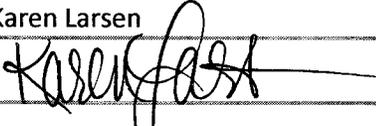


California – Child and Family Services Review Signature Sheet

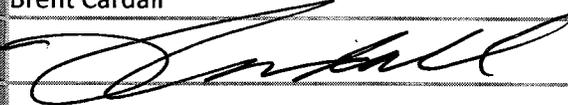
For submittal of: CSA SIP Progress Report

County	Yolo
SIP Period Dates	Aug. 3, 2015–Aug. 3, 2020 (Progress Report for Aug. 3, 2015–Aug. 3, 2016)
Outcome Data Period	April 2016 – Data Extract: Q4 2015

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Board of Supervisors (BOS) Signature

BOS Approval Date	
Name	
Signature*	

RECEIVED OCT 05 2016

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*Signatures must be in blue ink

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California - Child and Family Services Review

Annual SIP Progress Report

AUGUST 3, 2015 - AUGUST 3, 2016

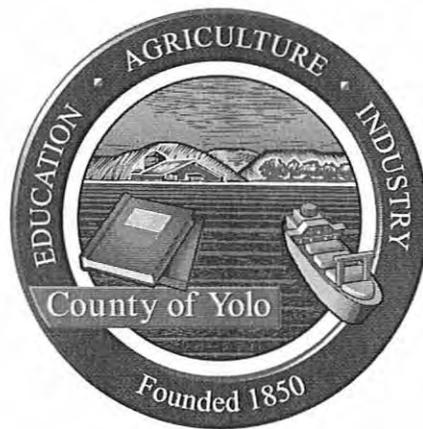


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Introduction

Yolo County's 5-year System Improvement Plan (SIP) was approved by the Yolo County Board of Supervisors on September 15, 2015. As part of the California Child and Family Services Review (C-CFSR) review process, the Yolo County 2015-2020 SIP is a 5-year strategic plan to improve in the program areas identified in the 2015 County Self-Assessment (CSA) and Peer Case Review process. The SIP outlines how the County will improve its system of care for children and youth and provides a method for reporting on progress toward meeting improvement goals using the C-CFSR outcomes and indicators. The Yolo County Child Welfare Services (CWS) division and the Yolo County Juvenile Probation Department are responsible for the development of the SIP, with technical assistance from the California Department of Social Services (CDSS).

The purpose of the Annual SIP Progress Report is to provide CDSS with a status update on implementation of the strategic initiatives outlined in the 2015-2020 Yolo County SIP. This is the first Annual SIP Progress Report for Yolo County for the 2015-2020 SIP cycle, covering the time period of August 3, 2015 to August 3, 2016. This report is submitted to CDSS as a collaborative effort between CWS and Probation.

This narrative will report on the 2015-16 updates to the Yolo County Health & Human Services Agency's and Probation Department's goals, strategies and timeframes to ensure the SIP is accurate and achievable, while demonstrating a clear plan for continued implementation of systemic changes to produce improved outcomes in our designated outcome measures.

Overall, Yolo County has made significant progress in implementing the 2015-2020 SIP strategies and action steps in the first year of SIP implementation. CWS has implemented many new initiatives and programs outlined in the SIP strategies, including a specialized Training Unit, Family Support Meetings (FSMs), Parent Partners, Resource Family Approval (RFA), and Review, Evaluate and Direct (RED) Teams. Each of these programs is explained in greater detail below. Additionally, although concerns about staffing levels remain, CWS and Probation have each hired additional staff needed to meet the goals and action steps of the SIP. In the midst of many agency changes described herein, steady progress has been made toward SIP implementation. With new initiatives now in place, CWS will focus on solidifying, expanding and enhancing these programs in the upcoming year, as well as focusing on data collection once sufficient time has elapsed to begin to see the outcomes of these new efforts.

SIP Progress Narrative

STAKEHOLDER PARTICIPATION

Child Welfare Services (CWS) and Probation continue to engage and inform stakeholders and the community about the progress of our SIP in a variety of ways.

In 2014, the Yolo County Board of Supervisors approved the development of an integrated Health and Human Services department, with the intent of improving client outcomes by providing holistic services with a single point of entry. On July 1, 2015, the previously separate departments of Employment and Social Services (DESS), Health, and Alcohol, Drug and Mental Health (ADMH) officially merged into a unified Health and Human Services Agency (HHS). Thus, fiscal year (FY) 2015-16 marked the first year of integration of HHS, with programs that serve like populations situated under specific organizational branches. CWS is now part of the Child, Youth and Family (CYF) Branch of HHS, along with the children's and transition age youth's (TAY) Mental Health and Community Health programs.

Although only one year into integration, HHS is beginning to see the positive impact of organizational changes on communication and service delivery. With regard to the SIP, integration has provided natural opportunities for frequent cross-system communication and collaboration. CWS managers meet with the children's/TAY Mental Health manager and children's Community Health manager several times per month, and Branch meetings bring all staff together monthly. CWS supervisors and staff also have opportunities to weigh in on SIP strategies via twice-monthly division meetings, unit meetings, supervisor/manager meetings and other ad hoc meetings and workgroups.

Additionally, regularly scheduled meetings and established partnerships with outside agencies provide the chance for frequent communication with and feedback from community-based stakeholders regarding SIP strategies and action steps. Such partners include the Yolo County Office of Education, Yolo County HHS Service Centers (CalWORKs), Yolo County Court Appointed Special Advocates (CASA), Woodland Community College Foster Care and Kinship Education Program (FCKE), Blue Ribbon Commission, Transition Age Youth (TAY) Community Partners Committee (formerly the Independent Living Program [ILP] Community Partners Committee), Multi-Disciplinary Assessment and Review Team (M-DART), Homeless and Poverty Action Coalition (HPAC), Yolo Resilience Network, Yolo Family Strengthening Network, CommuniCare Health Centers, and more. Further, several SIP strategies involve stakeholders directly in their implementation, including Family Support Meetings (FSMs), Resource Family Approval (RFA), and Review, Evaluate and Direct (RED) Teams, discussed in more detail below.

Yolo County CWS also progressed this year in partnering with stakeholders with lived experience. Through a contract with Stanford Youth Solutions, two Parent Partners are now co-located with CWS staff, which was a SIP goal. Yolo County also became part of the statewide Youth Engagement Project (YEP) and now has two youth ambassadors who are working with CWS to develop a Youth Advisory Board (YAB). This project will continue to be developed over the next year; however, we are beginning to make strides in ensuring inclusion of youth voice through our partnership with the youth ambassadors. As the purpose and functions of the Youth Advisory Board are further developed, the YAB and CWS will work together to identify how the YAB may serve as a centralized way to ensure youth voice in the SIP, as well as advising the County in many other areas that affect youth in foster care.

With regard to Probation, the Deputy Chief Probation Officer, Probation Supervisor and Placement Officers are involved in numerous collaborations to foster positive community connections and partnerships and offer opportunities to discuss the SIP and the steps being taken to improve performance outcomes. These include the TAY Community Partners Committee, Placement Advisory Committee, Northern California Placement Committee, Foster Youth Advisory Committee, Youth Advisory Committee, Blue Ribbon Commission, Wraparound Leadership Team, M-DART, and Quarterly Juvenile Team meeting; acting as a peer reviewer for two counties while developing their SIP; and monthly collaborative meetings with HHSA to discuss progress and placement.

SIP progress and outcome data is reviewed on a regular basis with Probation staff who are directly involved with the placement program, and availability of this information has been extended to other staff within the juvenile division. As outcome data becomes available, we continue to disseminate it at all levels within our organization in order to support the SIP process and drive decision-making.

CURRENT PERFORMANCE TOWARD SIP IMPROVEMENT GOALS

Since the time that Yolo County's SIP was submitted, the Federal Child and Family Services Review (CFSR) data indicators, or outcome measures, have been revised via the CFSR Round 3 process. There are now a total of seven federal CFSR measures, which encompass two Safety Outcomes and five Permanency Outcomes for children/youth in foster care, as follows:

OUTCOME MEASURE	DESCRIPTION
3-S1 – Maltreatment in foster care	Of all children in foster care during a 12-month period, what is the rate of victimization per day of foster care?
3-S2 – Recurrence of maltreatment	Of all children who were victims of a substantiated or indicated maltreatment report during a 12-month reporting period, what percent were victims of another substantiated or indicated maltreatment report within 12 months of their initial report?

OUTCOME MEASURE	DESCRIPTION
3-P1 – Permanency in 12 months for children entering foster care	Of all children who enter foster care in a 12-month period, what percent are discharged to permanency within 12 months of entering foster care? Permanency, for the purposes of this indicator and the other permanency-in-12-months indicators, includes discharges from foster care to reunification with the child’s parents or primary caregivers, living with a relative, guardianship, or adoption.
3-P2 – Permanency in 12 months for children in foster care 12 to 23 months	Of all children in foster care on the first day of a 12-month period who had been in foster care (in that episode) between 12 and 23 months, what percent discharged from foster care to permanency within 12 months of the first day of the period?
3-P3 – Permanency in 12 months for children in foster care for 24 months or longer	Of all children in foster care on the first day of a 12-month period who had been in foster care (in that episode) for 24 months or more, what percent discharged to permanency within 12 months of the first day?
3-P4 – Re-entry to foster care in 12 months	Of all children who enter foster care in a 12-month period who were discharged within 12 months to reunification, living with a relative, or guardianship, what percent re-enter foster care within 12 months of their discharge?
3-P5 – Placement stability	Of all children who enter foster care in a 12-month period, what is the rate of placement moves per day of foster care?

Yolo County’s SIP Priority Outcome Measures have been updated in consultation with CDSS to reflect the change in the federal CFSR outcome measures, as indicated below. For a complete list of previous and revised outcome measures, see Attachment 1, Child and Family Services Review Round 3 Outcome Measure Comparison Chart.

To monitor the effectiveness of our SIP strategies, Yolo County utilizes the Child and Family Services Review (CFSR) statewide data indicators, as reported by the California Child Welfare Indicators Project (CCWIP) quarterly data reports from the University of California at Berkeley. Throughout this report, we reference quarterly outcome data from CCWIP unless otherwise noted. The writing of this SIP Progress report occurred from May to early June 2016; thus, the most recent data available was through the end of the 3rd quarter (April 2016) of FY 2015-2016.

CHILD WELFARE SERVICES

PRIORITY OUTCOME MEASURE OR SYSTEMIC FACTOR: 3-P1, PERMANENCY IN 12 MONTHS FOR CHILDREN ENTERING FOSTER CARE (CWS)

This measure was previously C1.2, Median Time to Reunification, which has now been changed to 3-P1, Permanency in 12 Months for Children Entering Foster Care, with a change in how the data is measured. The new federal standard for this measure is that at least 40.5% of foster youth who enter foster care in a 12-month period are discharged to permanency within 12 months of entering care. Permanency includes discharges from foster care to reunification

with the child’s parents or primary caregivers, living with a relative, guardianship, or adoption.
Note: Strikethrough text reflects the previous federal measure; underlined text reflects the new federal measure. Baseline performance numbers are from the time of the County Self-Assessment (CSA) process.

C1.2 MEDIAN TIME TO REUNIFICATION (P1)

3-P1 PERMANENCY IN 12 MONTHS FOR CHILDREN ENTERING FOSTER CARE

NATIONAL STANDARD:	5.4 <u>40.5%</u>
BASELINE PERFORMANCE:	7.7 <u>46.0%</u> (October 2014, Data Extract Q2 2014)
UPDATED PERFORMANCE:	35.8% (July 2015, Data Extract Q1 2015, 4/1/13 - 3/31/14) 36.0% (October 2015, Data Extract Q2 2015, 7/1/13 - 6/30/14) 36.4% (January 2016, Data Extract Q3 2015, 10/1/13 - 9/30/14) 32.8% (April 2016, Data Extract Q4 2015, 1/1/14 - 12/31/14)
TARGET IMPROVEMENT GOAL:	Decrease to 5.4 <u>Maintain at or above 40.5</u>

Yolo County’s performance in this outcome measure has been consistently below the federal standard in the past year. However, the data on this measure are retrospective, with the most recent data reflecting the time period of January 1, 2014 to December 31, 2014. Effects of current SIP strategies to increase the percentage of foster children who are discharged to permanency within 12 months of entering foster care will not be reflected for at least one to two years. Progress on these strategies is detailed below. Systemic barriers to achievement of this measure have included, and continue to include, delays caused by the court process. There are often delays in court proceedings on the part of the Court due to numerous interim review hearings, continuances, and delays in decision-making. These procedural delays frequently result in longer stays in foster care and delays in permanency and timely reunification. It is anticipated that full implementation of Strategy 1, Family Support Meetings, will allow for a more collaborative process between the Agency and families, and thus reduce contentious or delayed court processes. Additionally, when children do not return home, time required to complete the adoption process can delay achievement of permanency in 12 months. It is anticipated that implementation of Strategy 4, Resource Family Approval, will improve timeliness to permanency through adoption.

PRIORITY OUTCOME MEASURE OR SYSTEMIC FACTOR: 3-P5, PLACEMENT STABILITY (CWS)

This measure was previously C4.3, Placement Stability, which has been changed to 3-P5, Placement Stability, with a change in how the data is measured. The new federal standard for this measure is that children will experience fewer than 4.12 moves per 1,000 days in foster care.

C4.3 PLACEMENT STABILITY (P5)

3-P5 PLACEMENT STABILITY

NATIONAL STANDARD:	41.8 <u>4.12</u>
BASELINE PERFORMANCE:	28.9 <u>3.90</u> (October 2014, Data Extract Q2 2014)
UPDATED PERFORMANCE:	4.01 (July 2015, Data Extract Q1 2015, 4/1/14 - 3/31/15) 4.41 (October 2015, Data Extract Q2 2015, 7/1/14 - 6/30/15) 3.91 (January 2016, Data Extract Q3 2015 10/1/14 - 9/30/15) 3.71 (April 2016, Data Extract Q4 2015, 1/1/15 - 12/31/15)
TARGET IMPROVEMENT GOAL:	Increase to 35.0 <u>Maintain at or below 4.12</u>

When the new federal outcome measures were released with their accompanying data, Yolo County CWS was shown to be in compliance with this measure. Generally, Yolo County’s performance in this outcome measure has been at or near the federal standard, with CWS in compliance with this measure in three out of four quarters in the past year. Nevertheless, continued efforts are taking place to reduce the number of placement moves experienced by children in foster care through early implementation of Resource Family Approval (RFA), use of Family Support Meetings (FSMs), and other SIP strategies described below.

PRIORITY OUTCOME MEASURE OR SYSTEMIC FACTOR: REDUCE THE NUMBER OF CHILDREN ENTERING FOSTER CARE (CWS)

This is not a Federal Outcome Measure, but was selected by Yolo County CWS as a SIP goal because it is consistent with trauma-informed child welfare practice as well as State and Federal mandates regarding reasonable services or active efforts to prevent removal and use of the least restrictive intervention necessary to keep the child safe. *Note: Data on this measure is reported by year rather than by quarter.*

ENTRY TO FOSTER CARE

NATIONAL STANDARD:	N/A
BASELINE PERFORMANCE:	188 (October 2014, Data Extract Q2 2014 1/1/13 - 12/31/13)
UPDATED PERFORMANCE:	149 (January 2016, Data Extract Q3 2015, 1/1/14 - 12/31/14) 157 (April 2016, Data Extract Q4 2015, 1/1/15 - 12/31/15)
TARGET IMPROVEMENT GOAL:	10% reduction in entry rates each year

Yolo County selected entry to foster care as a SIP goal in order to reduce unnecessary trauma to children caused by a removal that could have been averted through other ways of

keeping them safe in the care of their parents. A slight increase in number of children removed occurred from calendar year 2014 to 2015; however, the SIP was not in place until August 2015, and thus any impact of SIP strategies will not be seen until at least the 2016-2017 data. It is anticipated that full implementation of Family Support Meetings (FSMs) in the Emergency Response unit, held prior to removal, will allow CWS to develop robust safety plans with families that permit children to remain at home with the support of a safety network, thus avoiding unnecessary removals. FSMs are discussed further in the “Status of Strategies” section of this report.

NEW PRIORITY OUTCOME MEASURE OR SYSTEMIC FACTOR: 3-P4, REDUCE RE-ENTRY TO FOSTER CARE (CWS)

Based on recent data regarding rates of re-entry to foster care, Yolo County CWS has added a fourth SIP Priority Outcome Measure of 3-P4, Re-entry to Foster Care. At the time of completion of the CSA and SIP, the County’s performance surpassed the national standard and did not indicate that this was an outcome measure requiring improvement efforts. However, data since January 2016 has shown that we are currently not meeting the national standard. Therefore, we have chosen to add this as a Priority Outcome Measure to better track, analyze and address this change.

The new federal standard for this measure is that, of all children who enter foster care in a 12-month period who were discharged within 12 months to reunification, living with a relative, or guardianship, less than or equal to 8.3% will re-enter foster care within 12 months of discharge.

3-P4 RE-ENTRY TO FOSTER CARE

NATIONAL STANDARD:	Less than or equal to 8.3%
BASELINE PERFORMANCE:	14% (October 1, 2012 to September 30, 2013; Data Extract Q4 2015)
UPDATED PERFORMANCE:	3.7% (July 2015, Data Extract Q1 2015, 4/1/12 - 3/31/13) 7.0% (October 2015, Data Extract Q2 2015, 7/1/12 - 6/30/13) 14.0% (January 2016, Data Extract Q3 2015, 10/1/12 - 9/30/13) 12.0% (April 2016, Data Extract Q4 2015, 1/1/13 - 12/31/13)
TARGET IMPROVEMENT GOAL:	3% reduction in reentry rates each year

It is important to note that quarterly data for this measure reflects overlapping periods of review. For example, in reviewing the data from 10/1/12-9/30/13, the 14% re-entry rate represented eight children who re-entered care. These eight re-entries represented five families: a sibling set of four; two individual children from two separate families; another child who re-entered in another county; and one youth who re-entered in the Probation system in another county. The data from 1/1/13-12/31/13 shows a 12% re-entry rate, which reflected a

total of nine children, but eight of those children were already included in the data from 10/1/12-9/30/13. Thus, only one additional child re-entered in the subsequent quarter.

Yolo County’s rate of reentry has been quite low historically, and although it is too soon to tell whether this is a trend in reentry rates, we have opted to add this measure to our SIP in order to monitor it closely and put in place appropriate strategies to ensure children exit care with solid permanent plans that are unlikely to disrupt.

PROBATION

The Yolo County Probation Department is currently concentrating on three Priority Outcome Measures: Re-entry into Foster Care within 12 Months, Monthly Visits, and Completed High School or Equivalency. Steps toward completion of the yearly goals have been taken and appear to be moving toward the target improvement goals.

PRIORITY OUTCOME MEASURE OR SYSTEMIC FACTOR: 3-P4, REDUCE RE-ENTRY TO FOSTER CARE (PROBATION)

This measure was previously C1.4, Re-Entry following Reunification, which has now been changed to 3-P4, Re-Entry into Foster Care in 12 Months, with a change in how the data is measured.

~~C1.4, RE-ENTRY FOLLOWING REUNIFICATION~~

3-P4 RE-ENTRY TO FOSTER CARE

NATIONAL STANDARD:	9.9% Less than or equal to 8.3%
BASELINE PERFORMANCE:	50% (October 2014, Data Extract Q2 2014, 7/1/11-6/30/12)
UPDATED PERFORMANCE:	33% (April 2016, Data Extract Q4 2015, 1/1/13 - 12/31/13)
TARGET IMPROVEMENT GOAL:	24.9% or less for FY 16-17; goal to reach national standard by 2020

Yolo County Probation is currently out of compliance with this measure and has been since 2011. Reentry following reunification was made the focus of the peer review and will continue to be a focus in the SIP. Stakeholders identified several best practices that will be utilized to help maintain youth in their homes following reentry after reunification. Programs available for youth in the county will assist them in maintaining their status in the home rather than reentering the foster care system.

During the latest reporting period, Yolo County continued to be out of compliance, with a re-entry rate of 50%. However, this rate represented only two youths who were in placement at the time, one of whom re-entered. Additionally, Yolo County is a medium-size county; however, the number of out-of-home placements at any given time is relatively small,

averaging less than 12 minors. The number of youth reunified during the time period of this data was low due to a trend of out-of-home placement orders maintained prior to minors' 18th birthdays to allow for participation in AB12. As a result, if this trend does not continue, it is possible there will be a larger pool of youth who fall into this category. As such, this is viewed as an important area to continue to monitor and to focus resources.

Stakeholders identified areas that could be beneficial to assisting youth once they return home following out-of-home placement. Some of the suggestions included: Increase court-ordered services for families prior to youth returning home, increase preventative services, decrease out-of-home placement, provide community-based services, keep local placements at the lowest level of care, and collect better information during initial placement to get a better "match" in the next placement. These can be accomplished by starting the process early of transitioning the minors back into the home with reunification services.

Transitioning the minors home with reunification services will be accomplished by multiple planning steps outlined in the 5-Year SIP Chart. A logic model will be created that outlines the existing and planned services Yolo County Probation will utilize to provide reunification services. Potential programs are being developed to address the needs of minors who are returning from out-of-home placement to negate the risks of them re-entering the program. Establishing internal outcome measures will ensure that performance outcomes are being tracked and monitored. Additionally, a quality assurance plan will be developed and updated to monitor the level of re-entry into the system and to ensure the reunification services being provided are beneficial to the minors and the families.

PRIORITY OUTCOME MEASURE OR SYSTEMIC FACTOR: 2F, MONTHLY VISITS (PROBATION)

Although this is not a current CFSR federal outcome measure, counties are now expected by the State and Federal governments to achieve 95% compliance with face-to-face contacts with children/youth in foster care, updated from the previous standard of 90%. The target improvement goal has been updated accordingly.

2F: MONTHLY VISITS

NATIONAL STANDARD:	90% 95%
BASELINE PERFORMANCE:	87.4% (October 2014, Data Extract Q2 2014, 7/1/13-6/30/14)
UPDATED PERFORMANCE:	81.4% (April 2016, Data Extract Q4 2015, 1/1/15-12/31/15)
TARGET IMPROVEMENT GOAL:	95% timely visits by 2020

Yolo County Probation is currently out of compliance regarding timely visits, although we are in compliance with the target standard for visits in the youth's residence. Generally, a

positive trend is occurring with timely visits; however, this SIP focus area is worthwhile, as there has been continual staff turnover in the Department affecting delivery of services.

Again, stakeholders made suggestions at the SIP Stakeholder Meeting as to how to address the compliance gap in this category. Offering specific probation officer training for the Child Welfare Services Case Management System (CWS/CMS) will help eliminate miscoding of information input into the system. Additionally, staffing issues were addressed in the meeting, specifically with regard to matching the probation officer with the youth and finding officers who are the right fit for the placement unit. Consistency with staffing was again discussed, and stakeholders agree that this will assist with timely caseworker visits being documented correctly.

The Yolo County Probation Department is working toward matching suitable Probation Officers to the placement unit for long-term assignment, with a goal of fostering knowledge retention by staff of regulations regarding placement. Additionally, a succession plan is being developed to plan for transitioning officers into the placement division in the future. Placement officers are also encouraged to attend regional meetings and conferences to assist them in developing collaborative relationships throughout the state and maintaining best practices in the field of placement. Finally, to further assist with the improvement of entering contacts with minors in the CWS/CMS system, a robust training program will be developed for the Probation Officers through the UC Davis training program and the CWS/CMS training coordinator.

PRIORITY OUTCOME MEASURE OR SYSTEMIC FACTOR: 8A, COMPLETED HIGH SCHOOL OR EQUIVALENT (PROBATION)

Although this is not a current CFSR federal outcome measure, completion of high school or equivalent is a key well-being measure for youth on Probation.

8A: COMPLETED HIGH SCHOOL OR EQUIVALENT

NATIONAL STANDARD:	N/A
BASELINE PERFORMANCE:	0% (October 2014, Data Extract Q2 2014, 10/1/15-12/31/15)
UPDATED PERFORMANCE:	50% (April 2016, Data Extract Q2 2016)
TARGET IMPROVEMENT GOAL:	65-75% by 2020

When evaluating the outcome measures, it is important to recognize that the small number of out-of-home placements in Yolo County can skew the statistics significantly. For example, only two youth were measured in 8A: Completed High School or Equivalency, with one completing high school, which equals a 50% rate. However, if the placement numbers were larger, the rate may be different.

Further, there are internal departmental issues that can affect various outcome measures. These can include but are not limited to: maintaining a well-trained workforce, effectively engaging families, use of evidence-based practices and best practices, and supporting multi-agency partnerships. Beyond this initial year of the SIP, demonstration of the County's progress in performance over time in the outcome measures can show trends and how the Probation Department is moving toward the targeted goals.

STATUS OF STRATEGIES

CHILD WELFARE SERVICES

STRATEGY 1: DEVELOP FAMILY SUPPORT MEETING (FSM) FACILITATOR PROGRAM AND USE FAMILY SUPPORT MEETINGS AT ALL MAJOR DECISION-MAKING POINTS IN A CASE. (CWS)

ANALYSIS

In FY 15-16, the first full year of program implementation, Yolo County CWS allocated one full-time equivalent (FTE) staff position to the Family Support Meeting (FSM) program. This FTE was split between two facilitators, who were trained and began leading meetings in April 2015. CWS quickly saw the challenge of having facilitators who were split between carrying cases and facilitating FSMs. As a result, CWS committed to providing the FSM program with two full-time FSM facilitators as soon as they could be identified internally or hired externally. Since the initiation of FSMs, the program has had three changes in FSM facilitators, with the current assigned staff being the first full-time facilitator. Efforts were made throughout the first part of this year to hire an additional FSM facilitator who is bilingual in Spanish, which was achieved at the end of May 2016. The addition of the new facilitator will allow for expansion of the FSM program to better support the County's SIP goals.

The FSM program has been in place for one year as of the writing of this report. As we achieve full implementation over FY 16-17, it is anticipated that the program will improve outcomes in Reducing the Number of Children Entering Foster Care; P1, Permanency in 12 Months for Children Entering Foster Care; P4, Re-entry to Foster Care; and P5, Placement Stability. It is also anticipated that the implementation of this program will result in improved outcomes in S2, No Recurrence of Maltreatment; P2, Permanency in 12 months for children in foster care 12 to 23 months; and P3, Permanency in 12 months for children in foster care 24 months or longer. Because impact of practice changes on several of these CFSR measures is not observable for one to three years, CWS will focus on continued data collection over FY16-17 to begin to analyze and draw conclusions about the impact of the FSM program.

ACTION STEP STATUS

The Social Worker Supervisor who oversees the FSM program attended staff unit meetings, CWS division meetings and supervisor meetings to assess the need and possible uses for FSMs. A tracking system for FSMs that monitors number, timeliness, outcomes and client and staff satisfaction has been put in place. As a result of feedback on staff and client surveys, changes were made to the FSM note format, and the Agency purchased small snacks and water for clients who are participating in what are often 2-hour or longer meetings.

Agency procedures for FSMs are in draft form and continue to be developed further. Yolo County CWS has revived its focus on use of Safety Organized Practice (SOP), and a workgroup of line staff, supervisors and managers is meeting to further develop all aspects of SOP implementation, which includes FSMs. The workgroup is looking at specific case decision points, including removal, placement, reunification and case closure, to clearly define where FSMs must occur in the lifecycle of each case. The outputs of this workgroup will be incorporated into the policy and procedures for FSM.

With the addition of the second facilitator, both facilitators will be trained on Safety Organized Practice approaches in the coming year. The FSM supervisor will be observing meetings for training purposes and quality control.

METHOD OF EVALUATION AND/OR MONITORING

An Excel tracking spreadsheet has been maintained since late April 2015 to capture all Family Support Meetings completed. The data show that the FSM program has held a total of 114 meetings since April 23, 2015. The FSM facilitator offered 23 meetings to families who either refused to participate in a meeting or cancelled the meeting. Of the 114 meetings held, 64 were held within the timeframe requested by the social worker, and 50 were held outside of the timeframe requested. The most common cause of delays in scheduling was due to finding a meeting date and time that worked for the family, natural supports and the social worker. On average, five participants (which includes family, natural supports and service providers) take part in each FSM.

As of January 1, 2016, Yolo County created a special project code for FSMs in CWS/CMS to allow for easier tracking and data reconciliation with other outcomes. The meeting facilitator enters the special project code into CWS/CMS after each FSM. Additionally, CWS began collecting surveys from clients and social workers regarding FSMs in December 2015. Unfortunately, there was an irretrievable loss of data that occurred during a transition between Survey Monkey accounts for the County, which resulted in the loss of all FSM social worker surveys prior to that point. Although this was a one-time occurrence due to the Survey Monkey account transition, moving forward, such data will be backed up on local computer systems or in hard copy to ensure this type of data loss does not occur again. We now have data from February 2016 forward for the FSM social worker surveys. The data show that 95.2% of social workers felt well prepared for the FSM, 97.6% felt included in decision-making, 92.8% felt that

the main safety concerns were addressed during the meeting, and 92.8% were satisfied with the FSM. Overall, CWS social workers are supportive of the use of FSMs and value the benefit to children and families that results from gathering input from the family and their natural support system.

With regard to the FSM client satisfaction, the data show that 80.9% of client participants felt well prepared for the FSM, 93.7% felt included in decision-making, 94.5% felt that the main safety concerns were addressed during the meeting, and 94.6% were satisfied with the FSM. Overall, clients are satisfied with FSMs and appreciate the opportunity to have input into decisions regarding the safety of their children.

The FSM program is still ramping up with the recent addition of the second facilitator, and it is anticipated that more data will emerge over the next year; however, ongoing FSM program monitoring includes a review of the following:

- FSM referral forms;
- Outcomes of FSM;
- Length of time in foster care post-FSM;
- Review of child at risk of removal pre-FSM and whether they remained home post-FSM;
- Client satisfaction surveys;
- Social worker satisfaction surveys;
- Feedback gathered from supervisor and management team regarding FSM;
- Use of special project code in CWS/CMS to track meetings for each case.

STRATEGY 2: DEVELOP A PARENT PARTNER SERVICE FOR FAMILIES INVOLVED WITH CWS. (CWS)

ANALYSIS

In FY 15-16, Yolo County CWS began implementation of a Parent Partner program through a contract with Stanford Youth Solutions. Although the contract began in July 2015, it took several months to identify and recruit Parent Partners, because it was vitally important to CWS that the selected individuals have lived experience in Yolo County specifically so that they understood the county system, processes and community resources and could share that knowledge with parents involved in the Child Welfare system. Both Parent Partners were hired, trained and co-located with CWS as of February 2016. The program is new but has tremendous promise. Social workers have made many referrals to the Parent Partners, and they are actively working to assist parents who are receiving Family Reunification services. Parent Partner activities include engaging parents in case planning and services; providing information to parents about CWS and their rights and responsibilities; and providing support, modeling and linkage to families.

The program has been in place for just a few months, so it is too early to analyze impact; however, it is anticipated that the program will improve outcomes in P1, Permanency in 12 Months for Children Entering Foster Care; P4, Re-entry to Foster Care; and P5, Placement Stability.

ACTION STEP STATUS

CWS successfully contracted with Stanford Youth Solutions for the Parent Partner program. This contract continues for FY16-17. Although Stanford Youth Solutions is their employer, the Parent Partners are located in the CWS office and have a site-based Social Worker Supervisor who also provides oversight of their work. The Parent Partners received extensive training from Stanford Youth Solutions on the CWS legal system, engagement, healthy boundaries, advocacy, resources, family-centered practices, addressing stigma, safety, and self-care. Initial induction training was completed in February 2016; however, the Parent Partners continue to engage in ongoing training opportunities identified by both Stanford and CWS.

CWS and Stanford Youth Solutions are in close communication and will continue to make adjustments to the program as needed to support improved outcomes. As just one example, it has emerged that we need to ensure Parent Partners are assigned early in the case, rather than shortly before an anticipated recommendation to cease Family Reunification services to a parent. To maximize success and support our limited resources of the Parent Partner program, their services must be put in place as soon as possible.

The Parent Partners have presented at the local Blue Ribbon Commission about their work, and additional opportunities for community-based presentations and trainings will continue to be identified. In the future, they will assist with training CWS staff on effective engagement with families.

CWS has added an action step to our SIP chart, which is to explore the need for additional Parent Partner positions. This program has shown early promise in its first several months, and we anticipate that it will only continue to grow over time as we begin to see benefits for parents, children and families.

METHOD OF EVALUATION AND/OR MONITORING

This program has been in place for only a few months; however, CWS has created a special project code in CWS/CMS to track when a Parent Partner is assigned to a case so we can begin tracking data and running reports that show outcomes of Parent Partner involvement. Program effectiveness will be monitored and evaluated through the following:

- Meeting with contracted provider, reviewing performance measurement reports and outcomes;

- Monthly Parent Partner and staff meetings;
- Use of special project code in CWS/CMS to track Parent Partner use on cases;
- Gathering data on reunification rates, time to reunification, and re-entry for cases with Parent Partners vs. without Parent Partners;
- Utilization of a survey to measure social worker satisfaction with Parent Partner program;
- Obtaining data from Stanford Youth Solutions regarding parent satisfaction with Parent partners.

STRATEGY 3: IMPLEMENT EARLY PARENT ENGAGEMENT MEETINGS. (CWS)

ANALYSIS

This strategy was previously titled “Implement Early Engagement Meetings,” but was renamed to clarify the intent of the strategy. The implementation dates for this strategy have been pushed out, as it became apparent over the past year that many of the SIP strategy action step dates were frontloaded over the 5-year period of the SIP and not all new initiatives could be implemented effectively at once. Thus, this strategy is slated to begin in July 2017.

Early Parent Engagement Meetings will be an expansion of the Parent Partner role, with the Parent Partners beginning to facilitate educational groups regarding the Child Welfare system for parents who have had their children removed. The intent is to provide an opportunity for early engagement and develop parents’ understanding of the processes and timeframes of Family Reunification, including the Juvenile Dependency court process, case plans, accessing services, and concurrent planning. Analysis of the program, action steps and methods of evaluation will be provided in a future SIP Annual Update after this program begins. It is anticipated that the program will improve outcomes in P1, Permanency in 12 Months for Children Entering Foster Care; P4, Re-entry to Foster Care; and P5, Placement Stability.

STRATEGY 4: IMPLEMENT RESOURCE FAMILY APPROVAL (RFA) TO PROVIDE FOSTER CARE LICENSING AND ADOPTIVE HOME STUDY APPROVAL FOR ALL CWS PLACEMENTS. (CWS)

ANALYSIS

As part of Continuum of Care Reform (CCR), all California counties are required to implement Resource Family Approval (RFA) as of January 1, 2017. RFA improves the process for selection, training and support of resource families (foster parents, relative caregivers and non-related extended family members) under a streamlined, family-friendly process for approving individuals seeking to become caregivers for a child in foster care. A number of counties have opted to be early implementers of RFA, and Yolo County officially began implementation of RFA on January 1, 2016.

From January-May 2016, 96 families have applied to become RFA families, 83 of whom are relatives or non-related extended family members and 13 of whom are “unmatched” families (i.e., foster homes). There have been four total approvals, one unmatched and three matched. More data will be collected as additional families are approved and take placement of children. It is anticipated that this strategy will positively impact outcomes in P-5, Placement Stability.

ACTION STEP STATUS

In FY15-16, staff from Yolo County CWS attended a variety of trainings, conferences and technical support meetings, including a site visit to San Luis Obispo County, to develop a plan and timeframe for RFA implementation. The implementation plan was completed in October 2015. RFA policies, procedures and desk guides are currently in development, with initial policies in draft format.

The RFA process has occurred in close partnership with the Woodland Community College Foster and Kinship Care Education Program (FKCE). FKCE has restructured their foster parent training program to reflect the mandates of RFA. The FKCE program coordinator has been an integral part of planning for RFA at every step.

Three social workers were identified to join the RFA unit and in January 2016 began the work of assisting prospective resource families through the approval process. In April 2016, another social worker was assigned to the RFA unit in a dedicated family finding position. In June 2016, another social worker was selected to become a Resource Family Liaison and will move into this position shortly.

METHOD OF EVALUATION AND/OR MONITORING

RFA has been in place for five months at the writing of this report, and four families have completed the approval process. Data on RFA trends will emerge as additional time passes. Yolo County CWS is in the process of finalizing a contract with the purveyor of the Efforts to Outcomes (ETO) database for the purpose of tracking RFA families and approvals/denials. This database will help us track how many potential caregivers start and finish the RFA process, the range of time it takes to complete the RFA process, the median time to complete the RFA process, and whether emergency placements can be fully approved.

Additionally, CWS plans to conduct focus groups with community partners and stakeholders to gather feedback about the RFA process and provide satisfaction surveys to each cohort of foster parents, relative caregivers, and non-related extended family member caregivers every six months.

STRATEGY 5: DEVELOP IN-HOUSE TRAINING CURRICULUM FOR NEW SOCIAL WORKERS AND ONGOING TRAINING CURRICULUM FOR MORE EXPERIENCED SOCIAL WORKERS. THIS TRAINING WILL BE IN ADDITION TO THE REQUIRED CORE PHASES I AND II TRAINING PROVIDED BY THE NORTHERN CALIFORNIA TRAINING ACADEMY FOR NEW SOCIAL WORKERS. (CWS)

ANALYSIS

Yolo County CWS has been working for many months to carve out a dedicated training supervisor position among the Social Worker Supervisor staff and was able to achieve this in May 2016, with the full transition of CFSR case review duties from a supervisor to two social worker practitioners. The supervisor of the case review staff is now assigned part-time to case review quality assurance (QA) and part-time to training.

The training supervisor and manager have worked to identify existing training processes and assess training gaps for new and ongoing staff. The training supervisor conducted a focus group with all staff hired in the past year to gather information about their training experience, gaps in knowledge, and areas for improvement. In the focus group, some staff identified concerns about lack of comprehensive training and the need to seek out shadowing/mentoring opportunities on their own. Staff who had an assigned mentor identified that this was extremely helpful, and those who did not have a specific mentor identified that the lack of a mentor was a significant gap in their training process. Ensuring a specific mentor is assigned to each new worker is now part of the Agency's standard induction training process for every social worker. Focus group participants also identified that they wanted a broad overview of all aspects of the Child Welfare system, not just the program to which they were assigned; this, too, has been incorporated into our new comprehensive training plan. Staff also requested more written training materials, which are now in development.

ACTION STEP STATUS

The training supervisor and manager have worked to assess for gaps in training (for example, through the focus group process noted above) and worked with the supervisor team to identify existing training processes. CWS has obtained training curriculums and materials from other counties, which are in the process of being customized and incorporated into the Yolo County CWS training process. The training supervisor and manager developed a training plan for new social workers in order to streamline the onboarding process and ensure consistent, structured training for all new staff. The training program is being implemented through a pilot project with new staff who are starting work between June-August 2016. All staff who have been hired within the past 18 months, or any other staff who would like to take part in specific trainings, are also invited to participate in classroom-based training opportunities offered for new workers.

METHOD OF EVALUATION AND/OR MONITORING

The training curriculum will be monitored via supervisor conversation and direct observation of staff skills in the field, and through surveys of staff, supervisors and managers. Adjustments to the training program will be made as the program is piloted and additional needs are identified. Additional efforts to analyze impact of the training program on outcomes will occur as the program is fully developed and implemented.

As the training program is currently still in development, outcome data will be available for the next SIP Annual Progress Report. It is anticipated that the comprehensive training program will positively impact all federal outcome measures.

STRATEGY 6: IMPLEMENT THE USE OF REVIEW, EVALUATE, DIRECT (RED) TEAMS IN EMERGENCY RESPONSE TO DETERMINE THE BEST RESPONSE TO A REPORT OF CHILD ABUSE OR NEGLECT. (CWS)

ANALYSIS

Yolo County CWS implemented RED Teams in July 2015. RED Teams bring together the Emergency Response (ER) intake screener, two supervisors and often additional social workers to review each intake call that is made to the CWS hotline. Over the past few months, additional participants have joined the RED Team process, including Public Health Nursing (PHN) staff and representatives from CommuniCare Health Centers, which provides Yolo County's Differential Response services and Wraparound services, as well as mental health services to children, youth and parents.

All reports of suspected child abuse or neglect are reviewed by the RED Team to develop a group decision regarding the appropriate determination and response time.

As this has been the first year of the RED Team program, and further program development has continued over the course of the year, a process for data collection and analysis still needs to be implemented. This will begin to occur in FY 16-17. It is anticipated that RED Teams will improve outcomes in Reducing the Number of Children Entering Foster Care and P4, Re-entry to Foster Care.

ACTION STEP STATUS

Yolo County CWS staff attended training through the Northern California Training Academy regarding RED Team implementation. Also, a national expert on RED Teams, Sue Lohrbach, came to Yolo County to spend a day meeting with ER staff about RED Teams. Shadowing other counties, which was an intended action step, was not found to be necessary; however, CWS collaborates with other RED Team counties to ensure continued best practice. Staff are also encouraged to attend ongoing training opportunities as they come up.

As noted, RED Teams were implemented in July 2015 with a small group of CWS staff and supervisors. The program has expanded to include a PHN, and a Memorandum of

Understanding (MOU) was finalized that allowed CommuniCare Health Centers to participate in RED Teams. For FY 16-17, CWS plans to incorporate a mental health clinician into RED Teams.

METHOD OF EVALUATION AND/OR MONITORING

The effectiveness of the RED Team process has been evaluated continuously over its first year of implementation. Feedback from staff and supervisors has been incorporated to ensure the process runs more smoothly. Plans for more formal evaluation of implementation and first year outcomes are in progress and will include development of a Survey Monkey to be sent to RED Team participants, creation of a workgroup regarding how to measure RED Team effectiveness, and conducting a series of focus groups (with ER staff, CWS staff overall, and community providers).

STRATEGY 7: EXPAND CHILD WELFARE SERVICES WORKFORCE AND SKILL TO SUPPORT RAPID, EARLY ENGAGEMENT OF CLIENTS. (CWS)

ANALYSIS

During development of the SIP, Yolo County CWS hoped to develop a new structure used by some other Child Welfare agencies, which would involve the creation of specialized units focused on specific issues such as Family Assessment, Domestic Violence, High Risk 0-5 years, and Voluntary Family Maintenance (VFM). After further research and analysis, Yolo County CWS has determined that the small scale of our county's program is not conducive to this type of structure, and it was deemed appropriate to sunset this SIP strategy.

ACTION STEP STATUS

CWS conducted research and analysis of other jurisdictions that implement this type of model and ultimately determined that this model works well in extremely large Child Welfare systems that have hundreds of social work staff serving a much larger client base than exists in Yolo County, but is not conducive to implementation in a smaller county. Nevertheless, several steps were completed this year in order to implement a scaled-down version of this strategy. Two Emergency Response units were created; one with a focus on immediate, higher-risk responses and the other with a focus on 10-day, lower-risk responses. The existing VFM program was augmented from two to three Social Worker Practitioner positions to build capacity to accept additional families. Additionally, it was determined appropriate to identify specific staff skills, strengths and interests to allow social workers and supervisors to become subject matter experts in certain areas to serve as a resource to other staff. For example, staff have been identified as subject matter experts (SMEs) in the Indian Child Welfare Act (ICWA), foster youth education, maternal mental health, and incarcerated parents. As part of the new comprehensive training program, these SMEs are also providing training to other staff related to their specific topic of expertise. CWS will continue to identify subject matter expertise and support staff development specific to these areas.

PROBATION

STRATEGY 1: STRENGTHEN QUALITY ASSURANCE MEASURES FOR PLACEMENT RE-ENTRY SERVICES. (PROBATION)

ANALYSIS

The goal of this strategy is to strengthen quality assurance measures for placement re-entry services. Quality assurance measures will help track what services youth are receiving when returning home and determine if those services reduce re-entry into foster care. For Quarter 4, 2015, re-entry data is 33.3% compared to the CSA/SIP Baseline of 50%. The target improvement goal is 8.3%.

ACTION STEP STATUS

The SIP Placement Logic Model was created by the Yolo County Probation Department in July 2015 and is in the process of implementation. The logic model addresses the following areas: Program Inputs, Program Theory, Process/Activities and Outcomes. This logic model has been created with many aspects of the plan already having been implemented. Outcomes will need to be monitored to determine if the goals set have been effectively achieved.

Program input is the first essential piece of the logic model. This establishes guidelines for the placement division to create better outcomes for youth who have exited the foster care setting and to prevent the need for re-entry to out-of-home care. An essential element is

training for staff, including specialized training for placement officers and the unit supervisor. All placement staff utilizing the CWS/CMS system need detailed training on the placement aspect of the system. Further, oversight by the Deputy Chief Probation Officer regarding the latest practices and evidence-based practices (EBPs) is necessary to ensure accurate outcomes. Finally, matching appropriate services to each youth to meet their specific needs is required to ensure positive outcomes for the youth we serve.

The next important element of the logic model is Program Theory. Commercially Sexually Exploited Children (CSEC) will be more likely to be maintained in a home when receiving transitional services from group homes. Also, this section addresses the need for a 15:1 ratio for probation youth to the probation officer, following evidence-based guidelines. The Department is also dedicated to returning to the practice of a warm handoff between the placement officer and the supervision officer, as this will help build rapport with the youth and the family.

Continuing with Process/Activities and Outcomes in the logic model, the processes for the placement unit are described. Tasks and duties of the staff are addressed specifically to ensure expectations are attainable and can clearly be met. Desired outcomes are also specifically outlined in the logic model. See Attachment 2, Probation SIP Placement Logic Model.

The logic model has been completed; however, the program theory, processes/activities, and outcomes will be an ongoing process to monitor. The program theory will be monitored by the supervising probation officer assigned to the placement unit. The goal is to ensure that the theories desired are practiced by each probation officer with each specific case. Additionally, the processes/activities are an ongoing method to assess the effectiveness of the logic model and to determine if the adequate services can be obtained, resulting in the desired outcomes. This will be an ongoing process and will be monitored by the supervising probation officer as well as the deputy chief probation officer.

Various tasks have been completed in the logic model. All training associated with CWS/CMS has been completed by the probation officers, the supervisors, and the secretary assigned to the placement unit. Supplemental training will be completed yearly or as deemed necessary by the deputy chief probation officer.

Additionally, a move towards a warm handoff when returning youth home has been implemented throughout the department. This is a process where the placement officer and the supervision officer meet with the family, jointly, when the minor returns home. The goal is to ensure the continuity of services and information provided to the minor and their family. This will also ensure the minor and school receive the proper education records, upon return from out of home placement.

Processes and activities will be an ongoing portion of the logic model, which will be evaluated on a case by case basis for the youth we work with. Each youth will receive the proper assessment, and this will be monitored monthly by the supervising probation officer. Further training will also be assessed by the supervising probation officer and the training coordinator to ensure the placement officers receive the most recent information available regarding evidence based practices. This will include specialized training for the placement officers, including but not limited to: motivational interviewing, trauma-informed care, CSEC, family finding, etc... Additionally, the supervising probation officer will utilize tools such as Safe Measures to ensure the proper documentation is being recorded.

METHOD OF EVALUATION AND/OR MONITORING

In FY 16-17, Probation will establish internal outcome measures to match state outcome measures for re-entry service programs and develop a tracking process to measure outcomes. Data analysis will begin in July 2017 to determine success rates.

STRATEGY 2: ENHANCE PROBATION STAFF'S KNOWLEDGE OF EDUCATIONAL RIGHTS, RESPONSIBILITIES AND OPPORTUNITIES FOR FOSTER CARE YOUTH. (PROBATION)

ANALYSIS

The goal of this strategy is to increase the number of probation youth completing high school or equivalency. Identifying and utilizing specialized training for the placement officers will aid them in becoming better advocates for the youth they work with, assisting with the goal of completing high school or equivalency.

Quarter 4, 2015 data is 50%. There was no existing baseline data for Yolo County, as during the CSA and SIP process, Probation learned that this information must be reported quarterly through the SOC 405 report. This data is now being obtained on a regular basis. There is no national standard goal in this category.

ACTION STEP STATUS

The Yolo County Probation Department is working toward completion of this goal. Implementation of this performance measure has begun; however, it should be an ongoing goal throughout the life of the SIP to stay current with what best practices become available.

During the present year, strides have been made toward obtaining additional training for staff to ensure they are model advocates for the youth who are striving to complete high school or equivalency. Staff attended the 2016 California Foster Youth Education Summit. This summit covered topics such as Closing the Achievement Gap for Probation-Supervised Youth; Foster Youth Education Problem-Solving Basics; Life After High School: Preparing Foster Youth for College Success; Answering Who, Where and How with CalCRN Resources; and I Can Afford

College Statewide Financial Aid Awareness Campaign. With the skills and information obtained in these breakout sessions, the probation officer should be better prepared and trained to support youth with the completion of their high school education.

Working collaboratively with collateral agencies will also benefit the placement officers to assist youth striving toward high school graduation or equivalency. The placement officers work collaboratively with Foster Youth Services (FYS) through the Yolo County Office of Education to ensure that foster youths' educational needs are being met. While foster youth historically have a lower success rate when working toward high school graduation, FYS was established to meet the needs of these youth both academically and emotionally. In addition, the Yolo County Probation Department is part of a collaborative monthly meeting, the Stay in School Summit, which consists of the Juvenile Court judge, attorneys, District Attorneys, school officials and local support agencies. Current issues and methods to support youths' academic achievement are discussed during these collaborations.

Yolo County Probation historically has not met the standards in this category. During the CSA process, a systemic problem was brought to attention. The Department had not been following or entering data on the previous SOC 405E, Exit Outcomes for Youth Aging Out of Foster Care Quarterly Statistical Report, which now has been replaced by the SOC 405XP, Outcomes for Nonminor Dependents (Probation Foster Youth) Exiting Foster Care. This oversight has been resolved, and data collection and reporting on the SOC 405XP is now a practice.

Moving forward, Yolo County Probation will continue to coordinate with the Court and schools regarding best practices and continue to identify training needs and access offered training. The goal is for Probation staff to attend a minimum of 16 hours of training in FY 16-17.

METHOD OF EVALUATION AND/OR MONITORING

Training progress will be reviewed on an ongoing basis and further needs assessed. Academic achievement of Probation youth will be monitored quarterly.

STRATEGY 3: ENHANCE DEPARTMENT STABILITY WITH A FOCUS ON PLACEMENT UNIT STAFF ASSIGNMENT.

(PROBATION)

ANALYSIS

The goal of this strategy is to increase timely visits with children/youth. Having the right people remain in the right position with proper training will provide stability and staff experience when working with youth who are placed out of home. Quarter 4, 2015 data is 81.4% compared to the CSA/SIP Baseline of 70.4%. The target improvement goal is 95%.

ACTION STEP STATUS

Probation was able to achieve the action step of targeting suitable placement unit staff for long-term assignment to foster retention of regulatory knowledge regarding placement. A new staff member who was hired with placement needs in mind came to the placement unit in February, 2016. The staff member has been training rigorously and had completed Placement Officer Core Training prior to coming to the assignment. A succession plan for rotation of staff into the position of the Placement Officer Position will be addressed in FY 16-17. Probation is in the process of providing support for the Placement Unit through collaboration with other Placement Units throughout the region and state.

METHOD OF EVALUATION AND/OR MONITORING

Beginning in 2017, Probation will review progress and reassess feasibility of caseload ratios and long-term assignments to optimize Department resources.

OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION

For Yolo County CWS, FY2015-16 has been a time of significant changes. The program has experienced significant growth in the past two years, expanding from a staff of 24 social workers, four supervisors, two analysts, and one manager to a team of 50 social workers, seven social worker supervisors, two analyst supervisors, two analysts, two managers, and an embedded Public Health nursing unit. Additionally, recent transitions in leadership have occurred at both the Agency Director and Branch Director levels. Furthermore, given that the Agency is just finishing its first year as an integrated department, many processes and details of integration are still being worked through, and the full impacts on client services and outcomes are yet to be realized. Agency-wide efforts are being made to further refine these processes, which span multiple programs. Embedded Mental Health clinician and case manager positions will also be added to CWS in FY16-17, which presents a tremendous opportunity for children and youth in our care but also a new challenge with regard to identifying staff roles, responsibilities and cross-program supervision.

Additionally, maintaining full staffing levels has been a barrier for CWS. Additional Social Worker Practitioner positions were allocated in July 2015, but it proved difficult to recruit sufficient qualified candidates quickly. CWS will be almost fully staffed as of August 2016, following another recent recruitment that capitalized on the timing of graduation of Master of Social Work (MSW) students in May 2016. However, budget challenges for FY 16-17 now present new difficulties. CWS consistently faces significant fiscal barriers, as Yolo County is bordered by two large counties with much greater resources, which necessitates offering competitive salaries to recruit qualified, talented staff, despite lacking an abundant County funding base. For FY 16-17, CWS must leave remaining social worker and supervisor positions unfilled with the hope that future funding opportunities will allow for filling these vacancies.

At the same time, hiring new staff presents its own set of challenges. CWS has hired approximately 16 new social worker positions since July 2015, meaning one third of our staff has been here for less than one year, requiring a significant investment of time and effort in training. The training program under development will assist with this process moving forward.

The Yolo County Juvenile Probation Department has experienced some barriers to SIP implementation thus far. Historically, during the past seven years, placement numbers have declined. As a result of lower numbers, which has been the goal of the Department, statistical data often appears to indicate a small percentage of success rates, although when two youth are monitored in a category, a 50% success rate looks different compared to a county with hundreds in the statistical pool. Further, when youth are AWOL with warrants, monthly contacts are unable to be made, thus making it appear as a decline in contacts, as attempts are not counted statewide.

Additionally during the past year, another historical problem related to staffing levels has affected the Yolo County Probation Department. There were previously two fully trained Placement Probation Officers, but one was re-assigned to work with the Mentally Ill Offender Crime Reduction (MIOCR) caseload. This again created an opening in the unit, which has since been filled.

PROMISING PRACTICES/ OTHER SUCCESSES

Many of the SIP strategies selected by CWS represent best practices or promising practices, including Family Support Meetings (FSMs), Parent Partners, Resource Family Approval, and RED Teams. Yolo County is also revitalizing its focus on Safety Organized Practice (SOP) as a whole, of which FSMs are a part. SOP is a promising practice being implemented statewide in most California counties and encompasses a theoretical practice framework and a suite of tools utilized by social workers. Key components of SOP include bringing together families and their networks to ensure safety for children, inclusion of the child's/youth's voice, rigorous safety planning, behaviorally-based case plans, and inclusive processes that increase family engagement and accountability. A workgroup is meeting regularly to plan for specifics of revived SOP implementation. It is anticipated that full SOP implementation will have positive impacts on all federal outcome measures.

HHS is also working to hire mental health clinician and case manager positions that will be embedded within CWS to better meet the mental health needs of children and youth. These positions should be in place in FY 16-17. Probation received a Mentally Ill Offender Crime Reduction (MIOCR) grant in 2015 and has been working to ensure that youth with mental health diagnoses are connected with Wraparound and other needed mental health services.

Additionally, Yolo County CWS and Probation have worked together collaboratively for several years, beginning with the creation of the first System Improvement Plan. The departments work closely together to meet the needs of our clients, which has become especially important due to implementation of dual status cases. Dual status, which allows minors to be under court-ordered supervision of both CWS and Probation, was implemented in Yolo County in 2015 and has provided new opportunities for collaboration between our programs.

Also in the past year, Yolo County CWS embarked on the process of developing a County practice model that parallels the current statewide process of creating a California Child Welfare Core Practice Model. Workgroups involving staff, supervisors and managers met regularly to develop shared values and expectations for practice with children and families. This effort is currently on hold pending upcoming deliverables from the California Core Practice Model, in order to ensure that Yolo's practice model is congruent with and complementary to the statewide model. It is anticipated that implementation of a consistent practice model will have positive impacts on all federal outcome measures.

Finally, Yolo County CWS leadership has been focused on building a trauma-informed agency. Staff, supervisors and managers participated in trainings on secondary trauma through the Northern California Training Academy. A number of supportive practices were implemented in the workplace to assist staff in reducing impacts of secondary trauma. Addressing secondary trauma is essential to workforce retention and engagement, which in turn has a direct impact on outcomes for children. Additionally, the CWS managers attended the trauma-informed training track at the California Mental Health Advocates for Children and Youth (CMHACY) conference in May 2016 and are exploring options for program implementation in FY 16-17. A CWS manager also participates on the steering committee of the Yolo Resilience Network, which focuses on providing education about adverse childhood experiences (ACEs) and creating trauma-informed organizations and communities. We intend to focus further on building a trauma-informed agency in the upcoming year.

OUTCOME MEASURES NOT MEETING STATE/NATIONAL STANDARDS

Over the last year, both Yolo County CWS and Juvenile Probation Department have had some outcome measures that are not meeting the national standard.

Child Welfare Services

As of the writing of this update, Child Welfare's most recent performance in all federal measures is as follows. *(Report publication: April 2016; data extract Q4 2015. Outcome measures that are out of compliance are shown in bold text).*

Measure	Description	National Standard	Most Recent Start Date	Most Recent End Date	Yolo County CWS
3-S1	Maltreatment in Foster Care	<8.5	1/1/2015	12/31/2015	3.34
3-S2	Recurrence of Maltreatment	<9.1	1/1/2014	12/31/2014	9.00
3-P1	Permanency in 12 months (entering Foster Care)	>40.5%	1/1/2014	12/31/2014	32.80
3-P2	Permanency in 12 months (in care 12-23 months)	>43.6%	1/1/2015	12/31/2015	55.70
3-P3	Permanency in 12 months (in care 24 months or more)	>30.3%	1/1/2015	12/31/2015	29.50
3-P4	Re-entry to foster care in 12 months	<8.3%	1/1/2013	12/31/2013	12.00
3-P5	Placement Stability	<4.12	1/1/2015	12/31/2015	3.71

Most recent data indicate that CWS was out of compliance with three of the seven new federal outcome measures:

- **3-P1: Permanency in 12 months (entering foster care).** The Agency's median time to permanency in 12 months was 32.8; the national standard is 40.5%.
- **3-P3: Permanency in 12 months (in care 24 months or more).** The Agency's median time to permanency in 12 months for youth in care 24 months or more was 29.5%; the national standard is 30.3%.
- **3-P4: Re-entry to foster care in 12 months.** The Department's rate of re-entry was 12%; the national standard is 8.3%.

CWS continues to work toward striking a balance between reunifying children in a timely manner and engaging families over a sufficient time period to ensure children do not return to out-of-home care. For both 3-P1 and 3-P3, a historic and current barrier to timely permanency continues to be delays in the court process and provision of additional services to parents. Additionally, when parents receive 18 months of services but the adoptive home assessment process has not been completed by the time services are terminated, permanency may be delayed beyond 24 months. It is anticipated that the SIP strategies to address 3-P1, Permanency in 12 months (entering foster care), will also have positive effects on 3-P3, Permanency in 12 Months (in care 24 months or more). Full implementation of Parent Partners, Family Support Meetings, Resource Family Approval, and a comprehensive social worker training program are anticipated to positively affect all three of these outcome measures.

Probation:

As of the writing of this update, Probation's most recent performance in all federal measures is as follows. (*Report publication: April 2016; data extract Q4 2015. Outcome measures that are out of compliance are shown in bold text*).

Measure	Description	National Standard	Most Recent Start Date	Most Recent End Date	Yolo County Probation
3-S1	Maltreatment in Foster Care	<8.5	1/1/2015	12/31/2015	0%
3-S2	Recurrence of Maltreatment	<9.1	1/1/2014	12/31/2014	N/A
3-P1	Permanency in 12 months (entering Foster Care)	>40.5%	1/1/2014	12/31/2014	35.3%
3-P2	Permanency in 12 months (in care 12-23 months)	>43.6%	1/1/2015	12/31/2015	50%
3-P3	Permanency in 12 months (in care 24 months or more)	>30.3%	1/1/2015	12/31/2015	0%
3-P4	Re-entry to foster care in 12 months	<8.3%	1/1/2013	12/31/2013	33.3%
3-P5	Placement Stability	<4.12	1/1/2015	12/31/2015	0%

Most recent data indicate that Probation was out of compliance with two of the seven new federal outcome measures:

- **P1: Permanency in 12 months (entering foster care).** The Department’s median time to permanency in 12 months was 35.3%; the national standard is 40.5%.
- **P4: Re-entry to foster care in 12 months.** The Department’s rate of re-entry was 33.3%; the national standard is 8.3%.

Additionally, Probation is out of compliance with two additional measures that are not federal measures, but are Priority Outcome Measures on the SIP:

- **2F: Monthly visits (out of home).** The Department’s rate of completion was 81.4%; the national standard is 95%.
- **8A: Completed High School or Equivalency.** The Department’s rate of completion was 50%. There is no national standard established in this area; however, the Department has set a standard of 65-75%.

Strategies are in place to improve in these areas, as addressed above.

State and Federally Mandated Child Welfare/Probation Initiatives

AB12/Extended Foster Care

CWS and Probation continue to have high levels of participation in extended foster care over time. Since the inception of AB12 in 2012, the Probation Department has seen an increase in youth who want to remain under the jurisdiction of the Juvenile Court as non-minor dependents (NMDs). Placement officers and social workers work diligently with youth to keep them qualified and engaged in extended foster care services and to assist them when they opt back in for services. Yolo County CWS established a transition age youth (TAY) unit for youth aged 14-21, providing specialized case management services for minor youth as well as non-minor dependents.

Minor youth and NMDs involved with CWS and Probation are able to participate in the Independent Living Program (ILP), which is coordinated by a CWS social worker, and the ILP coordinator also assists Probation in accessing credit reports for their youth. Yolo County CWS continues to have a high percentage of youth graduating from high school or achieving their GED, with approximately 80% of youth graduating on time for the school year ending in June 2016.

Katie A.

Yolo County Child Welfare has made significant progress in the last year related to implementation of the mandates of the *Katie A. v Bonta* lawsuit. In partnership with our Children's/TAY Mental Health program, we have provided joint trainings on Katie A. implementation for all of our contracted children's mental health agencies (Yolo Family Service Agency, Turning Point and CommuniCare) and for CWS and Mental Health staff. CWS social workers complete the Mental Health Screening Tool and a Katie A. eligibility assessment on every child/youth in an open CWS case at the time the case opens, annually thereafter, and any time a child/youth experiences new signs or symptoms that indicate the need for mental health services. Social workers participate regularly in Child and Family Team (CFT) meetings and work with mental health providers to ensure that children have access to the appropriate services needed to stabilize their mental health concerns and their placements.

At this time, Probation has not been directed by CDSS to participate in the mandates of the *Katie A. v Bonta* lawsuit. If so directed, Probation will gladly partner with HHSA to best meet the needs of our children and families. Probation is the recipient of a Mentally Ill Offender Crime Reduction (MIOCR) grant and has been working to ensure that youth are connected with Wraparound and other needed mental health services.

Federal Case Review

CWS has worked diligently in the past year to implement the newly mandated Child and Family Services Review (CFSR) case review process. Originally, Yolo County was instructed by CDSS to review 50 cases per year, and a Social Worker Supervisor II position was assigned to complete the case review process. With subsequent changes from CDSS that increased Yolo County's review caseload to 70 per year and required the creation of a Quality Assurance (QA) position within the county, we worked to hire two additional Social Worker Practitioner positions and successfully filled these positions in February 2016. These social workers attended case review training, became certified reviewers in May 2016, and are now responsible for completing the 70 case reviews annually, with the QA role performed by the Social Worker Supervisor who previously conducted the reviews. CWS also performs the case review function for Probation.

Commercially Sexually Exploited Children and Youth (CSEC)

In 2015, Yolo County CWS and Probation participated in developing the County's CSEC protocol, with CWS taking the lead. CWS initiated a CSEC Task Force that involves District Attorney, Public Defender, Probation, Juvenile Court, County Counsel, the Multi-Disciplinary Interview Center (MDIC), Empower Yolo, Yolo County Office of Education, CommuniCare, Turning Point, and local law enforcement agencies. The task force met regularly to develop the protocol and county practices and partnerships to address CSEC issues. CSEC training has occurred for staff, foster parents, law enforcement and community partners. Monthly CSEC multi-disciplinary team meetings (MDTs) bring together CWS, Probation, CommuniCare, County Mental Health, Yolo County Office of Education, MDIC, Public Health and Empower Yolo to conduct case staffings and, when possible, meet with the youth to develop a plan. These individualized meetings are held to monitor and support the child/youth and family and focus on issues such as case planning, placement issues, safety planning, etc.

Continuum of Care Reform (CCR)

Continuum of Care Reform (CCR) is another statewide initiative that has affected Yolo County CWS this year, as the County opted to become an early implementer of Resource Family Approval (RFA). Case review and RFA are both beneficial programs, but have taken six social worker positions from core programs, or more than 10% of our staff. The impact of diverting staff to these unfunded or under-funded mandates has been that caseloads for Emergency Response and Ongoing programs have remained high despite efforts to hire additional social workers. We have continued efforts to hire and fill remaining vacancies, but it appears that budget restrictions will prevent us from achieving full staffing through FY 16-17.

CWS continues to remain informed regarding CCR statewide planning efforts, as full implementation of CCR will occur in 2017. Although we have only a small percentage of our

foster youth placed in group homes, we are focused on transitioning these youth to lower levels of care as quickly as possible.

Other Initiatives

Yolo County Juvenile Probation is currently meeting with the Probation Advisory Committee every six weeks to discuss placement issues within the state. The placement officer participates in the Northern California Placement Committee, which is a regular meeting to address placement needs in our region.

**ATTACHMENT 1:
CHILD AND FAMILY SERVICES REVIEW (CFSR) 3 FEDERAL OUTCOME MEASURES COMPARISON CHART**

	OLD	NEW
Safety	S1.1 No Recurrence of Maltreatment	S2 Recurrence of Maltreatment
	S1.2 No Maltreatment in Foster Care	S1 Maltreatment in Foster Care
Permanency	C1.3 Reunification within 12 months (Entry Cohort)	P1 Permanency in 12 months (Entering Foster Care)
	C2.5 Adoption w/in 12 months (Legally Fee)	
	C2.1 Adoption within 24 months	P2 Permanency in 12 Months (12-23 months)
	C2.3 Adoption within 12 months (17 months of care)	
	C2.5 Adoption w/in 12 months (Legally Free)	
	C3.2 Exits to Permanency (legally free at exit)	
	C2.1 Adoption within 24 months	P3 Permanency in 12 months (24+ months)
	C2.5 Adoption within 12 months (Legally Fee)	
	C3.1 Exits to Permanency (24 months in care)	
	C1.4 Re-Entry following Reunification	P4 Re-Entry into Foster Care in 12 months
	C4.1 Placement Stability (8 days to 12 months)	P5 Placement Stability
	C4.2 Placement Stability (12-23 months in Care)	
	C4.3 Placement Stability (24 months in care)	
	Eliminated	C1.1 Reunification within 12 months (Exit Cohort)
C1.2 Median Time to Reunification		
C2.2 Median Time to Adoption		
C2.4 Legally Free within 6 months (17 months in Care)		
C3.3 In Care 3 yrs or Longer (Emancipated)		

ATTACHMENT 2: PROBATION SIP PLACEMENT LOGIC MODEL: DRAFT

<u>Program Inputs</u>	<u>Program Theory</u>	<u>Process/Activities</u>	<u>Outcomes</u>
<ul style="list-style-type: none"> • 20 to 25 youth ordered into placement by the court • Specially trained probation officers(completed Placement CORPS, CWS/CMS training) • Unit Supervisor trained (Placement CORPS, CWS/CMS trained) • Secretary trained in CWS/CMS Clerical Operations • Clerical Supervisor Trained in CWS/CMS Clerical Operations • Deputy Chief Oversight of tracking outcomes • Case specific services in placement: Substance Abuse Treatment, Anger Management, Sex Offender Treatment, Mental Health Services, Education, Independent Living Skills, Pro-social activities 	<ul style="list-style-type: none"> • CSEC Youth will be more likely to be maintained in a home when receiving transitional services from group home. • Probation Officers with evidence based intervention training and a 15:1 caseload will manage process leading to an increase in positive outcomes for youth at risk. • Increased youth compliance with education, pro-social activities, and treatment regimens will lead to stronger positive youth outcomes. • Ensure warm handoff between placement officer and supervision officer and treatment/services and education in the community. 	<ul style="list-style-type: none"> • Assessment: <ul style="list-style-type: none"> ○ OYAS ○ Mental Health Screening ○ CSEC Assessment ○ JSORAT • Behavioral Health Services <ul style="list-style-type: none"> ○ Trauma Focused Therapy ○ Cognitive Behavioral Therapy ○ Substance Use ○ Family Therapy ○ WRAP ○ Therapeutic Behavioral Services/Community Based Services • Probation Officer <ul style="list-style-type: none"> ○ Motivational Interviewing ○ Trauma-Informed Care ○ Supervising Sex Offenders ○ CSEC ○ Substance Abuse Training ○ Family Finding ○ Parenting Project Secretary <ul style="list-style-type: none"> - CWS/CMS - Fostercare Paperwork 	<ul style="list-style-type: none"> • Probation identified youth : <ul style="list-style-type: none"> ○ Less than 8.3% of youth will re-enter placement within 12 months of completing program ○ Adhere to probation conditions at 70% rate ○ 100% of parents or legal guardian will complete Parenting Project ○ Improved clinical symptoms if present ○ Maintain a 20% recidivism rate ○ Track rate of successful completion of placement vs. returns prior to completion

5-YEAR SIP CHART

CWS

Priority Outcome Measure or Systemic Factor: ~~C1.2 Median Time to Reunification (P1)~~
3-P1 Permanency in 12 Months (entering foster care)

National Standard: ~~5.4~~ 40.5

CSA Baseline Performance: ~~7.7~~ 46.0 (October 2014, Data Extract Q2 2014)

Target Improvement Goal: ~~decrease to 5.4~~ Maintain at or above 40.5

CWS

Priority Outcome Measure or Systemic Factor: ~~C4.3 Placement Stability (P5)~~
3-P5 Placement Stability

National Standard: ~~41.8~~ 4.12

CSA Baseline Performance: ~~28.9~~ 3.90 (October 2014, Data Extract Q2 2014)

Target Improvement Goal: ~~increase to 35.0~~ Maintain at or below 4.12

CWS

Priority Outcome Measure or Systemic Factor: Reduce the number of children entering foster care

National Standard: N/A

CSA Baseline Performance: 188 (October 2014, Data Extract Q2 2014)

Target Improvement Goal: 10% reduction in entry rates each year

CWS – NEW

NEW Priority Outcome Measure or Systemic Factor: Reduce the number of children re-entering foster care

National Standard: 8.3%

Baseline Performance: 14% (January 2016, Data Extract Q3 2015)

Target Improvement Goal: 3% reduction in reentry rates each year

Probation

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

National Standard: 8.3%

CSA Baseline Performance: 50% (Quarter 2, 2014)

Target Improvement Goal: ~~Strengthen quality assurance measures for placement re-entry services.~~ Yolo County will reach goal of 8.3% by 2020.

Probation

Priority Outcome Measure or Systemic Factor: 8A Completed High School or Equivalency

National Standard: N/A

CSA Baseline Performance: 0% (Quarter 2, 2014)

Target Improvement Goal: ~~Enhance Probation staff's knowledge of educational rights, responsibilities, and opportunities for foster care youth. The goal is to improve outcomes leading to graduation, completion of high school equivalent exam or GED.~~ Yolo County will reach goal of 65-75% of Probation Youth will obtain high school diploma or equivalency by 2020.

Probation

Priority Outcome Measure or Systemic Factor: 2F Timely Visits with Children

National Standard: 95%

CSA Baseline Performance: 87.4% (Quarter 2, 2014)

Target Improvement Goal: ~~Enhance department stability with a focus on placement unit staff assignments. The goal is to have highly trained staff in this unit, which will increase visits and the correct documentation of the visits, which do/have occurred.~~ Yolo County will conduct 95% timely visits by 2020.

<div style="border: 1px solid black; padding: 2px; display: inline-block;">CWS</div> Strategy 1: Develop Family Support Meeting (FSM) Facilitator program and use Family Support Meetings at all major decision making points in a case.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): P1-Permanency in 12 months for children entering foster care {C1.2} P5-Placement Stability {C4.3} Reducing the number of children entering foster care <u>P4-Re-entry into foster care in 12 months</u> Likely to also see improvements in: S2-No Recurrence of Maltreatment {S1.1} P2-Permanency in 12 months for children in foster care 12 to 23 months P3-Permanency in 12 months for children in foster care 24 months or longer P4 Re-entry into foster care in 12 months	
	<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	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Assess need and possible uses for Family Support meetings by attending staff unit meetings, Division Meetings, and Supervisor Meetings.	March 2015	<u>Completed in July 2015</u>	FSM Supervisor Analyst
B. Develop policy, procedure, and method for tracking for FSM Facilitator program. Tracking will include: <ul style="list-style-type: none"> • the total number of FSM • timeliness of FSM 	March 2015	January 2016 <u>June 2016</u>	Analyst FSM Supervisor

<ul style="list-style-type: none"> • outcome of the FSM • client satisfaction with FSM 			
<p>C. Identify two primary facilitators and train them on Safety Organized Practice approaches including but not limited to Motivational Interviewing, Solution-Focused Interviewing, Structured Decision Making, Signs of Safety, etc.</p>	March 2015	March 2016 <u>March 2017</u>	Analyst FSM Supervisor Division Manager
<p>D. Begin facilitating Family Support Meetings at major decision making points in the case including but not limited to removal, placement, reunification, case closure, etc.</p>	July 2015-May 2015	Ongoing <u>December 2016</u>	FSM Facilitators FSM Supervisor
<p>E. Monitor and evaluate the FSM Facilitator program by reviewing data collected from outcomes of meetings, outcomes of families and observing the meetings for quality control. FSM Supervisor will make adjustments to the program or provide/arrange for additional training as needed.</p> <p>Monitoring will include a review of the following:</p> <ul style="list-style-type: none"> • FSM referral forms; • outcomes of FSM; • length of time in foster care 	January 2016	Quarterly <u>Monthly – Surveys</u> <u>Quarterly - Overall</u>	FSM Facilitators FSM Supervisor Analyst Division Manager

<ul style="list-style-type: none"> post FSM; • a review of child at risk of removal pre FSM and whether they remained home post FSM; • client satisfaction surveys; • social worker satisfaction surveys; • feedback gathered from supervisor and management team regarding FSM; • <u>Use of special project code in CWS/CMS to track meetings for each case.</u> 			
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<div style="border: 1px solid black; padding: 2px; display: inline-block; margin-bottom: 5px;">CWS</div> Strategy 2: Develop a Parent Partner service for families involved with CWS.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): P1-Permanency in 12 months for children entering foster care (C1.2) P5-Placement Stability (C4.3) Likely to also see improvements in: P2-Permanency in 12 months for children in foster care 12 to 23 months P3-Permanency in 12 months for children in foster care 24 months or longer <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	

Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
<p>A. Contract with community based service provider to provide Parent Partner Program. Services of Parent Partner may include: engaging parents in case planning and services; providing information to parents about CWS and their rights/responsibilities; provide support, modeling and linkages to families; provide individual support; serve as parent leaders and assisting with training CWS staff on effective engagement with families.</p>	July 2015	September 2016 <u>Completed July 2015</u>	Analyst CWS Supervisors
<p>B. Train Parent Partners on CWS Legal System, engagement, healthy boundaries, advocacy, resources, family centered practices, addressing stigma, safety and self care.</p>	October 2015	January 2016 and Ongoing <u>Completed February 2016</u>	Contracted Provider CWS Supervisors
<p>C. Monitor and Evaluate effectiveness of program by meeting with contracted provider, reviewing performance measurement reports and outcomes.</p> <ul style="list-style-type: none"> • <u>Monthly Parent Partner and staff meetings;</u> • <u>Use of special project code to track Parent Partner usage on cases;</u> • <u>Track time to reunification for cases with Parent Partners vs. without Parent Partners;</u> 	July 2016	Quarterly	Contracted Provider CWS Supervisors Analyst Division Manager

<ul style="list-style-type: none"> • <u>Utilize survey to measure social worker satisfaction with Parent Partner program;</u> • <u>Obtain data from Stanford Youth Solutions regarding parent satisfaction with Parent partners.</u> 			
<p>D. Contracted Provider and CWS will make adjustments to the program as needed to support improved outcomes.</p> <ul style="list-style-type: none"> • <u>Monthly meeting with Stanford Youth Solutions' Parent Partner Supervisor, CWS Supervisor and Parent Partners.</u> 	<p>October 2016</p>	<p>Quarterly <u>Monthly</u></p>	<p>Contracted Provider CWS Supervisors Analyst Division Manager</p>
<p>E. <u>Explore the need for additional Parent Partner Positions.</u></p>	<p><u>December 2016</u></p>	<p><u>June 2017</u></p>	<p><u>Contracted Provider</u> <u>CWS Supervisors</u> <u>Analyst</u> <u>Division Manager</u></p>

<div style="border: 1px solid black; padding: 2px; display: inline-block;">CWS</div> Strategy 3: Implement Early <u>Parent</u> Engagement Meetings	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): P1-Permanency in 12 months for children entering foster care {C1.2} P5-Placement Stability {C4.3} <u>P4-Re-entry into foster care in 12 months {C1.4}</u> Likely to also see improvements in: P2-Permanency in 12 months for children in foster care 12 to 23 months P3-Permanency in 12 months for children in foster care 24 months or longer P4 Re-entry into foster care in 12 months {C1.4} S2-No Recurrence of Maltreatment {S1.1}	
	<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	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Research models of client engagement groups and curriculum used by other counties and the Regional Training academy.	July 2016 <u>2017</u>	December 2016 <u>2017</u>	Analyst Supervisors Division Managers
B. Train parent partners and social workers who will facilitate the client engagement group.	January 2017 <u>2018</u>	June 2017 <u>2018</u>	Analyst Supervisors Parent Partner Contracted Provider

<p>C. Talk with community partners about scheduling to ensure that the group does not conflict with services and to arrange for service providers to offer intake appointments for mental health services or AOD services either before or after the group.</p>	<p>January 2017 <u>2018</u></p>	<p>June 2017 <u>2018</u></p>	<p>Analyst Supervisors Division Managers Branch Director</p>
<p>D. Implement the client engagement group.</p>	<p>July 2017 <u>2018</u></p>	<p>Ongoing</p>	<p>Parent Partners Social Workers</p>
<p>E. Monitor and evaluate the effectiveness of the client engagement meeting through the use of satisfaction surveys for parents, social workers and service providers. Also track the risk level of the parent on the attendance sheet and track who does and does not attend the client engagement meeting.</p>	<p>October 2017 <u>2018</u></p>	<p>Quarterly</p>	<p>Analyst Supervisors Division Managers Branch Director</p>

<div style="border: 1px solid black; padding: 2px; display: inline-block; margin-bottom: 5px;">CWS</div> <p>Strategy 4: Implement Resource Family Approval (RFA) to provide foster care licensing and adoptive home study approval for all CWS placements.</p>	<input type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): P1-Permanency in 12 months for children entering foster care (C1.2) P5-Placement Stability (C4.3)</p> <p>Likely to also see improvements in: P2-Permanency in 12 months for children in foster care 12 to 23 months P3-Permanency in 12 months for children in foster care 24 months or longer</p>	
	<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	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Attend trainings, conferences and technical support meetings in order to develop an implementation plan for RFA, including a timeline for implementation.	May 2015	October <u>Completed December 2015</u>	Analyst RFA Supervisor Division Manager
B. Develop policy, procedure, and method for tracking for RFA families and approvals/denials.	May 2015	January <u>Completed December 2015</u>	Analyst RFA Supervisor Division Manager

C. Identify and train RFA social workers.	September 2015	Ongoing <u>Completed</u> <u>December 2015</u>	Analyst RFA Supervisor Division Manager
D. Implement RFA process and begin assessing potential foster/relative placements.	January 2016	Ongoing <u>Completed</u> <u>January 2016</u>	RFA Social Worker
E. Monitor and evaluate effectiveness of RFA and make adjustments as needs are identified. Conduct focus groups with community partners and stakeholders to gather feedback about the RFA process. Provide satisfaction surveys to each cohort of foster parents, relative caregivers, and non-related extended family member caregivers every six months. Track how many potential caregivers start and finish the RFA process, the range of time to complete the RFA process, the median time to complete the RFA process and whether emergency placements can be fully approved.	March 2016 <u>January 2017</u>	Every Six Months for caregiver cohorts. Quarterly for all other measures	Analyst RFA Supervisor Division Manager

<div style="border: 1px solid black; padding: 2px; display: inline-block;">CWS</div> Strategy 5: Develop in-house training curriculum for new social workers and ongoing training curriculum for more experienced social workers. This training will be in addition to the required CORE phases I and II training provided by the Northern California Training Academy for new social workers.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): P1-Permanency in 12 months for children entering foster care (C1.2) P5-Placement Stability (C4.3) Reduce the number of children entering foster care <u>P4-Re-entry into foster care in 12 months (C1.4)</u> Likely to also see improvements in: P2-Permanency in 12 months for children in foster care 12 to 23 months P3-Permanency in 12 months for children in foster care 24 months or longer P4 Re-entry into foster care in 12 months (C1.4) S2-No Recurrence of Maltreatment (S1.1)	
	<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	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Identify any existing training that already exists in Yolo County and assess for gaps in training.	May 2015	<u>Completed</u> November 2015	CWS Supervisor Analyst Division Manager
B. Connect with other Counties to review their training curriculums for new and experienced social workers. Obtain copies of any of their training curriculums.	May 2015	May 2016 <u>December 2016</u>	CWS Supervisor Analyst Division Manager

<p>C. Begin developing Yolo County training program utilizing resources gathered from other counties, existing training opportunities within Yolo County, knowledge base of supervisor team and internal agency subject matter experts, WIC and Division 31 regulations.</p>	<p>July 2015 <u>2016</u></p>	<p>July 2016 <u>December 2017</u></p>	<p>CWS Supervisor Analyst</p>
<p>D. Implement training program.</p>	<p>November 2015 <u>2016</u></p>	<p>Ongoing</p>	<p>CWS Supervisor</p>
<p>E. Monitor and evaluate effectiveness of the training curriculum by surveying staff, supervisors and division manager. Make adjustments in training program as needs are identified.</p>	<p>February 2016 <u>May 2017</u></p>	<p>Ongoing</p>	<p>CWS Supervisor Analyst Division Manager</p>

<div style="border: 1px solid black; display: inline-block; padding: 2px;">CWS</div> Strategy 6: Implement the use of Review, Evaluate, Direct (R.E.D.) teams in Emergency Response to determine the best response to a report of child abuse or neglect.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Reduce the number of children entering foster care <u>P4-Re-entry into foster care in 12 months (C1.4)</u> Likely to also see improvements in: P4-Re-entry into foster care in 12 months (C1.4) S2-No Recurrence of Maltreatment (S1.1)	
	<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	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Attend trainings related to R.E.D. team implementation.	July 2015 <u>January 2015</u>	Ongoing <u>Completed</u> <u>July 2015</u>	Intake Screeners ER Supervisor
B. Shadow other counties who have successfully implemented R.E.D. teams. This action step was not found to be necessary, as site visits with a national consultant addressed this need.	September 2015	September 2016	ER Supervisor
C. Implement R.E.D. teams with small group of team members including the emergency response supervisor, intake screeners, and at least two other supervisors.	July 2015	Ongoing <u>Completed</u> <u>July 2015</u>	Intake Screeners ER Supervisor Supervisors Division Manager
D. Expand R.E.D. team members to include CWS public health nurse, Mental Health Clinician, Differential Response case manager, and other community partners.	January 2017 <u>February 2016</u>	Ongoing <u>Completed</u> <u>March 2016</u>	Intake Screeners ER Supervisor Supervisors Division Manager

<p>E. <u>Expand R.E.D. team members to include Domestic Violence Treatment Provider.</u></p>	<p><u>March 2016</u></p>	<p><u>July 2016</u></p>	
<p>F. E. Monitor and evaluate the effectiveness of the R.E.D. team implementation process, meeting structure, and outcomes of the meetings. Supervisor and Manager will make adjustments in the process as needed. Obtain feedback from all R.E.D. team participants <u>using Survey Monkey to be sent to CCHC, Social Worker's, PHN and Supervisors.</u></p> <ul style="list-style-type: none"> • <u>Develop a workgroup regarding how to measure R.E.D. team effectiveness;</u> • <u>Focus group for ER staff regarding R.E.D. teams before implementation vs. after implementation;</u> • <u>Focus group for CWS staff overall;</u> • <u>Focus group for community providers involved with R.E.D. teams.</u> 	<p><u>June 2017</u> <u>June 2016</u></p>	<p>Quarterly</p>	<p>Intake Screeners ER Supervisor Supervisors Division Manager Analyst</p>

<div style="border: 1px solid black; padding: 2px; width: fit-content; margin-bottom: 5px;">CWS</div> <p>Strategy 7: Expand Child Welfare Services workforce and skill to support rapid, early engagement of clients.</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): P1 Permanency in 12 months for children entering foster care (C1.2) P5 Placement Stability (C4.3) Reduce the number of children entering foster care</p> <p>Likely to also see improvements in: P2 Permanency in 12 months for children in foster care 12 to 23 months P3 Permanency in 12 months for children in foster care 24 months or longer P4 Re-entry into foster care in 12 months (C1.4) S2 No Recurrence of Maltreatment (S1.1)</p>	
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Research the training used by other Child Welfare agencies that have specialized units such as Family Assessment, Domestic Violence, High Risk 0-5 years, and Voluntary Family Maintenance.	August 2015	February 2016	Analysts Supervisors Division Managers Branch Director
B. Evaluate the current organizational structure of Child Welfare including the skills, strengths, and interests of each social worker. Identify areas where more intensive, specialized training is needed.	August 2015	January 2016	Supervisors Analysts Division Managers

			Branch Director
C. Hire and train the necessary staff to implement the expansion plan. CWS will hire four supervisors and 10 additional social workers.	September 2015	January 2016	Supervisors Division Managers
D. Monitor and evaluate the expansion by surveying the staff, supervisors and managers about their experiences with the growth, and how it has supported or hindered their ability to engage families.	June 2016	Quarterly	Supervisors Analysts Division Managers Branch Director

<div style="border: 1px solid black; padding: 2px; display: inline-block;"><i>Probation</i></div> Strategy 1: Strengthen quality assurance measures for placement re-entry services.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 3-P4 Re-Entry into Foster Care in 12 months	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Create program logic model for placement youth re-entry services.	July 2015	June 2016 Completed – Review Annually	Deputy Chief Probation Officer, Placement Supervising Probation Officer, Deputy Probation Officer

<p>B. Establish <i>internal</i> outcome measures <u>to match state outcome measures</u> for re-entry service programs.</p>	<p>July 2015 <u>July 2016</u></p>	<p>June 2016 <u>June 2017</u></p>	<p>Deputy Chief Probation Officer, Placement Supervising Probation Officer, Deputy Probation Officer</p>
<p>C. Develop tracking process to measure outcomes.</p>	<p>July 2016</p>	<p>June 2017</p>	<p>Deputy Chief Probation Officer, Placement Supervising Probation Officer, Deputy Probation Officer, IT Manager</p>
<p>D. Conduct analysis on data to determine success rates.</p>	<p>July 2017</p>	<p>Annually thereafter</p>	<p>Deputy Chief Probation Officer, Placement Supervising Probation Officer, Deputy Probation Officer, IT Manager</p>
<p>E. Review Quality Assurance Plan and update as needed.</p>	<p>July 2017 <u>July 2018</u></p>	<p>Annually thereafter</p>	<p>Deputy Chief Probation Officer, Placement Supervising Probation Officer, Deputy Probation Officer</p>

<div style="border: 1px solid black; padding: 2px; display: inline-block;"><i>Probation</i></div> Strategy 2: Enhance Probation staff's knowledge of educational rights, responsibilities, and opportunities for foster care youth.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 8A	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Coordinate education with Court and schools regarding best practices (Logic Model, EBP's around services).	July 2015	June 2016	A. Deputy Chief Probation Officer, Placement Supervising Probation Officer, Deputy Probation Officer
B. Identify training needs through Youth Law Center, local ILP Coordinator, and county Foster Care Educational Liaison.	July 2015	<i>Annually</i> <u>July 2016</u>	B. Deputy Chief Probation Officer, Placement Supervising Probation Officer, Deputy Probation Officer
C. Meet with UCD Resource Center for Family Focused Practice and other recommended training providers to arrange probation staff training.	July 2015	Annually	C. Deputy Chief Probation Officer, Placement Supervising Probation Officer, Deputy Probation Officer
D. Probation staff shall attend a minimum of 16 hours of advanced training as identified through consultation.	July 2016	<i>Annually</i> <u>July 2017 and</u> <u>Annually thereafter.</u>	D. Placement Supervising Probation Officer, Deputy Probation Officer

E. Review training progress and assess further needs.	July 2017	Annually	E. Deputy Chief Probation Officer, Placement Supervising Probation Officer, Deputy Probation Officer
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<div style="border: 1px solid black; padding: 2px; display: inline-block;"><i>Probation</i></div> Strategy 3: Enhance department stability with a focus on placement unit staff assignments.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 2F	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Target suitable placement unit staff for long-term assignment to foster regulatory knowledge retention regarding placement.	July 2016	July 2017	Assistant Chief, Deputy Chief Probation Officer, Placement Supervising Probation Officer
B. Develop a succession plan for rotation of staff into the position of Placement Probation Officer.	July 2016	July 2017 <u>July 2017 and ongoing</u>	Deputy Chief Probation Officer, Placement Supervising Probation Officer
C. Provide enhanced training and support for the Placement Unit through collaboration with other Placement Units throughout the region and state.	July 2015	<u>July 2017 and Annually thereafter</u>	Deputy Chief Probation Officer, Placement Supervising Probation Officer, Deputy Probation Officer

D. Review progress and reassess feasibility of caseload ratios and long-term assignments to optimize department resources.	July 2017	Annually	Deputy Chief Probation Officer, Placement Supervising Probation Officer, Deputy Probation Officer
<u>E. Provide enhanced training, build in policy regarding placement unit.</u>	<u>July 2017</u>	<u>July 2019</u>	<u>Deputy Chief Probation Officer, Placement Supervising Probation Officer, Deputy Probation Officer</u>