannell	Sutter County CPS
David	Patrick	Sutter County CPS
Paul	Reiner	Sutter County CPS
Erica	Ruiz	Sutter County CPS
Nicole	Walters	Sutter County CPS
Ellen	Williams	Sutter County CPS
David	Clemens	Sutter County Probation
Sarah	Heine	Sutter County Probation
Lisa	Hunerlach	Sutter County Probation
Marisa	Lara	Sutter County Probation
Sandip	Rai	Sutter County Probation
Nicole	Ritner	Sutter County Probation
Kristin	Snelling	Sutter County Probation

# California - Child and Family Services Review

## **ATTACHMENT C**

### **FIVE - YEAR SIP CHART**

## 5 – YEAR SIP CHART

**Priority Outcome Measure or Systemic Factor (CWS):** P1 Permanency in 12 Months (Entering Foster Care)

**National Standard:** 40.5%

**CSA Baseline Performance:** 36.5%

**Target Improvement Goal:** The county's goal is to steadily improve Permanency in 12 Months, for children entering foster care. The county will meet a standard of 37.6% within five years, using an improvement factor of 1.031.

**Priority Outcome Measure or Systemic Factor (Probation):** P1 Permanency in 12 months (Entering FC) [Previously C1.3 – Reunification with 12 months (Entry Cohort)]

**National Standard:** >40.5%

**CSA Baseline Performance:** 50.0%

**Target Improvement Goal:** Meet or exceed the National Standard.

**Priority Outcome Measure or Systemic Factor (CWS):** P3 Permanency in 12 Months (24+ Months)

**National Standard:** 30.3%

**CSA Baseline Performance:** 8.8%

**Target Improvement Goal:** The county's goal is to steadily improve Permanency in 12 Months, for children in foster care for 24 months or more. The county will meet a standard of 9.2% within five years, using an improvement factor of 1.042.

**Priority Outcome Measure or Systemic Factor (CWS):** P4 Re-Entry to Foster Care in 12 Months

**National Standard:** 8.3%

**CSA Baseline Performance:** 14.3%

**Target Improvement Goal:** The county's goal is to steadily reduce Re-Entry to Foster Care, in 12 months. The county will meet a standard of 12.7% within five years, using an improvement factor of .891.

**Priority Outcome Measure or Systemic Factor (CWS): P5 Placement Stability**

**National Standard:** <4.12

**CSA Baseline Performance:** 4.59

**Target Improvement Goal:** The county's goal is to steadily improve Placement Stability. The county will meet a standard of 4.4 within five years, using an improvement factor of .959.

**Priority Outcome Measure or Systemic Factor (Probation): P5 – Placement Stability**

**National Standard:** <4.12

**CSA Baseline Performance:** 4.02

**Target Improvement Goal:** Meet or exceed the National Standard.

**Priority Outcome Measure or Systemic Factor (Probation): Systemic Factor – Mental Health**

**National Standard:** Not Applicable

**CSA Baseline Performance:** Not Applicable

**Target Improvement Goal:** Continue to provide psychological evaluations for youth with mental health and co-occurring disorders to match the needs of youth with group home placement.

**Priority Outcome Measure or Systemic Factor (Probation): Systemic Factor – Children Transitioning to Self-Sufficient Adulthood (AB12)**

**National Standard:** Not Applicable

**CSA Baseline Performance:** Not Applicable

**Target Improvement Goal:** Train and implement all factors of AB12 to meet youth needs and all legal mandates.

Strategy 1 (CWS): Sutter County CPS will expand implementation of the Safety Organized Practice (SOP) Family Engagement Model.	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): P1 Permanency in 12 Months (Entering Foster Care) P4 Re-Entry to Foster Care in 12 Months	
	<input checked="" type="checkbox"/> CBCAP		
	<input checked="" type="checkbox"/> PSSF		
	<input type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>
<b>A.</b> Expand SOP training to a wider array of social workers within the Department.	February 2016	February 2018	CPS Social Worker Supervisors
<b>B.</b> Utilize SOP Coaching supports to implement and fully utilize SOP.	February 2016	February 2017	CPS Program Manager CPS Social Worker Supervisors SOP Workgroup
<b>C.</b> Establish a workgroup to formalize current SOP practices, improve utilization of SOP, and to monitor implementation progress.	February 2016	January 2021	CPS Program Manager SIP Project Manager SOP Workgroup
<b>D.</b> Utilize the existing monitoring tool to report implementation and progress to CPS Program Manager. The validity of the tool will be regularly assessed, and revised as needed.	February 2016	January 2021	CPS Program Manager CPS Social Worker Supervisors SOP Workgroup

<p>E. Workgroup to report back to supervisors and manager on quarterly basis, after first year, to evaluate progress and monitor effectiveness of strategies on outcome measures P1 and P4.</p>	<p>February 2017</p>	<p>January 2021</p>	<p>CPS Program Manager  CPS Social Worker Supervisors  SOP Workgroup</p>
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Strategy 2 (CWS): Improve utilization of Icebreaker Meetings (first meeting between birth parent/foster parent) to increase collaboration between the foster parent and birth parent.	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s):  P1 Permanency in 12 Months (Entering Foster Care) P4 Re-Entry to Foster Care in 12 Months P5 Placement Stability	
	<input checked="" type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>
<b>A.</b> Establish an Icebreakers workgroup to improve utilization, to assess effectiveness, identify resource needs, and to report progress.	August 2016	January 2021	CPS Program Manager SIP Project Manager Icebreakers Workgroup
<b>B.</b> Provide on-going Icebreaker training and resources to social workers within the Department.	February 2017	January 2021	CPS Social Worker Supervisors
<b>C.</b> Improve participation by providing Foster Family Agencies, foster parents, and birth parents with information regarding the purpose and benefits of Icebreaker Meetings.	February 2017	January 2021	CPS Social Worker Supervisors Icebreakers Workgroup CPS Social Workers/Foster Case Liaison

<p><b>D.</b> CPS Supervisors will be trained to encourage and monitor usage of Icebreaker protocol.</p>	<p>February 2017</p>	<p>January 2021</p>	<p>CPS Program Manager SIP Project Manager</p>
<p><b>E.</b> Workgroup to report back to supervisors and manager on quarterly basis, after second year, to evaluate progress and monitor effectiveness of strategies on outcome measures P1, P4 and P5</p>	<p>February 2018</p>	<p>January 2021</p>	<p>CPS Social Worker Supervisors Icebreakers Workgroup CPS Social Workers/Foster Case Liaison CPS Program Manager SIP Project Manager</p>

<b>Strategy 3 (CWS):</b> Explore development of expanded community support services targeted for family reunification; foster care support	<input checked="" type="checkbox"/> CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> P1 Permanency in 12 Months (Entering Foster Care) P4 Re-Entry to Foster Care in 12 Months P5 Placement Stability	
	<input checked="" type="checkbox"/> CBCAP		
	<input checked="" type="checkbox"/> PSSF		
	<input type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>
<b>A. Establish a CPS Resource/Foster Care Liaison to improve communication and referral processes between CPS and community service providers; foster parents.</b>	February 2018	January 2021	CPS Program Manager SIP Project Manager CPS Resource/Foster Care Liaison
<b>B. Conduct on-going research to identify and become knowledgeable about available and needed community supports. Include the examination of barriers preventing connection to community supports.</b>	February 2018	January 2021	CPS Social Workers Sutter County Linkages Peer Empowerment Provider CPS Social Worker Supervisors CPS Resource/Foster Care Liaison
<b>C. Utilize the Peer Review process, Sutter County Linkages, and SOP Mapping Meetings, to assess familial utilization of community supports during family reunification cases.</b>	February 2018	January 2021	CPS Social Workers Sutter County Linkages CPS Social Worker Supervisors CPS Resource/Foster Care Liaison

<p><b>D. Review and develop process to monitor and evaluate progress and effectiveness of strategies.</b></p>	<p><b>February 2018</b></p>	<p><b>January 2021</b></p>	<p>CPS Social Workers  Sutter County Linkages  Peer Empowerment Provider  CPS Social Worker Supervisors  CPS Resource/Foster Care Liaison</p>
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<b>Strategy 4 (CWS):</b> Focus efforts on permanence for children that are in care for more than 18 months, and more than 3 years.	<input type="checkbox"/> CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> P3 Permanency in 12 Months (24+ Months)	
	<input type="checkbox"/> CBCAP		
	<input checked="" type="checkbox"/> PSSF	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input type="checkbox"/> N/A		
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>
<b>A.</b> The Permanency/Adoptions Workgroup will continue to assess the utilization and effectiveness of permanency efforts through monitoring, evaluation of policy implementation, periodic reviews and quarterly reports.	February 2016	January 2021	CPS Program Manager CPS Social Worker Supervisors Permanency/Adoptions Workgroup
<b>B.</b> CPS and State Adoptions will continue to engage in monthly staffing to monitor and ensure early concurrent planning.	February 2016	January 2021	CPS Program Manager CPS Social Worker Supervisors Permanency/Adoptions Workgroup
<b>C.</b> Utilize SafeMeasures to track foster youth that have been in care for more than 18 months and more than 3 years.	February 2016	January 2021	CPS Program Manager CPS Social Worker Supervisors Permanency/Adoptions Workgroup
<b>D.</b> Expand Family Finding Efforts with youth in care based on information from Strategy 6 (Action Step D)	February 2016	January 2021	CPS Social Worker/CPS resource liaison

<p><b>E. Permanency/Adoptions Workgroup</b>  review permanency data and develop  process to evaluate and monitor  effectiveness of strategies.</p>	<p>February 2017</p>	<p>January 2021</p>	<p>CPS Program Manager  CPS Social Worker Supervisors  Permanency/Adoptions Workgroup  CPS Social Worker/CPS resource liaison</p>
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<b>Strategy 5 (CWS):</b> In collaboration with Sutter-Yuba Mental Health, the county will implement the requirements of the Katie A settlement, continue to identify areas where service integration would lead to positive client outcomes.	<input checked="" type="checkbox"/> CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> P1 Permanency in 12 Months (Entering Foster Care) P3 Permanency in 12 Months (24+ Months) P4 Re-Entry to Foster Care in 12 Months P5 Placement Stability	
	<input checked="" type="checkbox"/> CBCAP		
	<input checked="" type="checkbox"/> PSSF		
	<input type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>
<b>A.</b> Continue to advance partnership between mental health (Children System of Care and Wraparound) and Child Welfare, to maintain a coordinated services delivery system for children, youth and families served by both agencies to include services assessment and delivery of specialty mental health services when identified as a need.	February 2016	January 2021	CPS Program Manager MH Program Managers CPS Resource Liaison/foster care liaison
<b>B.</b> CPS Supervisors will continue to monitor Social Worker utilization of the Mental Health Screening/Referral procedures.	February 2016	January 2021	CPS Social Worker Supervisors
<b>C.</b> Social Workers will be provided with on-going training to ensure utilization of the Mental Health Screening/Referral procedures.	February 2016	January 2021	CPS Social Worker Supervisors

<b>D. Review current and projected mental health needs of children in care.</b>	February 2016	January 2021	CPS/Mental Health staff collaborative
<b>E. Review and develop processes to evaluate and monitor mental health needs of children are being met.</b>	February 2017	January 2021	CPS Program Manager MH Program Managers CPS Resource Liaison/foster care liaison

Strategy 6 (CWS): Explore development of expanded services aimed to lessen placement instability and promote permanency.	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): P3 Permanency in 12 Months (24+ Months) P5 Placement Stability	
	<input checked="" type="checkbox"/> CBCAP		
	<input checked="" type="checkbox"/> PSSF		
	<input type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>
<b>A.</b> The county will research models and practices related to treatment foster care, and assess for local implementation.	February 2017	January 2021	Permanency/Adoptions Workgroup CPS Social Worker Supervisors Mental Health Staff
<b>B.</b> Conduct on-going research to identify available and needed placement specific and child specific services (i.e. training, foster family counseling, recreational programming, support groups, and behavioral supports).	February 2017	January 2021	Permanency/Adoptions Workgroup CPS Social Worker Supervisors Foster Care Liaison/CPS Resource Liaison
<b>C.</b> Explore options for providing increased relative placement supports (i.e. respite, and transportation assistance).	February 2017	February 2018	Permanency/Adoptions Workgroup CPS Social Worker Supervisors

<p><b>D. Explore how other counties have improved Family Finding Efforts and provide recommendations to division leadership to strategize process changes.</b></p>	<p>February 2016</p>	<p>February 2017</p>	<p>SIP Project Manager  Permanency/Adoptions Workgroup  Foster Care/CPS Resource Liaison</p>
<p><b>E. Develop a process to monitor implementation of Family Finding Efforts</b></p>	<p>February 2017</p>	<p>January 2021</p>	<p>SIP Project Manager  Permanency/Adoptions Workgroup  Foster Care/CPS Resource Liaison</p>

Strategy 1 (Probation): To decrease the amount of time a minor remains in congregate care.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): P1 Permanency in 12 months (Entering FC)	
	<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 Date:	Person Responsible:
A. Further train staff in Family Finding processes and procedures.	January 2016	December 2016	Supervising Probation Officer and Placement Officer
B. Integrating Family Finding tools for those minors who are in need of guardians, besides biological parent(s).	January 2016	January 2021	Supervising Probation Officer and Placement Officer
C. Utilize specialized psychological assessment and testing measures for those minors who require more highly specialized treatment prior to placement. These minors include those who are in sex offender treatment programs and those who suffer from mental health disorders. The assessments have allowed Probation and the Court to determine appropriate placements and treatment for such minors	January 2016	January 2021	Supervising Probation Officer

and have successfully aided in the rehabilitation of minors.			
<b>D.</b> Assessing all viable placements according to the youth's needs, i.e. treatment services are aligned with the foster care goal of the youth.	January 2016	January 2021	Supervising Probation Officer and Placement Officer
<b>E.</b> Ensuring all youth's physical, mental, educational, and emotional needs are being met while in congregate care.	January 2016	January 2021	Placement Officer
<b>F.</b> Ensuring family and/or transitional services are in place parallel to the youth's treatment and care.	January 2016	January 2021	Placement Officer
<b>G.</b> Amount of time in congregate care will be tracked and evaluated consistently via several data systems: CWS/CMS, SafeMeasures, UC Berkeley's Dynamic Reporting System, and Probation's internal system (Jalan).	January 2016	January 2021	Deputy Chief Probation Officer and Supervising Probation Officer
<b>H.</b> Develop an evaluation and/or monitoring process to evaluate the effectiveness of this strategy.	July 2016	January 2021	Deputy Chief Probation Officer and Supervising Probation Officer

Strategy 2 (Probation): To reduce the number of placements a minor remains in while in congregate care.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): P5 – Placement Stability	
	<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 Date:	Person Responsible:
A. Assessing all viable placements according to the youth's needs, i.e. treatment services are aligned with the foster care goal of the youth.	January 2016	January 2021	Supervising Probation Officer and Placement Officer
B. Ensuring all youth's physical, mental, educational, and emotional needs are being met while in congregate care.	January 2016	January 2021	Placement Officer
C. Implementing policy/procedure/practice for building connection and rapport with the youth, particularly by maintaining consistency of the probation officer and visits to foster a supportive relationship with the youth and the group home.	March 2016	July 2016	Deputy Chief Probation Officer/Supervising Probation Officer/Placement Officer

<p><b>D.</b> Implementation of policy/procedure/practice regarding timely and regular face to face visits (at minimum once a month, but up to “as needed”) to hold the youth and group home accountable and ensure the group home is adhering to Division 31 and licensing regulations.</p>	<p>January 2016</p>	<p>March 2016</p>	<p>Deputy Chief Probation Officer/Supervising Probation Officer/Placement Officer</p>
<p><b>E.</b> Number of placements will be tracked and evaluated consistently via several data systems: CWS/CMS, SafeMeasures, UC Berkeley’s Dynamic Reporting System, and Probation’s internal case management system (Jalan).</p>	<p>January 2016</p>	<p>January 2021</p>	<p>Deputy Chief Probation Officer and Supervising Probation Officer</p>
<p><b>F.</b> Develop an evaluation and/or monitoring process to evaluate the effectiveness of this strategy.</p>	<p>July 2016</p>	<p>January 2021</p>	<p>Deputy Chief Probation Officer and Supervising Probation Officer</p>

Strategy 3 (Probation): Continue to provide psychological evaluations for youth with mental health and co-occurring disorders to match the needs of youth with group home placement.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Systemic Factor – Mental Health	
	<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		
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>
<b>A.</b> Utilize specialized psychological assessment and testing measures for those minors prior to placement that require more highly specialized treatment needs. These minors include those who are in sex offender treatment programs and those who suffer from mental health disorders. The assessments have allowed Probation and the Court to determine appropriate placements and treatment for such minors and has successfully aided in the rehabilitation of minors.	January 2016	January 2021	Supervising Probation Officer
<b>B.</b> Conduct regular stakeholder meetings to apprise connected agencies of the mental health needs of youth in our community and to gain assistance in problem solving particular cases.	January 2016	January 2021	Deputy Chief Probation Officer/Supervising Probation Officer/Placement Officer

<p><b>C. Research, train, and implement practices that have proven to improve outcomes for youth in foster care, particularly in relation to CCR.</b></p>	<p>July 2016</p>	<p>December 2017</p>	<p>Deputy Chief Probation Officer/Supervising Probation Officer/Placement Officer</p>
<p><b>D. Arrange and/or provide specialized treatment, to include outpatient sex offender treatment, for youth that do not require congregate care to keep the youth out of the foster care system.</b></p>	<p>January 2016</p>	<p>January 2021</p>	<p>Deputy Chief Probation Officer/Supervising Probation Officer/Placement Officer</p>
<p><b>E. Number of psychological evaluations will be tracked and evaluated using probation’s internal case management system, Jalan.</b></p>	<p>January 2016</p>	<p>January 2021</p>	<p>Deputy Chief Probation Officer/Supervising Probation Officer</p>
<p><b>F. Develop an evaluation and/or monitoring process to evaluate the effectiveness of this strategy.</b></p>	<p>July 2016</p>	<p>January 2021</p>	<p>Deputy Chief Probation Officer and Supervising Probation Officer</p>

<b>Strategy 4 (Probation):</b> Accurately implement any updates to AB12 to meet youth needs and meet all legal mandates through training and incorporating changes into our existing implementation.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Systemic Factor – Children Transitioning to Self-Sufficient Adulthood (AB12)	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>
<b>A.</b> Continuously attend new trainings provided by the UC Davis Resource Center for Family Focused Practice and regional meetings, including the Probation Advisory Committee, on AB12 mandates and updates as they roll out and implement said changes.	January 2016	January 2021	Deputy Chief Probation Officer/Supervising Probation Officer/Placement Officer
<b>B.</b> Trainings attended will be tracked using an internal probation tracking system and meetings will be held regularly to discuss training needs and opportunities.	January 2016	January 2021	Deputy Chief Probation Officer/Supervising Probation Officer
<b>C.</b> Develop an evaluation and/or monitoring process to evaluate the effectiveness of this strategy.	July 2016	January 2021	Deputy Chief Probation Officer and Supervising Probation Officer

# California - Child and Family Services Review

## **ATTACHMENT D**

### **CAPIT/CBCAP/PSSF EXPENDITURE WORKBOOK**

# CSA CAPIT/CBCAP/PSSF Expenditure Workbook

## CAPIT/CBCAP/PSSF Expenditure Workbook Proposed Expenditures Worksheet 1

(1) DATE SUBMITTED: **DRAFT** (2) DATES FOR THIS WORKBOOK: 7/1/15 thru 6/30/16  
 (4) COUNTY: Sutter (5) PERIOD OF SIP: 2/1/16 thru 2/4/21 (6) YEARS: 1

(3) DATE APPROVED BY OCAP: \_\_\_\_\_  
 Internal Use Only

(7) ALLOCATION (Use the latest Fiscal or All County Information Notice for Allocation):

CAPIT: **\$75,883 (realigned)** CBCAP: **\$14,151** No CFL received yet PSSF: **\$81,425** CFL 15/16-11

No.	Program Name	Applies to CBCAP Programs Only	Name of Service Provider	Service Provider is Unknown, Date Revised Workbook to be Submitted to OCAP	CAPIT		CBCAP		PSSF					OTHER SOURCES	NAME OF OTHER	TOTAL	
					Dollar amount to be spent on CAPIT Programs	CAPIT is used for Administration	Dollar amount to be spent on CBCAP Programs	CBCAP is used for Administration	Dollar amount to be spent on Family Intervention	Dollar amount to be spent on Family Support	Dollar amount to be spent on Time-Limited Reconciliation	Dollar amount to be spent on Adoption Transition & Support	Dollar amount to be spent on Adoption Transition & Support	Dollar amount of PSSF allocation to be spent on PSSF activities (Sum of columns G1-G5)	PSSF is used for Administration	Dollar amount from other sources	List the name(s) of the other funding source(s)
A	B	C	D1	D2	E1	E2	F1	F2	G1	G2	G3	G4	G5	G6	H1	H2	I
1	Counseling for Domestic Violence		Casa de Esperanza		\$65,883	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$65,883
2	Psychoeducational counseling to families, individuals and children with special needs	Direct Service	Family Soup		\$0	\$0	\$14,151	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$14,151
3	Therapeutic Horseback Riding		Family Soup		\$5,528	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$5,528
4	Behavioral health youth group		Friday Night Live		\$5,518	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,482	County Children's Trust Fund	\$10,000
5	Adoption Promotion & Support Services		Sutter County Social Services - CFS		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$22,027	\$22,027	\$0	\$0		\$22,027
6	Substance Abuse Services		The Salvation Army		\$0	\$0	\$10,800	\$10,800	\$10,798	\$0	\$0	\$0	\$0	\$0	\$0		\$20,798
7	Campership Respite Program for Youth		City of Yuba City		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,200	County Children's Trust Fund	\$5,200
8					\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$0
9					\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$0
10					\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$0
11					\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$0
12					\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$0
13					\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$0
14					\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$0
	<b>Totals</b>				<b>\$76,929</b>	<b>\$0</b>	<b>\$14,151</b>	<b>\$10,800</b>	<b>\$10,800</b>	<b>\$10,798</b>	<b>\$0</b>	<b>\$22,027</b>	<b>\$22,027</b>	<b>\$81,425</b>	<b>\$9,682</b>		<b>\$182,161</b>
									24%	24%	24%	27%	100%				

# California - Child and Family Services Review

## **ATTACHMENT E**

### **CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION**

# CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION

## PROGRAM DESCRIPTION TEMPLATE

### PROGRAM NAME

Able Riders Therapeutic Horseback Riding

### SERVICE PROVIDER

Family Soup

### PROGRAM DESCRIPTION

Able Riders provides therapy, education, socialization and sport to riders, serving children with disabilities including but not limited to traumatic brain injury, autism, visual impairment, learning disabilities, behavioral disorders, and Down syndrome. Participants build strength, socialization skills, focus, verbalization, self-esteem and gain improvement in following directions. Services are provided by a certified therapeutic instructor, weekly for up to 40 lessons per year consisting of groups of 4-5 riders per group. Parents serve as volunteers and receive parental peer support as well as improve the quality of the parent child relationship by reducing isolation for parents of children with disabilities.

### FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	Youth program
CBCAP	
PSSF Family Preservation	
PSSF Family Support	
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s): (Specify)	

### IDENTIFY PRIORITY NEED OUTLINED IN CSA

The priority needs met by the Able Riders program include behavioral support services described in the CSA on pp. 118, 139 and the need for pro-social connections and parental support found on pp. 169, 172, and 181.

### TARGET POPULATION

At-risk children with developmental disabilities and behavioral issues in families under stress and in need of support.

### TARGET GEOGRAPHIC AREA

COUNTY: SUTTER

DATE APPROVED BY OCAP:

Residents of Sutter County, including but not exclusive to more isolated regions of the county.

**TIMELINE**

SIP CYCLE IS FEB 2016 - FEB 2021 BUT FUNDING SUBJECT TO CHANGE AS GRANTS ARE REVIEWED AND AWARDED ANNUALLY.

**EVALUATION**

**PROGRAM OUTCOME(S) AND MEASUREMENT & QUALITY ASSURANCE (QA) MONITORING  
(EXAMPLE\* PROVIDED BELOW)**

Desired Outcome	Indicator	Source of Measure	Frequency
*Parents increase knowledge of child development	*80% of Parents show improvement	* Paper-based Pre & Post Parent Survey	*Completed by participants at program entry & exit
Children increase concentration, following directions	80% of participants or more to show improvement in concentration and following directions	Children are evaluated based on parental report, provided through a parent survey	Completed by parents at program exit.

**CLIENT SATISFACTION**

(EXAMPLE\* PROVIDED BELOW)

Method or Tool	Frequency	Utilization	Action
*Satisfaction Survey	*Completed by participants after each parenting class & at end of session	* Surveys reviewed after each session	* Problem areas addressed by staff, as appropriate to resolve issues and ensure continuous quality improvement
Satisfaction Survey	Parents complete at end of 40 session riding instruction	Surveys reviewed by service provider at end of each class series and by the county annually	Any program deficiencies or feedback for improvement is reviewed by the agency Director and incorporated for future classes for continuous quality improvement

## CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION

### PROGRAM DESCRIPTION TEMPLATE

**PROGRAM NAME**

Family Soup Counseling

**SERVICE PROVIDER**

Family Soup

**PROGRAM DESCRIPTION**

Counseling services are provided by licensed therapists to families in need through the Family Soup family resource center. The program uses Cognitive Behavioral Therapy, an Evidence Based Practice, to assist families in their preferred language (English, Spanish, or Punjabi) through difficulties. Families are provided support, coping skills and education to promote family preservation and build resiliency.

**FUNDING SOURCES**

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	Behavioral Health, Mental Health Services
PSSF Family Preservation	
PSSF Family Support	
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s): (Specify)	

**IDENTIFY PRIORITY NEED OUTLINED IN CSA**

The priority need for culturally relevant and counseling services is in the CSA pg. 81, 110-11, 117, 120, 134, 139, 172, 181) and parental support services (pp. 163,168, 172).

**TARGET POPULATION**

Families at-risk of abuse or neglect with children with developmental disabilities.

**TARGET GEOGRAPHIC AREA**

Residents of Sutter County, including but not exclusive to more isolated regions of the county.

**TIMELINE**

COUNTY: SUTTER

DATE APPROVED BY OCAP:

SIP CYCLE IS FEB 2016-FEB 2021 BUT FUNDING SUBJECT TO CHANGE AS GRANTS ARE REVIEWED AND AWARDED ANNUALLY.

## EVALUATION

### PROGRAM OUTCOME(S) AND MEASUREMENT & QUALITY ASSURANCE (QA) MONITORING (EXAMPLE\* PROVIDED BELOW)

Desired Outcome	Indicator	Source of Measure	Frequency
*Parents increase knowledge of child development	*80% of Parents show improvement	* Paper-based Pre & Post Parent Survey	*Completed by participants at program entry & exit
Parents increase knowledge and understanding of their child's developmental needs	80% of participants or more to show improvement in concentration and following directions	Children are evaluated based on parental report, provided through a parent survey	Completed by parents at program exit.
Parents develop coping ability and receive support to manage stressors	90% of participants to report improved coping ability	Pre & post parent survey	Completed by participants at program entry and exit

### CLIENT SATISFACTION (EXAMPLE\* PROVIDED BELOW)

Method or Tool	Frequency	Utilization	Action
*Satisfaction Survey	*Completed by participants after each parenting class & at end of session	* Surveys reviewed after each session	* Problem areas addressed by staff, as appropriate to resolve issues and ensure continuous quality improvement
Satisfaction Survey	Completed at end of counseling period	Surveys reviewed by service provider at end of services	Any program deficiencies or specific feedback regarding the counselor from whom services were received are reviewed by the agency Director for continuous quality improvement

## CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION

### PROGRAM DESCRIPTION TEMPLATE

#### PROGRAM NAME

Adoption Promotion and Support Services

#### SERVICE PROVIDER

Sutter County Welfare & Social Services, Child Protective Services branch

#### PROGRAM DESCRIPTION

The Adoption Promotion and Support program is designed to promote family finding efforts earlier and ongoing in a case. Identified staff are trained in using the "3 houses" tool which is administered at various points throughout the case to gather data and support concurrent planning early and ongoing through the attainment of permanency. Utilizing tools from the Safety Organized Practice family engagement model, the Adoption Promotion & Support worker accesses the child's point of view about their vision of who are safe people. This provides valuable information on who needs to be assessed as a potential adoptive parent for the child. This often results in a very different picture painted by the child than has been shared by the parents. Although children are often very loyal to their parents they also have the insight and understanding to see that other people in their lives may provide them with the stability of permanency.

#### FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	
PSSF Family Preservation	
PSSF Family Support	
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	Case Management: Assessing child's needs
OTHER Source(s): (Specify)	

#### IDENTIFY PRIORITY NEED OUTLINED IN CSA

Support for adoption and permanency connections is identified in the CSA as a priority need on pp. 115, 123, 128, 139, and 159.

#### TARGET POPULATION

Sutter County dependent children ages 4-17 who have been removed from their parent's care.

COUNTY: SUTTER  
 DATE APPROVED BY OCAP:

**TARGET GEOGRAPHIC AREA**

All of Sutter County

**TIMELINE**

SIP CYCLE IS FEB 2016-FEB 2021 BUT FUNDING SUBJECT TO CHANGE AS GRANTS ARE REVIEWED AND AWARDED ANNUALLY.

**EVALUATION**

**PROGRAM OUTCOME(S) AND MEASUREMENT & QUALITY ASSURANCE (QA) MONITORING  
 (EXAMPLE\* PROVIDED BELOW)**

Desired Outcome	Indicator	Source of Measure	Frequency
*Parents increase knowledge of child development	*80% of Parents show improvement	* Paper-based Pre & Post Parent Survey	*Completed by participants at program entry & exit
To achieve permanency in 12 months for children entering foster care	Improvement in measures P1 to be at or above the national goal of 37.5%	UCBerkeley Childsworld quarterly data extract reports	Quarterly

**CLIENT SATISFACTION**

(EXAMPLE\* PROVIDED BELOW)

Method or Tool	Frequency	Utilization	Action
*Satisfaction Survey	*Completed by participants after each parenting class & at end of session	* Surveys reviewed after each session	* Problem areas addressed by staff, as appropriate to resolve issues and ensure continuous quality improvement
Satisfaction Survey for older youth	Completed by the child's case-carrying social worker	Interview following '3 houses' assessment	Feedback to be shared with supervisor and manager to ensure the intervention remains useful and to resolve any issues

# CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION

## PROGRAM DESCRIPTION TEMPLATE

**PROGRAM NAME**

Casa CAPIT Counseling Program

**SERVICE PROVIDER**

Casa de Esperanza

**PROGRAM DESCRIPTION**

Casa de Esperanza’s CAPIT Counseling Program provides direct counseling services to children and adults who are victims of child abuse or family violence. These are “no cost” to the families. Services are supervised by therapists and delivered by the therapist, or Marriage and Family Therapist interns or, Counselor/Advocates with a B.A. or B.S. All staff are trained and have expertise in the area of family violence.

**FUNDING SOURCES**

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	Domestic Violence Services
CBCAP	
PSSF Family Preservation	
PSSF Family Support	
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s): (Specify)	

**IDENTIFY PRIORITY NEED OUTLINED IN CSA**

The 2015 CSA identified domestic violence services for children and families as a priority need (pp. 110-111, 120).

**TARGET POPULATION**

Sutter County children and families who have been the victims of abuse.

**TARGET GEOGRAPHIC AREA**

Open to all Sutter County residents, including Yuba City and outlying areas of the county.

**TIMELINE**

COUNTY: SUTTER

DATE APPROVED BY OCAP:

SIP CYCLE IS FEB 2016-FEB 2021 BUT FUNDING SUBJECT TO CHANGE AS GRANTS ARE REVIEWED AND AWARDED ANNUALLY.

## EVALUATION

### PROGRAM OUTCOME(S) AND MEASUREMENT & QUALITY ASSURANCE (QA) MONITORING (EXAMPLE\* PROVIDED BELOW)

Desired Outcome	Indicator	Source of Measure	Frequency
*Parents increase knowledge of child development	*80% of Parents show improvement	* Paper-based Pre & Post Parent Survey	*Completed by participants at program entry & exit
Children will learn to recognize importance of safety (staying safe, getting help) and will experience adults as caring, able to listen, to comfort and to set limits.	80% of children/parents indicate improvement achieved	Measurement will be evidenced by Counselor's narrative and closing questionnaire.	Completed with parents at entry and end of services.

### CLIENT SATISFACTION (EXAMPLE\* PROVIDED BELOW)

Method or Tool	Frequency	Utilization	Action
*Satisfaction Survey	*Completed by participants after each parenting class & at end of session	* Surveys reviewed after each session	* Problem areas addressed by staff, as appropriate to resolve issues and ensure continuous quality improvement
Satisfaction Survey	To be completed by participants after each session to ensure data is gathered in the event parent doesn't return	Surveys to be reviewed after each session	Areas of concern to be addressed by counselor and resolved to ensure highest quality services

# CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION

## PROGRAM DESCRIPTION TEMPLATE

**PROGRAM NAME**

The Depot Family Crisis Center

**SERVICE PROVIDER**

The Salvation Army

**PROGRAM DESCRIPTION**

The Depot Family Crisis Center provides an array of services designed to support families in a variety of modalities. The program includes Inpatient Substance Abuse Services, Counseling and Transitional housing program for families in recovery from substance abuse. Services are time limited but may be repeated if needed.

**FUNDING SOURCES**

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	
PSSF Family Preservation	Behavioral Health, Mental Health Services
PSSF Family Support	Housing Services
PSSF Time-Limited Family Reunification	Substance Abuse Services
PSSF Adoption Promotion and Support	
OTHER Source(s): (Specify)	

**IDENTIFY PRIORITY NEED OUTLINED IN CSA**

The priority need for substance abuse services is in the CSA pp. 111, 116, 117, 120, 129, 168, 173, and 180.

**TARGET POPULATION**

Sutter County families at risk of homelessness that are struggling with substance abuse issues and are at-risk of having their children detained from them, or have recently had their children returned.

**TARGET GEOGRAPHIC AREA**

Residents of Sutter County, including Yuba City, Sutter, Live Oak and East Nicholas and unincorporated areas of the county.

**TIMELINE**

COUNTY: SUTTER

DATE APPROVED BY OCAP:

SIP CYCLE IS FEB 2016-FEB 2021 BUT FUNDING SUBJECT TO CHANGE AS GRANTS ARE REVIEWED AND AWARDED ANNUALLY.

## EVALUATION

### PROGRAM OUTCOME(S) AND MEASUREMENT & QUALITY ASSURANCE (QIA) MONITORING (EXAMPLE\* PROVIDED BELOW)

Desired Outcome	Indicator	Source of Measure	Frequency
*Parents increase knowledge of child development	*80% of Parents show improvement	* Paper-based Pre & Post Parent Survey	*Completed by participants at program entry & exit
Parents to report increased skills to mitigate impacts of substance abuse on the family	90% of parents to indicate that they have learned skills to mitigate impacts of substance abuse	Paper pre and post-service survey	Completed by parents at program entry and exit
Parents to obtain safe and affordable housing following substance abuse treatment services	90% of participants to obtain safe and affordable housing upon exiting the program	Participant report, staff observation	At program entry and exit

### CLIENT SATISFACTION

(EXAMPLE\* PROVIDED BELOW)

Method or Tool	Frequency	Utilization	Action
*Satisfaction Survey	*Completed by participants after each parenting class & at end of session	* Surveys reviewed after each session	* Problem areas addressed by staff, as appropriate to resolve issues and ensure continuous quality improvement
Satisfaction Survey	Completed at end of transitional housing period	Surveys reviewed by service provider at end of services	Any program deficiencies and specific feedback is reviewed by the agency leadership for continuous quality improvement

# CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION

## PROGRAM DESCRIPTION TEMPLATE

**PROGRAM NAME**

Rollercoasters Youth Counseling Group

**SERVICE PROVIDER**

Yuba-Sutter Friday Night Live

**PROGRAM DESCRIPTION**

Rollercoasters provides socio-educational group meetings. The children engage in various activities related to change and managing their feelings regarding such issues as pending adoption, family reunification or continued relationships with their family of origin in the home. Children receive behavioral support by learning to express themselves through group discussion, guided artwork activities related to feelings and family change.

Learning to adjust and cope with stress related to having a “new family” in foster care and having others who are in the same situation to relate to is effective in stabilizing and normalizing children’s behavior.

Often children have not been given recognition of achieving goals and this group recognizes all participants for their achievement in this group setting. This is an eight-week closed group of one hour per week culminating in a celebration of pizza and certificates of achievement.

**FUNDING SOURCES**

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	Behavior health, mental health services
CBCAP	
PSSF Family Preservation	
PSSF Family Support	
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s): (Specify)	County Children’s Trust Fund

COUNTY: SUTTER  
 DATE APPROVED BY OCAP:

**IDENTIFY PRIORITY NEED OUTLINED IN CSA**

The CSA identified counseling, behavioral support and pro-social activities for children as a priority need (pp. 81, 118, 139, 129, 137, 169, 172, 181) for at-risk children and children in foster care.

**TARGET POPULATION**

Children in foster care system who have been abused or neglected, and those who remain in their home with interventions in place to provide safety and well-being, ages 5 – 11 are the target population.

**TARGET GEOGRAPHIC AREA**

Children from all geographic regions in Sutter County are referred to participate. Those in outlying areas are provided transportation to the group.

**TIMELINE**

SIP CYCLE IS FEB 2016-FEB 2021 BUT FUNDING SUBJECT TO CHANGE AS GRANTS ARE REVIEWED AND AWARDED ANNUALLY.

**EVALUATION**

**PROGRAM OUTCOME(S) AND MEASUREMENT & QUALITY ASSURANCE (OA) MONITORING (EXAMPLE\* BELOW)**

Desired Outcome	Indicator	Source of Measure	Frequency
*Parents increase knowledge of child development	*80% of Parents show improvement	* Paper-based Pre & Post Parent Survey	*Completed by participants at program entry & exit
Children demonstrate ability to express feelings related to stressful family changes	90% of children increase participation in group activities and engage in pro-social activity with other children and the instructors	Instructor observation of participant behavior in group and Participant report	Weekly observation and report, including instructor report at the end of service period.

**CLIENT SATISFACTION (EXAMPLE\* PROVIDED BELOW)**

Method or Tool	Frequency	Utilization	Action
*Satisfaction Survey	*Completed by participants after each parenting class & at end of session	* Surveys reviewed after each session	* Problem areas addressed by staff, as appropriate to resolve issues and ensure continuous quality improvement

COUNTY: SUTTER

DATE APPROVED BY OCAP:

<b>Participant self-report</b>	<b>At end of 8 week group series (or more frequently depending on the child's self-report)</b>	<b>Instructors review feedback after each group</b>	<b>Instructors coordinate with CPS staff as needed to resolve barriers and gain participation</b>
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# California - Child and Family Services Review

## **ATTACHMENT F**

### **NOTICE OF INTENT**

ATTACHMENT F

STATE OF CALIFORNIA – HEALTH AND HUMAN SERVICES AGENCY CALIFORNIA DEPARTMENT OF SOCIAL SERVICES

BOS NOTICE OF INTENT

THIS FORM SERVES AS NOTIFICATION OF THE COUNTY'S INTENT TO MEET ASSURANCES FOR THE CAPIT/CBCAP/PSSF PROGRAMS.

<b>CAPIT/CBCAP/PSSF PROGRAM FUNDING ASSURANCES</b>	
<b>FOR _____ SUTTER _____ COUNTY</b>	
<b>PERIOD OF PLAN (MM/DD/YY):</b> <u>  02/04/16  </u>	<b>THROUGH (MM/DD/YY)</b> <u>  02/04/21  </u>

**DESIGNATION OF ADMINISTRATION OF FUNDS**

The County Board of Supervisors designates \_\_\_\_\_ Welfare & Social Services Division \_\_\_\_\_ as the public agency to administer CAPIT and CBCAP.

**W&I Code Section 16602 (b)** requires that the local Welfare Department administer the PSSF funds. The County Board of Supervisors designates \_\_\_\_\_ Welfare & Social Services Division \_\_\_\_\_ as the local welfare department to administer PSSF.

**FUNDING ASSURANCES**

The undersigned assures that the Child Abuse Prevention, Intervention and Treatment (CAPIT), Community Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) funds will be used as outlined in state and federal statute<sup>1</sup>:

- Funding will be used to supplement, but not supplant, existing child welfare services;
- Funds will be expended by the county in a manner that will maximize eligibility for federal financial participation;
- The designated public agency to administer the CAPIT/CBCAP/PSSF funds will provide to the OCAP all information necessary to meet federal reporting mandates;
- Approval will be obtained from the California Department of Social Services (CDSS), Office of Child Abuse Prevention (OCAP) prior to modifying the service provision plan for CAPIT, CBCAP and/or PSSF funds to avoid any potential disallowances;
- Compliance with federal requirements to ensure that anyone who has or will be awarded funds has not been excluded from receiving Federal contracts, certain subcontracts, certain Federal financial and nonfinancial assistance or benefits as specified at <http://www.epls.gov/>.

In order to continue to receive funding, please sign and return the Notice of Intent with the County's System Improvement Plan to:

California Department of Social Services  
Office of Child Abuse Prevention  
744 P Street, MS 8-11-82  
Sacramento, California 95814

	<u>2/10/16</u>
County Board of Supervisors Authorized Signature	Date
<u>Larry Mungel</u>	<u>Chairman</u>
Print Name	Title

<http://www.cdsscounties.ca.gov/OCAP/>

# California - Child and Family Services Review

## **ATTACHMENT G**

### **COUNTY BOARD OF SUPERVISORS RESOLUTION**

Attachment G  
**BEFORE THE BOARD OF SUPERVISORS  
COUNTY OF SUTTER, STATE OF CALIFORNIA**

RESOLUTION OF THE SUTTER COUNTY )  
BOARD OF SUPERVISORS AUTHORIZING )  
APPROVAL AND SUBMISSION OF THE ) RESOLUTION NO. 16-011  
SUTTER COUNTY 2016-2021 SYSTEM )  
IMPROVEMENT PLAN AND NOTICE OF )  
INTENT )

**BE IT RESOLVED** that the Governing Board of the County of Sutter authorizes approval and submission of the Sutter County 2016-2021 System Improvement Plan and the Notice of Intent CAPIT/CBCAP/PSSF Program Funding Assurances

**PASSED AND ADOPTED** this 9<sup>th</sup> day of February, 2016, by the Board of Supervisors of the County of Sutter, State of California, by the following vote:

AYES: Supervisors Sullenger, Flores, Munger, Whiteaker and LeVake

NOES: None

ABSENT: None

  
\_\_\_\_\_  
LARRY MUNGER, CHAIRMAN  
BOARD OF SUPERVISORS

ATTEST:  
DONNA M. JOHNSTON, CLERK

By   
\_\_\_\_\_  
Deputy

The Foregoing Instrument is a Correct Copy  
of the Original on File in this Office:

FEB 17 2016

DONNA M. JOHNSTON, County Clerk and  
ex-officio Clerk of the Board of Supervisors of the  
State of California in and for the County of Sutter  
By  Deputy