

California Child and Family Services Review

Annual SIP Progress Report

OCTOBER 1, 2015-SEPTEMBER 30, 2016



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Introduction

As mandated by the Child Welfare Services Outcome and Accountability Act of 2001 (Assembly Bill 636 (Steinberg)), Santa Barbara County completed its System Improvement Plan (SIP) in 2012. The SIP is the culmination of the California Child and Family Services Review process (C-CFSR). It is based upon the information learned from the County Self Assessment (CSA) conducted in October of 2011, the Peer Quality Case Review (PQCR) conducted in January of 2012, and aligned with the strategies of the State of California's Program Improvement Plan (PIP) submitted to the U.S. Department of Health and Human Services Children's Bureau.

The SIP process was informed by the county data and trends, guided by evidence based and promising practices in the field, and inclusive of community partners. The areas of focus for CWS are Placement Stability, Reunification within 12 months, and Recurrence of Maltreatment. The focus for Probation is Reunification within 12 months only. This SIP progress report is submitted to the California Department of Social Services (CDSS) in accordance with the California Child and Family Services Review Instruction Manual dated January 1, 2014.

SIP Progress Narrative

Stakeholders Participation

Santa Barbara County CWS began its Self-Assessment process in September 2011. As in the previous Self-Assessments, Santa Barbara County focused on obtaining

extensive input from our many public and private partners, believing that their knowledge of and experience with CWS and Probation were critical in identifying the strengths, needs, and gaps in our service delivery system. The process focused on soliciting feedback from several existing groups who are integrally involved in promoting the safety and well-being of children and families such as KIDS Network, the Child Abuse Prevention Council; and the CWS Team meeting targeting all CWS supervisors/managers. Participants were asked to consider the data and utilizing their expertise to help define the strengths of our community and service delivery systems in providing for the safety, permanence, and well-being of children and families, as well as what might be needed to improve those outcomes. In total, more than 150 people representing the public, private, and consumer sectors participated in the process, which was used to inform the Self-Assessment and SIP.

The resulting SIP strategies and action steps were developed directly from internal and external stakeholder feedback. The SIP Planning Team reviewed performance and trends for the three outcomes identified – recurrence of maltreatment, placement stability and reunification within 12 months (entry cohort). Additionally, strategies were evaluated for efficacy in achieving outcomes. Strategies and action steps were then developed through a community process which engaged internal and external stakeholders in developing priorities.

Santa Barbara County CWS has continued to engage a variety of stakeholders as part of the Core Practice Model (CPM), working closely with the Children’s System of Care and implementation of the requirements associated with the Katie A settlement.

Additionally, to engage internal staff and external stakeholders, the following efforts have been made during the review period:

- A link to the annual SIP progress report was provided to all stakeholders in [DecemberNovember 20154](#).
- The annual SIP progress report was posted on the CWS County internet site in [DecemberNovember 20154](#).
- The annual SIP progress report was posted on the CWS intranet which is the electronic entry point for social worker staff policy and resource information.
- Ongoing interactive SIP discussion for CWS Supervisor/Manager Team.

- Ongoing interactive SIP discussion for CWS Program Support and Development staff.
- Ongoing interactive SIP discussion for Child Abuse Prevention Council (CAPC).
- Ongoing interactive SIP discussion at quarterly CWS Stakeholder Meetings.

Current Performance Toward SIP Improvement

Goals/Strategy Status

Through the PQCR, CSA, and SIP planning processes which were done jointly by CWS and Probation, the following federal outcomes and systemic factor were identified as the focus areas for the current SIP:

1. S1.1: No Recurrence of Maltreatment (3-S1 Maltreatment in Foster Care)
2. C1.1: Reunification within 12 months (exit cohort) (3-P1 Permanency in 12 Months)
3. C4.3: Placement Stability: Two or Fewer Placements (at least 24 months in care) (3P-5 Placement Stability)

Santa Barbara County has achieved modest improvement in all three SIP focus Areas. It should be noted that much of the first two years of the strategies involved evaluation, assessment, and planning activities. Santa Barbara County ~~and~~ is ~~cautiously~~ optimistic that ~~further~~ progress on strategy implementation will produce continued sustained positive direction toward improvement goals in the remaining year of the current SIP period.

~~It should be noted that much of the first two years of the strategies involved evaluation, assessment, and planning activities. Although progress has occurred it is anticipated that the real impact of the strategies on improvement goals will be seen in the remaining years of the SIP period.~~

A full Summary of CFSR Data can be found below:

Santa Barbara County Summary of CFSR Data

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Measure	Federal Standard	Child Welfare Services' Performance CWS/CMS 2012 Quarter 1 Extract		CWS: Percent of Standard Met	Child Welfare Services' Performance CWS/CMS 2015 Quarter 1 Extract		CWS: Percent of Standard Met	Probation Performance CWS/CMS 2012 Quarter 1 Extract		Probation Percent of Standard Met	Probation Performance CWS/CMS 2015 Quarter 1 Extract		Probation Percent of Standard Met
		Percent	Count		Percent	Count		Percent	Count		Percent	Count	
S1.1 No recurrence of maltreatment	94.6%	90.7%	282/311	95.9%	93.7%	298/318	99.0%	n/a	n/a	n/a	n/a	n/a	n/a
S2.1 No maltreatment in foster care	99.68%	99.36%	807/812	99.7%	99.02%	710/717	99.3%	n/a	n/a	n/a	n/a	n/a	n/a
2B Timely response - Immediate	State 90.0%	98.6%	141/143	109.8%	96.7%	147/152	107.4%	n/a	n/a	n/a	n/a	n/a	n/a
2B Timely response - 10 day	State 90.0%	92.3%	538/548	103%	96.5%	638/661	107.0%	n/a	n/a	n/a	n/a	n/a	n/a
2F Timely social worker visits	State 90.0%	94.2%		104.7%	95.3%		105.8%	n/a	n/a	n/a	n/a	n/a	n/a
C1.1 Reunification within 12 months (exit cohort)	75.2%	42.4%	50/118	56.3%	42.3%	41/97	56.3%	37.5%	3/8	49.9%	42.9%	6/14	57.2%
C1.2 Median time to reunification	5.4 months	12.7 months		42.5%	12.7 months		42.5%	15.6 months		34.6%	15.4 months		35.1%
C1.3 Reunification within 12 months (entry cohort)	48.4%	20.4%	29/142	42.1%	25.8%	25/97	53.3%	0%	0/6	0	18.2%	2/11	37.5%
C1.4 Reentry following reunification	9.9%	9.4%	12/127	105.3%	12.6%	16/127	78.6%	12.5%	1/8	126.3%	16.0%	4/25	61.9%
C2.1 Adoption within 24 months (exit cohort)	36.6%	25.5%	26/102	69.6%	52.6%	40/76	143.7%	n/a	n/a	n/a	n/a	n/a	n/a
C2.2 Median time to adoption	27.3 months	31.2 months		87.5%	22.7		120.3%	n/a	n/a	n/a	n/a	n/a	n/a
C2.3 Adoption within 12 months (17 months in care)	22.7%	32.8%	82/250	144.5%	24.8%	40/161	109.3%	n/a	n/a	n/a	n/a	n/a	n/a
C2.4 Legally free within 6 months (17 months in care)	10.5%	2.4%	4/164	22%	2.2%	2/93	20.1%	n/a	n/a	n/a	n/a	n/a	n/a
C2.5 Adoption within 12 months (legally free)	53.7%	65.1%	56/86	121.2%	61.7%	50/81	114.8%	n/a	n/a	n/a	n/a	n/a	n/a
C3.1 Exits to permanency (24 months in care)	29.1%	30.8%	61/198	105.8%	26.8%	34/127	92.1%	0	0/10	0	0.0	0/3	n/a
C3.2 Exits to permanency (legally free at exit)	98.0%	96.2%	102/106	98.2%	100.0%	80/80	102.0%	0	0	0	0	0/0	n/a
C3.3 In care 3 years or longer (emancipated/age 18)	37.5%	44.4%	16/36	84.5%	45.0%	9/20	83.3%	20%	2/10	53.3%	10.0%	2/20	26.6%
C4.1 Placement stability (6 days to 12 months in care)	86.0%	75.2%	212/282	87.4%	79.9%	187/234	92.9%	100%	25/25	116.3%	78.9%	30/38	91.7%
C4.2 Placement stability (12 to 24 months in care)	65.4%	58%	134/231	88.7%	64.9%	133/205	99.2%	92.9%	13/14	142%	58.6%	17/29	89.6%
C4.3 Placement stability (at least 24 months in care)	41.8%	28.2%	79/280	67.5%	33.0%	67/203	78.9%	42.9%	9/21	103%	11.1%	1/9	26.6%

Quarter 1, 2012 - Quarter 1, 2015, Extract from /usr/local/awc/adults/csw/csw/welfare

Santa Barbara County Summary of CFSR Data

Measure	Federal Standard	Child Welfare Services Performance 2012 Quarter 1 Extract		CWS: Percent of Standard Met	Child Welfare Services Performance 2016 Quarter 1 Extract		CWS: Percent of Standard Met	Probation Performance 2012 Quarter 1 Extract		Probation Percent of Standard Met	Probation Performance 2016 Quarter 1 Extract		Probation Percent of Standard Met
		Percent	Count		Percent	Count		Percent	Count		Percent	Count	
S1.1 No recurrence of maltreatment***	94.6%	90.7%	282/311	95.9%	94.4%	255/270	99.7%	n/a	n/a	n/a	n/a	n/a	n/a
S2.1 No maltreatment in foster care	99.68%	99.38%	807/812	99.7%	99.8%	660/661	100.0%	n/a	n/a	n/a	n/a	n/a	n/a
2B Timely response - immediate	State 90.0%	98.6%	141/143	109.6%	100.0%	137/137	111.0%	n/a	n/a	n/a	n/a	n/a	n/a
2B Timely response - 10 day	State 90.0%	92.3%	598/648	103%	98.9%	695/703	109.8%	n/a	n/a	n/a	n/a	n/a	n/a
2F Timely social worker visits	State 90.0%	94.2%		104.7%	98.3%		109.2%	n/a	n/a	n/a	n/a	n/a	n/a
C1.1 Reunification within 12 months (exit cohort)***	75.2%	42.4%	50/118	56.3%	55.6%	55/99	73.9%	37.5%	3/8	49.9%	28.6%	4/14	38%
C1.2 Median time to reunification	5.4 months	12.7 months		42.5%	10.2 months		52.9%	15.6 months		34.6%	17.2 months		31.3%
C1.3 Reunification within 12 months (entry cohort)	48.4%	20.4%	29/142	42.1%	29.6%	29/98	61%	0%	0/6	0	50.0%	3/6	100.0%
C1.4 Reentry following reunification	9.9%	9.4%	12/127	105.3%	21.1%	12/99	46.9%	12.5%	1/8	126.3%	28.6%	4/14	34.6%
C2.1 Adoption within 24 months (exit cohort)	36.6%	25.5%	26/102	69.6%	43.5%	27/62	118.8%	n/a	n/a	n/a	n/a	n/a	n/a
C2.2 Median time to adoption	27.3 months	31.2 months		87.5%	27.3%		100.0%	n/a	n/a	n/a	n/a	n/a	n/a
C2.3 Adoption within 12 months (17 months in care)	22.7%	32.8%	82/250	144.5%	24.0%	41/171	105.7%	n/a	n/a	n/a	n/a	n/a	n/a
C2.4 Legally free within 6 months (17 months in care)	10.9%	2.4%	4/164	22%	6.3%	7/111	57.70%	n/a	n/a	n/a	n/a	n/a	n/a
C2.5 Adoption within 12 months (legally free)	53.7%	65.1%	56/86	121.2%	63.3%	31/49	117.8%	n/a	n/a	n/a	n/a	n/a	n/a
C3.1 Exits to permanency (24 months in care)	29.1%	30.8%	61/198	105.8%	29.4%	37/126	101.0%	0	0/10	0	50%	3/6	171.8%
C3.2 Exits to permanency (legally free at exit)	98.0%	96.2%	102/106	98.2%	98.3%	59/60	100.3%	0	0	0	0	0	0
C3.3 In care 3 years or longer (emancipated/age 18)	37.5%	44.4%	16/36	84.5%	34.6%	9/26	108.0%	20%	2/10	187.0%	5.9%	1/17	635.0%
C4.1 Placement stability (8 days to 12 months in care)	86.0%	75.2%	212/282	87.4%	85.1%	188/221	98.9%	100%	25/25	116.3%	90.2%	37/41	104.8%
C4.2 Placement stability (12 to 24 months in care)	65.4%	58%	134/231	88.7%	64.1%	107/167	98.0%	92.9%	13/14	142%	40%	8/20	61.1%
C4.3 Placement stability (at least 24 months in care)***	41.8%	28.2%	79/280	67.5%	33.7%	69/205	80.6%	42.9%	9/21	103%	14.3%	2/15	34.2%
Quarter 1 2012, Quarter 1 2016 Extract- http://cssr.berkeley.edu/ucb_childwelfare													
***CWS SIP Focus ***CWS and Probation SIP Focus													

Outcome/Systemic Factor:

3S2 Recurrence of Maltreatment ~ *Of all 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?*

Standard: 9.1% Santa Barbara County 2012 Baseline Performance: 7.4%

County's Current Performance: 9.5

The most recent review period saw a slight decrease on performance in this measure to 9.5%. For the previous year Santa Barbara County has maintained positive performance on this measure and has consistently exceeded the federal standard.

Improvement Goal:

Through a focus on prevention, early intervention, and strengthening the relationship with Community partners, CWS will decrease the recurrence of maltreatment in order to meet the federal standard of 9.1% by September 2017.

Strategy 1. 1

Child Welfare Services will continue to partner with contracted providers, First 5, and the network of family resource centers to expand the differential response program and evidence based services such as Incredible Years, PCIT, and SafeCare® to all communities within Santa Barbara County.

<input type="checkbox"/>	CAPIT	Strategy Rationale: By expanding current practices and services that are currently working such as Differential Response, Incredible Years, PCIT, and SafeCare®, the rate of no maltreatment will be positively impacted.
<input type="checkbox"/>	CBCAP	
<input type="checkbox"/>	PSSF	
<input checked="" type="checkbox"/>	N/A	

PROGRESS NARRATIVE STRATEGY 1.1:

In fiscal year 2015/16, Child Welfare Social Workers referred 12,655 children to the differential response program, Front Porch. The Front Porch Program, administered by CALM in Santa Barbara, and both CALM and CAC in Santa Maria, provided services and made referrals for services to 777,045 families. Many of these families received services through local family resource centers while others were referred to community based organizations in an effort to stabilize and empower the family and to prevent further CWS involvement. Recidivism data for fiscal year 14/15 revealed that of all families referred to front porch, only 62.88% had a subsequent referral for abuse or neglect and of those referrals only 32.8% were substantiated. In addition, entries to care decreased by 16% from fiscal year 12/13 to fiscal year 13/14, and by another 12% in fiscal year 14/15. Entries remained fairly stable in 15/16 with an increase of 2% (4 children). Although this cannot be directly attributed to the front porch program there is a correlation in the increase in families served by the front porch program and the overall downward trend in reduced number of entries to care for the last several two years. Over the first part of 2015/2016, Child Welfare Services, Kids Network, Network of Family Resource Centers, CAC, and CALM met several times to further assess the referral procedures, data tracking categories, and the efficiency with which we monitor progress and outcomes. With input from all of the involved parties, we accomplished the further revisions of the Front Porch referral form and tracking spreadsheet to account for duplication of improve information regarding tracking and families and their data. The group also agreed worked on the use of different levels of case management and corresponding completion status refining the operational definitions regarding service categories in order to identify the types of interventions which are having the greatest impact on our families.

As a result of this revision, Child Welfare Services hopes to be able to perfect improve our data tracking ability in order to determine a more accurate rate of recidivism, as well as a way to determine the effectiveness of the service delivery and the program overall.

Child Welfare Services also continues to monitor the effectiveness of the services provided to families through the Front Porch process and to work with its consortium of providers to ensure effective service delivery to families. Many evidence based practices are proving to be useful in both the prevention and intervention of child maltreatment cases. Some of these services include: Healthy Families America Home Visitation, Incredible Years, Nurse Family Partnership, Parent-Child Interaction Therapy, Trauma-Focused Cognitive Behavioral Therapy, Child-Parent Psychotherapy, Home Instruction for Parents of Preschool Youngsters, Safe Care®, Seeking Safety, Supporting Father Involvement, Matrix Model Intensive Outpatient Program, Nurturing Parenting Program, Structured Decision Making, and Wraparound.

Child Welfare Services will continue to work diligently with its consortium of providers and community partners to identify effective, evidence based practices and programs that meaningfully assist the families served. CWS will also monitor and work with the providers to ensure uniform service delivery, increased provider capacity, and model fidelity in order to maximize the positive outcomes for the Santa Barbara County families and communities served.

Milestone	1.1.1 Identify those evidence based practices and services that have demonstrated efficacy in preventing recurrence of maltreatment based on review of data.	Timeframe	October 2012-September 2013	Assigned to	CWS Staff CAPC Kids Network Community Partners
	1.1.2 Assess current usage of evidence based practices and services that have demonstrated efficacy in preventing recurrence of maltreatment.		October 2013-September 2014		CWS Staff CAPC Kids Network Community Partners
	1.1.3 Work with community partners to develop uniform service delivery models, referral procedures, and communication between agencies to maximize utilization of evidence based practices and services.		October 2014-September 2015		CWS Staff CAPC Kids Network Community Partners
	1.1.4 Develop resource guide of evidence based practices and services for social work staff to use as a client referral source.		October 2015-September 2016		CWS Staff
	1.1.4 Monitor continued use, efficacy and service delivery of evidence based practices and services.		October 2016-September 2017		CWS Staff Community Partners
Strategy 1. 2	<input type="checkbox"/>	CAPIT	Strategy Rationale:		
	<input type="checkbox"/>	CBCAP			
	<input type="checkbox"/>	PSSF			

Develop an integrated Safety Organized Practice model that will serve to enhance and strengthen current family engagement efforts and Structured Decision Making (SDM) Assessments.	☒	N/A	Safety Organized Practice will enhance the use of SDM assessments and family engagement efforts, further reducing recurrence of maltreatment.
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PROGRESS NARRATIVE STRATEGY 1.2:

The Safety Organized Practice (SOP) Implementation Committee began holding regular meetings in November 2012, and continues holding monthly meetings to this day. The committee has seen great progress with helping to promote SOP practice within Child Welfare Services. There have been active sub-committees targeting certain areas of SOP use such as: Court report writing using SOP language; Case plan writing using SOP behaviorally based language; Safety Planning with harm and danger statements; and a Marketing/Communications sub-committee tasked with keeping staff informed of the benefits of SOP use and of the availability of SOP related training. SOP posters are now seen throughout all of the regional offices touting SOP use and illuminating the benefits of SOP in Child Welfare Service’s work.

Fiscal Year 2014/2015 saw an increase in the number of staff, at all levels, attending the twelve module SOP training sessions. 90 staff members attended one or more SOP training and related activities in the FY 2014/15. Each module was followed up with an intensive coaching session where workers received help using the SOP practice they learned in the previous module. Field based training was then offered by SOP expert trainers and practice leaders to cement the new skills into the social workers’ every day practice. In addition, several staff members traveled to Fresno for a specialized training in the use of Three House given by Nicki Weld, the creator the Three Houses tool. These staff members then shared their new knowledge with staff in each region of the county. Supervisors attended a training aimed at increasing their skills with reflective supervision and SOP theory and tools were being introduced to new staff during their induction training. This level of training and coaching has led to changes in CWS practice including the use of Harm and Danger Statements in the Centralized Intake Unit, behaviorally based case plans and court reports, and safety plans that include safety networks.

SOP practice and theory were successfully integrated into all TDMs, due in large part to a well trained staff of facilitators. These facilitators participated in training and monthly

learning circles to ensure TDM facilitator fidelity to the SOP model. All TDM paperwork and posters were updated to reflect the SOP style and focus of the TDMs.

Outreach and training to stakeholders on the incorporation of SOP into CWS practice continued ~~this year~~ with presentations given to the Child Abuse Prevention Council, the Child Abuse Prevention Academy, CALM and other community based organizational partners. [SOP language and mapping are also being utilized in other forums including QPI and Stakeholder meetings, and to provide support to the development of the local California Youth Connection \(CYC\) Chapter.](#)

~~For~~In Fiscal Year 2015/2016 Child Welfare Services (CWS) ~~has~~ contracted with NCCD Children’s Research Center (CRC) to support continued implementation and use of the Structured Decision Making® (SDM) system, including integrating newly revised SDM® assessments with the safety-organized practice (SOP) model. This support ~~will~~has allowed CWS to build internal capacity for continued use of the SDM system and practice model to ensure improved outcomes for children, youth, and families in the county. CRC assistance is focused on two specific areas. First, to support integrated practice use and build ongoing training/coaching capacity of the newly revised SDM 3.0 decision-point assessments with the SOP model. Second, to provide monthly support to help staff development trainers/coaches, supervisors and managers, and early adopter practice leaders continue to integrate SOP practice elements into CWS’s daily work throughout the agency. In addition CRC ~~will~~is ~~providing~~provide technical assistance to CWS develop a plan for monitoring and evaluating outcomes related to assessment completion, supporting documentation, and practice (e.g., case reading, SafeMeasures® reports).

Milestone	Timeframe	Assigned to
1.2.1 Participate in planning activities and develop integrated Safety Organized Practice model.	October 2012-September 2013	CWS Staff Staff Development
1.2.2 Conduct cascaded trainings throughout agency on Safety Organized Practice. Identify change champions in each unit to help lead effort. Utilize Coaching and Field Based Mentoring opportunities to promote Safety Organized Practice model.	October 2013-September 2013	CWS Staff Staff Development CCTA
1.2.3 Update policies, procedures, tools, and materials to integrate Safety Organized Practice.	October 2013-September 2016	Operations and support staff
1.2.4 Utilize CWS/CMS, Business Objects, and available reports	October 2016-	Operations and support

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to monitor the use of Safety Organized Practice.		September 2017	staff
Strategy 1.3 Expand and Integrate Family Centered Practices such as Father Engagement and Parent Partners into current service delivery models.	<input type="checkbox"/>	CAPIT	October 2016-September 2017
	<input type="checkbox"/>	CBCAP	
	<input type="checkbox"/>	PSSF	
	<input type="checkbox"/>	N/A	

PROGRESS NARRATIVE STRATEGY 1.3:

After much planning Santa Barbara County’s Parent Partner program was implemented in July 2015. Parent Partners are “life-trained paraprofessionals”, that is they are former clients of Child Welfare Services that have successfully reunified with their children and have their children’s Juvenile Court case dismissed. In Fiscal Year 2015/2016 ~~At this time there are~~ three part-time female parent partners served ~~ing~~ Santa Maria and Lompoc. Recently Santa Barbara County hopes to be able to ~~efforts to~~ recruit a part-time male parent partner ~~in the future~~ to help further support father engagement in reunification were successful.

Both research and experience have demonstrated that clients that have participated in a parent partner program are more likely to reunify with their children, and less likely to experience recidivism. The improved outcomes are a result of Parent Clients receiving support in managing the emotional aspects of removal and reunification efforts, and support in achieving a commitment to the safety and wellbeing of their children.

Parent Partners are in the unique position to join with Parent Clients whose children are in foster care, providing moral and practical support such as explaining Court related procedures and expectations, and attending hearings and program related meetings such as TDMs, IEPs and Behavioral Health meetings.

The Parent Partner Program has three primary components:

1. A Parent Partner will be assigned to Client and will be able to meet in person or on the telephone.

2. A Parent Partner will provide a Parent Client with an orientation of Juvenile Court and Child Welfare Services and will be able to communicate the importance of changing patterns of behavior that diminish parenting skills.

3. Parent Clients will be able to participate in a monthly Parent Reunification group, co-facilitated by a Parent Partner and a clinician.

Parent Clients are referred to the Parent Partner Program at the Disposition Hearing; a Parent Partner will be present at the hearing. The Parent Partner meets with the Client as soon after the conclusion of the Disposition hearing as possible, preferably immediately after the hearing or within a few days. Parent Partners have weekly individual supervision, and monthly group supervision with the program Coordinator to provide guidance and monitoring of the Parent's cases.

In addition, Family Centered Practices are being integrated into multiple service systems in Santa Barbara County through the Partnership for Strengthening Families. The partnership was formed in 2010 to align the efforts of the Child Abuse Prevention Council and the Child Care Planning Council around the Protective Factors Framework. In 2011 the partnership was expanded to include the Network of Family Resource Centers. Santa Barbara's Partnership has been recognized at the state level as an innovative and promising model for collaboration. Activities have included shared learning, coordinated prevention efforts and leveraging of resources. An MOU between the three entities formalizes the partnership. The work plan of the partnership is currently focused on impacting the workforce and engaging parents as partners in prevention. ~~During the past six months,~~ the Partnership has ~~been instrumental in~~ provided training in Mandated Reporting and Strengthening Families to ~~more than 450~~ early care providers, family support workers, and students entering the fields of family support, community medicine and early care and education. By educating the work force about protective factors, workers who interface with families each day are better prepared to recognize and respond appropriately to early warning signs of family stress and to report suspected abuse or neglect when indicated.

The OCAP funded Parent Services Project continued to provide assistance to parents/caregivers with technical assistance provided to local service providers as they incorporate family leadership in their work with the *Leaders for Change: Protective Factors in Action* leadership training program. CAPC hosted an initial *Leaders for Change* training series in fall 2014, and identifying local leaders to participate in a Train-the-Trainer session in winter 2014 to further extend the training to new rounds of families. Eighteen parents representing community-based organizations in north, south and mid-county received three full days of leadership training centered on the Strengthening Families framework and they are sharing this information through peer-to-peer gatherings supported by the networks and their host organizations. The first annual joint council convening ~~was~~ ~~##~~ held in October 2015 to focus on the work the

partnership is doing around the Strengthening Families (Protective Factors) framework and a follow-up convening is scheduled for August of 2016.

Milestone	Timeframe	Assigned to
1.3.1 1 Identify those family centered practices and services that have demonstrated efficacy in preventing recurrence of maltreatment based on review of data.	October 2012-September 2013	CWS Staff CAPC Kids Network Community Partners
1.3.2 Assess availability and usage of family centered practices and services that have demonstrated efficacy in preventing recurrence of maltreatment.	October 2013-September 2014	CWS Staff CAPC Kids Network Community Partners
1.3.3 Work with community partners to further develop family centered service delivery models, referral procedures, and communication between agencies to expand family centered practices and services.	October 2014-September 2015	CWS Staff CAPC Kids Network Community Partners
1.3.4 Monitor use, efficacy and service delivery of family centered practices and services.	October 2015-September 2017	CWS Staff
Strategy 1. 4 Santa Barbara County will continue to collaborate with County Alcohol Drug and Mental Health Services, contracted providers, and Domestic Violence Solutions to increase availability and timeliness of services to families being served by CWS.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A Strategy Rationale: Increasing access to services for families will reduce recurrence of maltreatment and increase successful and timely reunification.

PROGRESS NARRATIVE STRATEGY 1.4:

Santa Barbara County is fortunate to have multiple substance abuse providers in the County to meet the needs of the community. CWS now contracts with four providers who provide services in Santa Maria, Lompoc, and Santa Barbara. Through meetings with the contracted service providers in 2012-13 new referral forms and progress reports were developed with clearer time lines for treatment as well as common language regarding progress indicators.

CWS continues to contract with CALM to provide a program for women and children who have experienced domestic violence. This comprehensive program includes: individual, family and group treatment, psychological assessment, community consultation and case management. Services are provided to all three regions of the County.

Additionally CWS is working with [Alcohol, Drug, and Mental Health Services Behavioral Wellness](#) and partner agencies through the Children’s System of Care Action Team to create a new model for interdisciplinary service coordination in order to address the complex needs of children and families and increase access to specialized supports. The current focus is to produce a system directory, mapping system elements, access points, entry criteria, services and providers for all stakeholders.

Santa Barbara County CWS has expanded its resource directory of contracted providers and frequently used community resources with links to referral forms for CWS staff which is available on the CWS intranet, the electronic entry point for CWS social work staff. In addition to the directory CWS created a new contracts and “resource specialist” position which was filled in September 2015. This resource specialist [will work beserves as](#) a liaison between service providers and social workers in an effort to provide greater access to services for families through improved referral procedures, communication and cross-training, contract development, and MOU’s identifying roles and responsibilities of partner agencies.

Milestone	1.4.1 Assess current availability and utilization of Substance Abuse, Mental Health, and Domestic Violence services for families and the potential for any future CAPIT/CBCAP/PSSF funded services.	Timeframe	October 2012-September 2013	Assigned to	CWS Staff CAPC Kids Network Community Partners
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			Service Providers
1.4.2 Work with service providers to provide greater access to services for families through improved referral procedures, communication and cross-training between agencies, contract development, and MOU's identifying roles and responsibilities of partner agencies.	October 2013-September 2014		CWS Staff CAPC Kids Network Community Partners Service Providers
1.4.3 Provide updated resource and referral information to CWS for use with clients.	October 2014-September 2015		CWS Staff
1.4.4 Assess feasibility of resource specialists to streamline and coordinate communication and referrals.	October 2014-September 2015		CWS Staff
1.4.5 Monitor use, efficacy and service delivery of family centered practices and services as well as rates of substance abuse, mental health, and domestic violence as contributing factors for child abuse and neglect.	October 2015 – September 2017		CWS Staff Operations and Support Staff

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Outcome/Systemic Factor:		
P1 Permanency in 12 months (Entering FC) ~ 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?		
Standard: 40.5% Santa Barbara County Baseline Performance: 30.1%		
County's Current Performance: 32%		
During the review period performance has improved slightly but is currently roughly equivalent to the baseline period. Ongoing efforts are being made to improve the rate of reunification.		
Improvement Goal:		
Increase the number of children discharged to permanency within 12 months of entering foster care to 36.5% by September 2017.		
Strategy 1. 1	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale:
Improve current family visitation services and practices by increasing the number of quality visitation opportunities available to		

families in the least restrictive environment.

Quality Visitation is one of the most important factors in successful Family Reunification.

PROGRESS NARRATIVE STRATEGY 1.1:

The Child Welfare Services' Family Support Unit ~~now~~ has 14 dedicated case aides, either employed in house or through a contracted agency, to supervise visitation and provide transportation services designed to promote enhanced family reunification services. Progressive visitation continues to be integrated with SOP practices around visitation planning. The Family Support Unit has received training ~~throughout the year~~ in the use of SOP techniques in visits, and also best practice in preserving connections through parent/child visitation. Having a large and well trained unit of case aides has been very valuable to Child Welfare Services in increasing the quality and frequency of visitation. ~~Since June 2015 case~~ aide services have been expanded during the weekends and evening hours to supervise visitation. This extended visitation time has allowed more families the flexibility to make visits compatible with work and school schedules, and has allowed for longer and more meaningful visitation times.

Child Welfare Services has continued to reach out to the Juvenile Court Judge and the Court partners to educate them on the importance of frequent, high quality visitation. Visitation training sponsored by the Central Coast Training Academy and the Association of Courts (AOC) on *Revisiting Visitation Practices: Tools and Strategies for Effective Practice and Improved Outcome* was conducted in 2014. In September 2015 CWS prepared an overview of Best Practices in CWS Visitation in order to partner with the Juvenile Court and collaterals to ensure that children maintain family connections through frequent and quality visitation. On-going, regular discussions with the Court partners have assisted CWS in making positive changes in the quality of family visitation which will hopefully positively impact the timeliness of reunification. Capacity of case aides to supervise visits can be a challenge however with more frequent visitation being ordered by the Juvenile Court.

One of the promising new programs initiated this year is the Intensive Family Reunification program. One aspect of this program is to arrange for frequent, quality visitation during the initial TDM with a family through the use of SOP visitation plans. The visitation plans will involve trusted family and community members, provide for visitation coaching, and allow for an immediate intensive visitation schedule.

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Lastly, Child Welfare Services has partnered with churches in each of the county's three regions to host visitation for families. This has provided a neutral, community setting for parents and children to visit together. This joining with community based organizations, and faith based groups in particular is a continued focus and will ~~will~~ continue to be expanded in the coming year through the faith in motion initiative. ~~In September 2015~~ Child Welfare Services ~~hosted a luncheon for~~continues to partner with numerous faith based organizations to discuss increasing their role and involvement with children in foster care. One aspect of this QPI influenced activity will be to recruit and train community members to augment and assist CWS staff with visitation.

Milestone		Timeframe	Assigned to
	1.1.1 Review structure of Family Services Unit and utilization of Case Aides in visitation to ensure maximum efficiencies.	October 2012-September 2013	Family Services unit Staff Operations and Support Staff
	1.1.2 Review and revise visitation policies and procedures to ensure they are current and reflect best practices including icebreakers and transition planning.	October 2013-September 2014	Family Services unit Staff Operations and Support Staff
	1.1.3 Engage community partners to expand the availability of resources such as Family Resource Centers and Faith Based Communities to support family visitation opportunities.	October 2014-September 2015	Family Services unit Staff CWS Staff Operations and Support Staff
	1.1.4 Provide training to staff on revised policies, procedures, and resources.	October 2015-September 2016	Staff Development Family Services unit Staff

1.1.5 Implement new policies, procedures, and resources available to support family visitation.		October 2016-September 2017	Family Services unit Staff CWS Staff
Strategy 1. 2 CWS will promote opportunities for family engagement by increasing the number of Team Decision Making meetings held.	<input type="checkbox"/>	CAPIT	Strategy Rationale: Engaging families through the use of Team Decision Making meetings will enhance early engagement in reunification services; promote participatory case planning processes, and more family involvement in placement decisions.
	<input type="checkbox"/>	CBCAP	
	<input type="checkbox"/>	PSSF	
	<input checked="" type="checkbox"/>	N/A	

PROGRESS NARRATIVE STRATEGY 1.2:

Child Welfare Services continued its regular use of TDMs during the fiscal year 2015-2016 with a total 162 TDMs being conducted throughout Santa Barbara County. These TDMs were conducted by a well trained staff of facilitators using Safety Organized Practice (SOP) principles in order to keep the meeting focused on safety, and with the child’s voice being at the center of the conversation. The TDMs produced plans that were behaviorally specific and incorporated the use of the family’s support systems. Child Welfare Services has continued its robust use of TDMs in the Assessments and Investigations units, reducing the number of children who are taken into protective custody. Expanding the use of TDMs at other times in the life of a case has been a challenge due to staff shortages and turnover. However, CWS is committed to increasing TDM use across the board.

Permanency Teaming is a new, innovative TDM approach that was introduced to Santa Barbara County in the last fiscal year. Permanency Teamings are meetings are held using the SOP/TDM format to help older youth who do not have solid permanency options find support and connections as they move forward in their lives. Family members and other associations are explored in order to unearth a supportive and guiding adult presence in these youths’ lives. The young people who are the subjects of these meetings are actively involved in the process, with their voice and needs being front and center in the discussions. Permanency Teaming has found great success in Santa Barbara County and expanded use of these meetings is expected throughout the next year.

Child Welfare Services is also actively involved in Child and Family Team meetings. These meetings are held regularly for any child receiving services through Behavioral Wellness because they were found to meet the criteria for Katie A Subclass. These meetings are similar to TDMs with the child, family, CWS, Behavioral Wellness and any other support agencies being represented at the meetings.

Milestone	Timeframe	Assigned to
1.2.1 Assess current CWS Staff understanding and utilization of Team Decision Making meetings.	October 2012-September 2013	Operations and Support Staff Staff Development CWS Staff
1.2.2 Develop Team Decision Making meeting guidelines, policies, and procedures for use by CWS staff.	October 2013-September 2014	Operations and Support Staff Staff

			Development
1.2.3 Train CWS staff on Team Decision Making meeting guidelines, policies, and procedures.	October 2013-September 2014		Operations and Support Staff Staff Development
1.2.4 Monitor the use of Team Decision Making meetings through the use of CWS/CMS, Business Objects, and TDM Reports.	October 2014-September 2017		Operations and Support Staff
Strategy 1.3 CWS will continue to collaborate with Court Stakeholders to replicate practices that enhance timely reunification and minimize court delays by expanding the number of families served in Family Drug Treatment Court.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale The Family Drug Treatment Court model has been highly successful in reunifying families and decreasing court delays.	

PROGRESS NARRATIVE STRATEGY 1.3:

Child Welfare Services continued to collaborate with its Court stakeholders to assess and address the issue of Court continuances and their impact on timely reunification. One of the issues that surfaced was that the attorneys were not getting and accessing their Court reports in a timely manner. A procedure was developed with input from CWS and the Court partners on how to streamline the process of Court report distribution. Both CWS staff and the attorneys now follow this agreed upon procedure with success. The Court has also been providing feedback on CWS' court report writing, with an eye toward an improved, more thorough Court report product. An interim Court hearing calendar was finalized in August 2014 to bring the families participating in reunification services back to court between the Disposition and 6 month review hearings. These interim hearings allow the Court to better track family reunification cases and it gives all the Court partners a chance to see the early developments in a case. All of these efforts are directly related to the goal of decreasing Court continuances and thereby increasing the rate of timely family reunification.

The efforts to expand upon the successful northern Santa Barbara County Family Drug Treatment Court (FDTC) were realized when a south county FDTC began operating in April 2015. This expansion has enabled Child Welfare Services to offer intensive, focused reunification services to parents who are struggling with substance abuse issues. Families in the program attend Court and meet with their social workers more frequently, among other interventions, with the goal of building the families' support system, treating the addiction, and reunifying the family in a safe and timely fashion.

In August 2015, a new program was developed to serve families not appropriate for the Family Drug Treatment Court program, but who have a good prognosis of early reunification. The Intensive Family Reunification program, modeled after the successful Family Drug Treatment Court, offers these families the level of intensive services required to meet the early reunification goal.

Milestone	Timeframe	Assigned to
1.3.1 Convene Court Stakeholder group to look at ways to decrease contested hearings and continuances (e.g. 3 month oral interim hearings and permanency planning mediation).	October 2012-September 2013	CWS Court Unit Supervisor/Staff Court Stakeholders
1.3.2 Examine how FDTC model could be expanded to serve	October	CWS Court

more families.	2013-September 2014	Unit Supervisor/Staff Court Stakeholders CWS Staff Operations and Support Staff
1.3.3 Develop new FDTC guidelines, policies, and procedures for use by CWS staff.	October 2014-September 2015	CWS Court Unit Supervisor/Staff CWS Staff Operations and Support Staff
1.3.4 Train CWS staff on FDTC guidelines, policies, and procedures.	October 2014-September 2015	Operations and Support Staff Staff Development CWS Court Unit Supervisor/Staff
1.3.5 Implement new FDTC guidelines, policies, and procedures.	October 2015-September 2017	CWS Court Unit Supervisor/Staff CWS Staff Court Stakeholders
1.3.6 Monitor the use of FDTC guidelines, policies, and procedures through the use of CWS/CMS, Business Objects, and FDTC tracking system.	October 2015-September 2017	Operations and Support Staff
Strategy 1. 4	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF	Strategy Rationale:

<p>CWS will strengthen social work practices through implementation of a core social work practice model.</p>	<input checked="" type="checkbox"/>	<p>N/A</p>	<p>Strengthening Social Work practice will improve family engagement efforts, comprehensive assessments, and the ability to make decisions around reunification.</p>
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PROGRESS NARRATIVE STRATEGY 1.4:

Santa Barbara County CWS participated in the next phase of development for the California Child Welfare Core Practice Model by participating in the organizational factors subcommittee beginning in January 2015. Additionally CWS ~~will~~ attended the Core Practice Model Convening in ~~Long Beach~~ Sacramento along with other California Counties and CDSS in ~~November~~ June 2016~~5~~.

Concurrently Santa Barbara County continues to move forward with Safety Organized Practice and Katie A implementation, both ~~expected to be~~ important elements of the final California Core Practice Model which once completed will provide:

- A framework for child welfare work that guides practice, service delivery and decision-making.
- Consistency across the state in how child welfare approaches families.
- Guidance for child welfare in identifying programs and initiatives that fit within the framework.
- Structure for providers in the delivery of services.

~~For In~~ Fiscal Year 2015/2016 Child Welfare Services (CWS) has continued to ~~contracted~~ with NCCD Children's Research Center (CRC) to support continued implementation and use of the Structured Decision Making® (SDM) system, including integrating newly revised SDM® assessments with the safety-organized practice (SOP) model. This support ~~will~~ has allowed CWS to build internal capacity for continued use of the SDM system and practice model to ensure improved outcomes for children, youth, and families in the county. CRC assistance is focused on two specific areas. First, to support integrated practice use and build ongoing training/coaching capacity of the newly revised SDM 3.0 decision-point assessments with the SOP model. Second, to provide monthly support to help staff development trainers/coaches, supervisors and managers, and early adopter practice leaders continue to integrate SOP practice elements into CWS's daily work throughout the agency.

CWS ~~intends~~ continues to work with CRC toward a child welfare practice model for Santa Barbara County that includes safety-organized practice, the Structured Decision Making® system, and trauma-informed approaches to ensure that during all phases of a CWS case—assessment, decision making, safety planning, case management—social workers, children, parents, and stakeholders would have a clear understanding of, and full partnership in, the process. Additionally efforts are underway to develop a model for team based program development in order to begin to create the infrastructure necessary to support implementation of the Core Practice Model.

Milestone	Timeframe	Assigned to
1.4.1 Identify core social work practices that will serve to enhance family reunification efforts.	October 2012-September 2013	Operations and Support Staff Staff Development
1.4.2 Develop framework to integrate practices in existing service delivery model.	October 2013-September 2014	Operations and Support Staff Staff Development
1.4.3 Train CWS staff on new policies and procedures for integrated service delivery using coaching and field based instruction.	October 2013-September 2014	CCTA Training Academy Staff Development
1.4.4 Implement framework, policies, and procedures for integrated service delivery.	October 2014-September 2015	CWS Staff
1.4.5 Monitor integrated service delivery through the use of CWS/CMS, Business Objects, and staff feedback.	October 2014-September 2017	Operations and Support Staff

Outcome/Systemic Factor:

3P5 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?

Federal Standard: 4.12% Santa Barbara County Baseline Performance: 5.97%

County's Current Performance: 4.52%

Performance on this measure has generally shown improvement over the past 4 quarters. CWS has been steadily approaching the federal standard for the measures and continues to move in a positive direction in terms of placement stability.

Improvement Goal:		
Decrease the rate of placement moves per day of foster care to 4.12% by September 2017.		
Strategy 1. 1 Improve retention of resource families through continued expansion of the Quality Parenting Initiative.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale: A pool of high quality resource parents who are educated and supported will minimize placement disruptions, support family reunification efforts, and lead to better permanency outcomes for children.

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PROGRESS NARRATIVE STRATEGY 1.1:

Santa Barbara County has continued to participate in the Quality Parenting Initiative at the local level since September of 2014. CWS has continued quarterly QPI steering committee meetings comprised of Resource Parents and CWS staff. QPI activities ~~have remained scaled back during the previous year due to a delay in being able to fill the vacant resource family recruitment and support position until May of 2015. With the new position filled, CWS is again ramping up and~~ participation in the QPI initiative ~~has expanded to~~ include attending monthly phone calls managed by QPI, in person ~~steering committee and workgroup meetings. Action items around recruitment, retention, communication, and training have been prioritized and workgroups formed to develop strategies. , and work~~

~~ing collaboratively with the Southern Area Trainer and Recruiter Network (SATARN).~~ In September 2015 members of the QPI group including CWS staff, Resource Families, and Foster Parent Association members attended the California QPI Conference in order to learn about promising practices that ~~can beare being~~ incorporated into QPI work in Santa Barbara County. ~~As a follow up to the California QPI conference, a larger QPI convening to include FFA Partners is planned for November. At the convening Action items will be prioritized and subcommittees formed.~~

~~In spring of 2015 CWS has partnered with ADMHS Behavioral Wellness through the Children's System of Care (CSOC) to form an ongoing Trauma conduct Trauma Informed Care Symposiums throughout the County Subcommittee. A Trauma symposium was held in 2015 and another is planned for October of 2016. Resource Families were included as part of the planning team and part of the target audience. Subsequently CWS developed a contract with CALM in 2015 to provide trauma informed parenting workshops for resource families which has been expanded for FY 16/17. These 12 week workshops called, parenting children affected by Trauma, have the following goals:~~

- to educate parents about the impact of trauma on the development and behavior of children
- to provide parents with the knowledge and skills needed to assist children in developing healthy attachments/style
- to help parents develop coping strategies to guide children to grow into healthy and functional adults
- to guide parents in appropriately responding to behavioral and emotional challenges of traumatized children
- to create a community that promotes resilience for youth and their families

~~CWS also continues to contract with several a resource foster parents mentor for recruitment and support who areis available for consultation and support to resource families by phone and in-person. The foster parent mentor also conducts monthly Monthly resource family support groups are held in partnership with the foster parent association and community colleges and partners with the county in a variety of training and recruitment events.~~

Milestone	1.1.1 Assess current resources/practices that promote retention of resource families such as trauma informed practice, foster parent mentoring programs, and respite through QPI meetings, Caregiver Surveys, and Stakeholder input.	Timeframe	October 2012-September 2013	Assigned to	QPI Team QPI Liaison
	1.1.2 Develop plan for trainings and support, based on identified needs.		October 2013-September 2014		QPI Team QPI Liaison
	1.1.3 Convene internal CWS workgroup to develop interagency policies and procedures to support QPI.		October 2012-September 2013		QPI Liaison CWS Staff
	1.1.4 Implement plan for trainings and support		October 2013-September 2014		QPI Liaison CWS Staff Staff Development
	1.1.5 Evaluate activities and update plan annually through continued QPI meetings, Caregiver Surveys, and Stakeholder input.		October 2014-September 2017		QPI Liaison CWS Staff Staff Development
Strategy 1. 2			<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale: Local Placement Resources will promote placement stability through increased services and support for youth and caregivers, as well as increased support for family visitation and reunification services.	
Keep youth connected with their community and culture by increasing the number of placement resources in county for sibling groups, high needs, and older youth.					

PROGRESS NARRATIVE STRATEGY 1.2:

~~Recruitment efforts were delayed due to the delay in filling the Resource Family Recruiter position until May 2015.~~ In July 2015 the recruitment workgroup was re-convened in conjunction with the QPI steering group in order to create a new recruitment plan for FY 15-16 which consisted of:

- General outreach to raise the community awareness of the critical need for resource and adoptive parents will largely consist of mass media recruiting.
- Targeted recruitment which will involve two strategies, addressing the needs of a particular group of children and engaging specific sectors of the community.
- Inform the community of the needs of the diverse array of children and youth needing resource homes by engaging in recruitment highlighting the needs of older children, elementary aged, transition age, and the needs each age presents, children with special needs - behavioral/emotional/educational needs, and LGBTQ youth
- Community sectors that will receive recruitment activities includes: Faith Community, County and City governments, County and City Pre-K – 12 School Districts, Colleges and Universities, Service Organizations - voluntary non-profit organizations, and the Resource parent community.

As part of the recruitment plan CWS contracted with a current resource/adopt parent to engage in Community Outreach and Resource Family Recruitment. This recruiter was hired due to the understanding that resource parents appear to be highly effective recruiters, and should be used to recruit other resource parents, with interpersonal communication with resource parents being the most frequently cited factor in influencing others to foster children.

CWS partnered with ~~Alcohol Drug and Mental Health Services~~ Behavioral Wellness to complete certification of an ITFC program for youth with higher needs who are at risk of group home placement. An MOU was completed in September 2013 with Family Care Network FFA and approval for ITFC placements to begin was completed in July 2014 upon finalization of the mental health services contract. Unfortunately recruitment and retention of resource families willing to participate in the ITFC program has proved difficult. Despite diligent recruitment efforts to date no placement home has been available for youth eligible to the ITFC program. ~~In September 2015~~ Santa Barbara County ~~is planning to~~ opened a new Request for Qualifications for ITFC providers in hopes of expanding the pool of providers serving the County. ~~Additionally, the County is exploring the use of blended funding to provide additional support to families who are willing to accept high-needs youth.~~

Milestone	Timeframe	Assigned to
1.2.1 Analyze data to determine placement needs and gaps by region. Develop report for continued monitoring of trends.	October 2012-September 2013	Foster Parent Recruiter
1.2.2 Convene recruitment workgroup to assess current recruitment efforts and to provide ongoing support and feedback regarding recruitment efforts.	October 2013-September 2014	Foster Parent Recruiter CWS Staff Stakeholders
1.2.3 Create new recruitment plan for developing targeted resources in county.	October 2013-September 2014	Foster Parent Recruiter
1.2.4 Implement recruitment plan.	October 2014-September 2015	Foster Parent Recruiter
1.2.5 Evaluate activities and update plan annually through continued recruitment workgroup meetings.	October 2015-September 2017	Foster parent Recruiter CWS Staff Stakeholders

Strategy 1.3 Revitalize relative approval process in order to increase the number of relative/NREFM placements and first entries to relative placement.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale: Research shows that youth in relative placements have greater placement stability, higher rates of reunification, as well as increased connections with family, community, and culture.
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PROGRESS NARRATIVE STRATEGY 1.3:

Several important strategies for increasing the number of early relative placements have been finding success in Child Welfare Services. These include the continuing use of a full time home connections finder and the full implementation of the RFA process in the county. There was a slight ~~drop~~ increase in the rate of first entries to relative placements for Fiscal Year ~~154/165~~ to 254.79% (~~5243/202496~~). ~~but efforts to secure and retain relatives as placements for children remains~~ Efforts to secure and retain relatives as placements for children remain a top priority.

In April 2015 a dedicated Placement Coordinator position was created and filled with the expressed purpose of facilitating the emergency placement of children with relatives. Due to staffing shortages and other work constraints, Child Welfare Services staff did not always have the time to go through the process and paperwork of making emergency placements with relatives when children came into custody. The Placement Coordinator is now responsible for doing the work to make the emergency relative placements happen. Taking this burden off of social workers and having a Placement Coordinator develop the expertise of making these emergency placements has given Child Welfare Services a 195% boost in the rate of first entries to relative placements since December 2014.

In addition to the Placement Coordinator, a new workgroup was formed in July 2015 to develop other ways to increase the frequency of first placements with relatives. A new policy was created to streamline the process of identifying and vetting potential relative placements for children. One important step was to simplify the procedure for obtaining the CLETS on relatives seeking placement.

Milestone	Timeframe	Assigned to
1.3.1 Convene workgroup to evaluate current policy and procedure on relative search and notification, relative approval process, and relative placement assessment.	October 2012-September 2013	Relative Approval Unit(RAU) Supervisor/Staff Home Connection Finder Placement Assistant CWS Staff
1.3.2 Update current policy and procedure on relative search and notification, relative approval process, and relative placement assessment based on workgroup recommendations.	October 2013-September	Operations and Support Staff

		2014	Relative Approval Unit(RAU) Supervisor
1.3.3 Conduct trainings for CWS staff on updated policy and procedure.		October 2013-September 2014	Operations and Support Staff RAU Staff Staff Development
1.3.4 Implement updated policy and procedure.		October 2014-September 2015	RAU Staff Home Connection Finder Placement Assistant CWS Staff
1.3.5 Evaluate and monitor updated policies and procedures for effectiveness, making changes as needed.		October 2015-September 2017	RAU Staff Home Connection Finder Placement Assistant CWS Staff
Strategy 1. 4	<input type="checkbox"/>	CAPIT	Strategy Rationale: Better support for relative/NREFM placements will minimize placement disruptions, support family reunification efforts, and lead to better permanency outcomes for children.
Provide increased support and training to relative/NREFM placements.	<input type="checkbox"/>	CBCAP	
	<input type="checkbox"/>	PSSF	
	<input checked="" type="checkbox"/>	N/A	

PROGRESS NARRATIVE STRATEGY 1.4:

CWS implemented the RFA program beginning in March 2014 which changed the way in which relatives are assessed for placement. Caregivers now participate in a comprehensive permanency assessment within the first 90 days of placement which will help determine their suitability for continued placement as well as support, training, and resources they can benefit from. Policies and Procedures have been developed for the RFA program and staff were trained on them in February and March 2014. Resource Family orientation and training materials have also been revised. CWS continues to contract with a resource ~~family mentor~~parents with a focus on support and retention for existing caregivers including relatives/NREFMs which began in July 2014.

Beginning in July 2015 CWS ~~has~~ contracted with NCCD Children’s Research Center (CRC) to support continued implementation and use of the Structured Decision Making® (SDM) system, including integrating newly revised SDM® assessments with the safety-organized practice (SOP) model. ~~As part of this contract CWS has subsequently will be exploring~~implemented use of the SDM Caregiver Assessment tool ~~to evaluate its potential use~~ in assessing the needs of caregivers in order to better provide appropriate support, training, and resources for them.

In 2015/2016 CWS ~~is currently expanding its existing resource guide and exploring implementation of~~community resource and support specialist program to support the needs of all resource families including relatives/NREFMs. CWS also recently revamped the RFA Training curriculum and anticipates offering specialized training targeted at the needs of relative caregivers beginning in 2017.

Milestone	1.4.1 Explore use of the structured decision making tool for substitute care providers to identify necessary support or resources for caregivers.	Timeframe	October 2012-September 2013	Assigned to	Operations and Support Staff
	1.4.2 Review and update caregiver orientation and training materials.		October 2013-September 2014		Relative Approval Unit(RAU) Supervisor/Staff Home Connection Finder Placement Assistant CWS Staff

1.4.3. Develop resource directory specific to the needs of relatives/NREFM.		October 2014-September 2015	Relative Approval Unit(RAU) Supervisor/Staff Operations and Support Staff
1.4.4 Collaborate with community partners to develop training specific to the needs of relatives/NREFMs.		October 2014-September 2015	Relative Approval Unit(RAU) Supervisor/Staff Placement Assistant CWS Staff Stakeholders
1.4.5 Implement use of SDM tool, orientation and training for caregivers.		October 2015-September 2016	Relative Approval Unit(RAU) Supervisor/Staff Placement Assistant CWS Staff Stakeholders
1.4.6 Evaluate SDM tool, orientation and training through surveys and feedback from caregivers and CWS Staff.		October 2016-September 2017	Operations and Support Staff

Outcome/Systemic Factor:

P1 Permanency in 12 months (Entering FC) ~ 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?

Standard: 40.5% Santa Barbara County Baseline Performance: 12.5%

County's Current Performance: 28.1%

The Probation Department's measure is 28.1% for the current reporting period Probation

California Child and Family Services Review

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averages 40-45 cases in foster care at any given time. As a result, a small number of foster care cases can impact the rate for this measure notably. Prior to placement into foster care, Probation youth have been provided community-based interventions that include counseling services, Probation supervision, specialized treatment programs, and often Wraparound. Placement into foster care is reserved for those youth where maintenance in the home is not possible. There were 84 different youth placed in a Probation foster care program at some point during FY 2015/2016. From this number, 29, or 35 percent, were in multiple placements, up from the previous year of 26 percent. The nature of juvenile delinquency often makes it difficult to maintain Probation youth in fewer than one placement program. Many Probation youth move between a number of programs as a result of absconding or being terminated. Even when successful, Probation youth sometimes move between various programs as they transition to a lower level of care or into semi-independence such as transitional housing. Older Probation youth are more likely to remain in placement for longer periods and transition into permanent arrangements other than a return home. Of the 43 youth in placement on 7/30/16, 32, 74 percent, fall within the 16-18 age range. The Probation Department has improved its performance on this measure to 28.1% for the current reporting period and has been steadily improving on this measure over the last 4 quarters. Probation has relatively small numbers of youth placed in foster care and as a result a small number of foster care cases significantly affect the rate for this measure. Probation youth have been afforded community supervision, counseling, and in some cases wrap services prior to being removed and placed in foster care. In each case, the youth has failed to thrive and often struggles initially when placed. Out of the 53 youth placed in 2014/2015, 14 (26.4%) have been in multiple placements. In addition, the literature on reunification identifies older youth as taking longer to reunify. Of the 29 youth in placement on 7/30/15, 22 (76%) are within the ages of 16-17 years old.

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Improvement Goal:

Increase the percentage of Probation youth leaving foster care to reunification within 12 months of removal to 50%.

<p>Strategy 1. 1</p> <p>Increase the number of visitation opportunities for families in order to enhance the parent youth relationship.</p>	<input type="checkbox"/>	CAPIT	<p>Strategy Rationale</p> <p>Research shows that reunification is more likely when parents and youth maintain consistent and frequent visits.</p>
	<input type="checkbox"/>	CBCAP	
	<input type="checkbox"/>	PSSF	
	<input type="checkbox"/>	N/A	

PROGRESS NARRATIVE STRATEGY 1.1:

The Probation Department had researched the use of virtual technology to facilitate parent visitation with youth in placement programs. Probation youth are often placed far distances from home because of the limited availability of local programs and the sometimes pronounced needs of youth. However, interest from parents was minimal and plans did not materialize because it wasn't practical to pursue it further.

Parent visitation will need to be accomplished in more traditional ways. Probation staff have worked with placement programs to arrange for face-to-face visits when appropriate and achievable. There have been occasions where placement programs have made arrangements for parents to visit their children as many program do recognize the value of family contact. Further, parents participate in visits and counseling efforts by way of conference calls. However, the need to place Probation youth in program located outside of the county will always present challenges to parents being able to visit programs in person. Youth are often moved to local programs or programs closer to their home communities when they are able to transition from one level of care to another level without unnecessary disruption. This is done in part to support visitation with parents as well. Probation Information Technology (IT) staff have been tasked with researching and testing various software and hardware available for compatibility with existing hardware and software. Barriers have been identified and IT staff continues to research all options.

While Probation utilizes case plans that are developed and agreed to by the youth, the parent(s), and the officer, Probation is developing a case plan that will be directly linked to the Initial Screening Tool (IST) and risk assessment that is also in use with the goal of a case plan that has areas identified in the assessment directly populated into the case plan. Officers would be required to develop strategies for each of the identified areas.

Placement officers have been actively working with the parents and the placements to address and identify need in this area. Probation has noticed some improvement in the frequency of parental visitation. Barriers continue to exist due to the majority of youth being placed out-of-county and financial constraints of many of those parents limit their ability to travel. Probation Officers have been actively working with the placements to provide travel assistance to the parents when appropriate and increasing the utilization of video visits via the internet.

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Milestone	1.1.1 Research the opportunities and address the barriers to implementing video conferencing for parents and youth in out-of-county foster care.	Timeframe	October 2012-September 2013	Assigned	Probation Manager and placement
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			officers.
	1.1.2 Establish clear transitional plans with identifiable milestones for youth and parents to increase the likelihood of successful reunification.	October 2012-September 2013	Probation Manager and placement officers.
	1.1.3 Assess, evaluate and develop strategies for assisting families in overcoming barriers to visitation, such as transportation.	October 2012-September 2013	Probation Manager and placement officers.

Strategy 1.2	<input type="checkbox"/>	CAPIT	Strategy Rationale
	<input type="checkbox"/>	CBCAP	
	<input type="checkbox"/>	PSSF	
	<input type="checkbox"/>	N/A	
Increase the number of Probation youth in relative/NREFM placements.			Research shows that youth in relative placements have greater placement stability, higher rates of reunification, as well as increased connections with family, community, and culture

PROGRESS NARRATIVE STRATEGY 1.2:

In Santa Barbara County, CWS completes the relative approval process and relative placement assessment including Probation cases. The Department of Social Services (DSS) participates in Probation Placement Review Committee (PRC) meetings, one purpose of which is to screen youth for placement into foster care programs. Historically, Probation youth are usually placed in group care programs rather than foster homes. Periodically, they are placed with relatives or non-relative family members. On 7-30-16, two (2) of the 43 Probation youth in placement programs were with relatives or non-relative caregivers. The Probation Department makes regular use of DSS resources for locating family members for possible foster care placement. However, some family members are not appropriate to be caregivers and others do not wish to be involved in the case. Nonetheless, the Probation Department seeks to use relative or non-relative providers whenever possible and will continue to seek out such possibilities even after a youth has been in group care.

In Santa Barbara County, CWS completes the relative approval process and relative placement assessment. The Probation Department has shared information, when appropriate and legally allowed, with CWS to expedite the process. The Department of Social Services is once again a participating member of the Probation Placement Review Committee (PRC). The purpose of PRC is to review identified cases for potential out-of-home placement, with the first options being relative or NREFM placement choices. As of 7/30/15, 3.5% of all Probation youth are in non-group home care.

As soon as it appears that out-of-home placement may be an option in a delinquency matter, the Probation Department completes a request for a relative search and submits it to DSS. Representatives from DSS complete the relative search, requesting additional information from the Probation Officer as needed. Whenever possible, it is recommended that youth be placed with a relative or NREFM as an initial placement though the final determination is made by the court. Additionally, relative and NREFM placements are also considered as an option upon completion of group home care.

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Milestone		Timeframe	Assigned to
1.2.1 Participate in workgroup with CWS to evaluate current policy and procedure on relative search and notification, relative approval process, and relative placement assessment.		October 2012-September 2013	Probation Manager and placement officers
1.2.2 Update current policy and procedure on relative search and notification, relative approval process, and relative placement assessment based on workgroup		October 2013-September	Probation Manager and placement

	recommendations.		2014		officers
	1.2.3 Conduct trainings for Probation staff on updated policy and procedure.		October 2013-September 2014		Probation Manager and placement officers
	1.2.4 Implement updated policy and procedure.		October 2013-September 2014		Probation Manager and placement officers
	1.2.5 Evaluate and monitor updated policies and procedures for effectiveness, making changes as needed.		October 2014-September 2017		Probation Manager and placement officers

Barriers to Future Implementation

Caseload Growth and high vacancy rates

The number of referrals received during FY 2015/16 was 5,547,080. This was an increase of 97% over fiscal year 2014/15. While the number of referrals increased, the challenges of recruiting and retaining an adequate work force remained. A high vacancy rate of both workers and supervisors due to turnover, retirements, and leaves of absence along with difficulty recruiting qualified workers has made implementation of policies challenging, but not impossible.

Other Successes/Promising Practices

Resource Family Approval Project

To address the adoption delays in the foster care/adoption caretaker approval process, and the absence of a uniform screening process for caretaker risk factors, Chapter 464, Statutes of 2007 (AB 340, Hancock), required the California Department of Social Services (CDSS), in consultation with county child welfare agencies, foster parent associations, and other interested parties, to develop a unified foster care/adoptive family approval process. Santa Barbara County implemented the Resource Family Approval Program in April 2014 and to date has approved approximately over 100 families.

Program Highlights

To create a family friendly system: Currently, state laws and regulations segment foster caregivers into three groups: relatives (including non-related extended family members), foster

family homes, and adoptive homes. While all foster caregivers must meet the same health and safety standards, the process for each can vary significantly. Some of the components of the approval process, such as criminal background checks, are duplicated when an approved foster parent or relative caretaker wants to adopt a foster child. There are also additional approval processes that foster parents must go through before adopting a foster child. For example, foster parents are not evaluated for substance abuse, mental health, and domestic violence through what is called a “home study.” The lack of a home study for prospective foster parents results in delayed adoptions (for the many foster parents who seek to adopt their foster children), and potentially puts children at risk by not requiring foster parents to be screened for certain risk factors.

To promote permanent family connections: The current licensing/approval system also fails to consider the new realities of child welfare—including mandates for concurrent planning. In concurrent planning, county child welfare agencies work with the birth family to reunify with their child(ren), and simultaneously prepare a plan for permanency (i.e. adoption, guardianship) if reunification efforts should fail. Under today’s system, if a foster parent decides to adopt the foster child whose reunification efforts with the birth family have failed, they must undergo a lengthy adoption home study process, including another criminal background check, to be approved for adoption. This is despite the fact that the foster parents may have already cared for the foster child for a year or longer and bonding has already occurred between the foster child and foster parents. This can also lead to delays in finalizing the adoption.

Benefits of the Unified Assessment

- **Focus First on the Child:** The first home a foster child stays in should be the best home for a child and capable of meeting the child’s needs on a long-term basis if needed. As such, resource families should be assessed up-front through a seamless process. This will reduce the likelihood that a child will later be moved to another home and allow the child and family to bond from the start. Since relatives are the preferred placement, this new process retains the ability to place children on an emergency basis with relatives, while promoting connection to families at the outset of the placement.
- **Build on the Existing System to Increase Safety and Permanency:** The proposed assessment will maintain existing safety considerations for child placements (i.e. criminal records checks, inspection of home and grounds) while adding new considerations to ascertain the readiness of the family to care for the child and potential need for additional supports. Key risk factors will also be considered, such as history of alcohol/drug abuse, physical and mental health issues, parenting capacity, etc.
- **Resource Families as Partners:** Resource family recruitment is vital to connecting foster children with families that can support the child’s needs, whether on a short-term or long-term basis. Designating families as “resource families” highlights their important role as partners with child welfare agencies, the courts, and others in meeting the child’s needs through fulfillment of the child’s case plan.
- **Supports Federal and State Outcome Improvement Efforts in Child Welfare:** This pilot project supports both federal and state goals of systemic improvements in child

welfare by improving timeliness to adoptions, increasing placement stability for children, and enhancing well-being as children are placed with stable and supportive families.

Outcome Measures not meeting State/National Standards

S1.1 No Recurrence of Maltreatment

The measure of No Recurrence of Maltreatment decreased slightly to 93.7% with the federal standard being 94.6%. This puts Santa Barbara County at 99% of the federal goal. The county has maintained a steady improvement in this measure from the baseline of 90.7% and was above the standard in 2014 with a 96.1% rate.

S1.2 No Maltreatment in Foster Care

There was an increase in this measure, putting Santa Barbara County at 99.02% which is 99.3% of the federal standard of 99.68%. This dip below the federal standard was due to a sibling group of four, placed with a relative, where neglect was substantiated.

Reunification Composite

Despite being a previous SIP focus and the great success seen with the Family Drug Treatment Court program, sustained improvement in this area has been difficult due to the short time frames available in which to address complex family and youth situations. Although every effort is being made to improve this measure child safety remains the highest priority for Santa Barbara County.

C1.1 Reunification within 12 months (exit cohort) 3P-1 Permanency in 12 months (entry cohort)

Santa Barbara County performance on this measure currently stands at 42.3% which is 56.3% of the federal standard of 75.2%. While improvements have been seen in this measure since the 2012 baseline, sustained improvement has been challenging to achieve. Santa Barbara County CWS is committed to finding solutions where possible, and implementing new programs such as the Intensive Family Reunification Program in order to return children safely to their homes in a timely manner.

Santa Barbara County Child Welfare Services had a 26.1% performance for this measure, which was 64.5% of the Federal standard of 40.5%. This measure, along with all of the permanency measures, continues to pose challenges, and Child Welfare Services is committed to finding solutions to getting children home safely in a timely manner with programs such as Parent Partners, Intensive Family Reunification and Family Drug Treatment Court.

Santa Barbara County Probation Department was at 69.9% of the Federal goal in quarter one of 2016 with a performance of 28.1%.

Comment [cdw1]: We met this measure on both the CFSR 2 and 3 standards

For the CFSR2 measure of Reunification within 12 months (C1.1) Santa Barbara County Child Welfare Services improved from its 2012 baseline performance of 42.4% with a 2016 performance of 55.6%. This is 73.9% of the Federal standard. Probation was at 38% of the Federal goal with a 28.6% performance on this measure. The Probation Department continues to be challenged in meeting this goal, due in part to the probation youth who are sexual offenders and require longer treatment timelines.

The Probation Department's performance on this measure is up to 42.9%, an increase above the baseline measure of 37.5%. This is still below the federal standard of 75.2% though. A high percentage of the youth placed in foster care through the Probation system are sexual offenders and their placements typically run 18-24 months. The need for these youth to have effective treatment often necessitates a placement beyond the 24 month time frame.

3P-2 Permanency in 12 months (in care 21-23 months)

Santa Barbara County Child Welfare Services was at 33.7% for this measure in first quarter 2016. This was 77.2% of the Federal standard of 43.6%. Probation was at 95.6% of the Federal goal with a 41.7% performance.

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

Child Welfare Services met 90% of the Federal goal of 30.3% for this measure with 27.3%.

3P-4 Re-entry to foster care in 21 months

Child Welfare Services had a rate of re-entry of 11.9% for the first quarter of 2016. This is 69.5% of the Federal standard of 8.3%. The Probation Department had a rate of re-entry of 14.3% which is 58.1% of the Federal standard. A myriad of programs are in place to help keep children safely in their homes after reunification, but certain circumstances and dangers to children occasionally necessitate their removal. For the CFSR2 measure (C1.4) Child Welfare Services recorded a 21.1% rate of re-entry which is 46.9% of the Federal standard of 9.9% The Probation Department had a 28.6% rate of re-entry for this measure.

3P-5 Placement stability

Child Welfare Services has continued to improve on this measure with the current period at 4.69% for Child Welfare Services, which is 87.8% of the Federal goal of 4.12%. Programs such as HOPE, an in home service aimed at helping a resource parent adjust and care for a child newly placed in their home, are finding success in Santa Barbara County.

The CFSR2 measure (C4.3) has a Federal goal of 41.8% and Child Welfare Services met 80.6% of that goal with 33.7%. While the Probation Department met this goal for

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the CFSR3 measure, they were at 34.2% of the Federal standard for the CFSR2 measure with 14.3%

C1.2 Median time to reunification

Santa Barbara County averaged 12.7 months for this latest reporting period, which is the same as the baseline measure. The federal standard for median time to reunification is 5.4 months. Improving this measure and safely reunifying children with their families in a timely manner continues to be a priority for Santa Barbara County

Probation's most recent average with reunification is 15.4 months. This is an improvement over the last reporting period of 39.5 months, and a slight improvement over the baseline of 15.6 months. As noted above, youth placed in foster care through the Probation department often require longer stays in care due to their treatment needs.

C1.3 Reunification within 12 months (entry cohort)

The National Standard for Goal for Reunification within 12 months for the Entry Cohort is 48.4%. Santa Barbara County's most recent measure is at 25.8%, or 53.3% of the national standard. This is an improvement over the baseline measure of 48.4%. While there is improvement in this measure there is still more work to be done. It is expected that the programs put in place to improve outcomes on other measures will also help with this measure.

The Probation Department is at 18.4%, with 2 out of 11 youth reunifying with their families within 12 months. This is an improvement over the baseline of 0 out of 20.

C1.4 Reentry Following Reunification (exit cohort)

CWS previously exceeded the 9.9% federal standard for reentry into foster care with a baseline measure of 9.4%. This latest reporting period finds CWS with a 12.6% rate of reentry and the Probation department with a 16% rate of reentry. While CWS and Probation implement programs such as Family Maintenance Services and SB 163 related services to keep children in their homes whenever possible, there are certain circumstances that necessitate the removal of a child from a parent after reunification. CWS and Probation will continue to implement strategies aimed at maintaining children safely in their home.

Adoption Composite

Santa Barbara County has historically done well with the Adoption measures and is currently meeting or exceeding 4 out of the 5 Federal Standards.

C2.4 Legally free within 6 months (17 months in care)

Comment [cdw2]: Probation met this measure

~~While the federal standard for this measure is 10.9%, Santa Barbara County measured 2.2% during the last reporting period. This measure continues to be a challenge to meet due to Court delays and appeals. This measure is not applicable to probation as no children were legally free.~~

Long Term Care Composite

Comment [cdw3]: CWS and Probation exceeded all of these measures

~~***Santa Barbara County is performing fairly well in these measures and has historically exceeded 2 of the 3 Federal Standards.***~~

~~***C3.1 Exits to permanency (24 months in care)***~~

~~Santa Barbara County's most recent performance on this measure is 26.8% which is 92.1% of the federal standard of 29.1%. This is down slightly from the baseline measure of 30.8%.~~

~~The Probation Department had 3 youth applicable in this category, with none of them meeting this benchmark.~~

~~***C3.3 In care 3 years or longer (emancipated/age 18)***~~

~~Santa Barbara County CWS is at 45% for this measure while Probation is at 10%. The federal standard is 37.5%. One of the main reasons for the change in performance in this measure is that more youth are opting to stay in extended foster care and not leaving the system when they are 18 years of age.~~

Placement Stability Composite

~~***Although overall performance in this area is fairly good, sustained improvements in this area have been difficult to maintain. Success in this measure is challenging and also fails to consider positive placement moves, as when a child moves from congregate care into relative care or from emergency shelter care into a long term placement that will provide permanency.***~~

~~***C4.1 Placement stability (8 Days to 12 months in care)***~~

~~The federal standard for this measure is 86% and Santa Barbara County is at 79.9%, which is 92.9 % of the federal standard. Probation has similar numbers at 78.9%, which is 91.7% of the federal standard.~~

~~***C4.2 Placement stability (12 to 24 months in care)***~~

~~Santa Barbara County is currently at 64.9% for this measure, which is 99.2% of the federal standard of 65.4%. This is an improvement over the baseline measure of 58%. The Probation Department's current performance on this measure is 58.6%, which is 89.6% of the federal standard. Both CWS and Probation continue to implement~~

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Comment [cdw4]: Probation met this measure

programs that support placement stability, while also providing the youth with the least restrictive, most appropriate placement possible to meet their needs.

C4.3 Placement stability (at least 24 months in care)

Child Welfare Services has continued to improve on this measure with the current period at 33%. This is 78.9% of the federal standard of 41.8%. Probation had 1 out of 9 youth in this category meet the goal, for a total of 11.1%. This is 26.6% of the federal standard.

State and Federally Mandated Child Welfare/Probation Initiatives

Fostering Connections to Success/After 18 Program

In 2012 Santa Barbara County began implementation of AB12/ Extended Foster Care in compliance with the federal law Fostering Connections to Success and Increasing Adoptions Act of 2008. The California bill extended foster care eligibility to youth in foster care from age of 18 to 21. Training was provided to staff, community partners, Court, CASA staff, youth and caregivers in preparation for implementation. New policies were developed regarding this new area of casework and services. Existing contracts serving emancipated youth were adapted to include services to non minor dependants. In Over-FY 20154/165 there were over was anywhere from 56 to 604 youth taking part in extended foster care in Santa Barbara County.

Katie A

Santa Barbara County CWS has continued to engage a variety of stakeholders as part of the Core Practice Model (CPM), working closely with the Children's System of Care and implementation of the requirements associated with the Katie A settlement.

Services provided throughout the Children's System of Care are provided in a manner which integrates service planning, delivery, coordination and management among all agencies/systems and persons involved in the child's life in congruence with the values outlined in the Core Practice Model.

Continuum of Care Reform (

CCR)

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Assembly Bill (AB) 403, amended June 1, 2015, implements Continuum of Care Reform (CCR) recommendations to better serve children and youth in California's Child Welfare Services (CWS) system. The Continuum of Care Reform (CCR) draws together a series of existing and new reforms to child welfare services, probation and mental health programs designed out of an understanding that children who must live apart from their parents have better outcomes when cared for in committed nurturing family homes. The CCR seeks to further improve California's child welfare system and its outcomes by using comprehensive initial child assessments, expanding the use of child and family teams (CFT), increasing the availability of services and supports in home-based family care settings, reducing the use of congregate care placement settings, and creating faster paths to permanency resulting in shorter durations of involvement in the child welfare and juvenile justice systems. Implementation efforts for CCR will occur in stages between now and 2021 in child welfare services. In order to meet the challenges of CCR the Department has formed internal and interagency workgroup structures to develop a framework for cross-agency teaming in order to serve children and families.

DRAFT

Five Year System Improvement Plan (SIP) Chart

SIP Component Template-CWS: S1.1 No Recurrence of Maltreatment

Outcome/Systemic Factor: S1.1 No Recurrence of Maltreatment ~ <i>Of all children who were victims of a substantiated maltreatment allegation during the 6-month period, what percent were not victims of another substantiated maltreatment allegation within the next 6 months?</i>					
County's Current Performance: Standard: 94.6% Santa Barbara County Current Performance: 90.7%					
Improvement Goal: Through a focus on prevention, early intervention, and strengthening the relationship with Community partners, CWS will decrease the rate of no maltreatment by 3.9% in order to meet the federal standard of 94.6% by September 2017.					
Strategy 1. 1 Child Welfare Services will continue to partner with contracted providers, First 5, and the network of family resource centers to expand the differential response program and evidence based services such as Incredible Years, PCIT, and SafeCare® to all communities within Santa Barbara County.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale: By expanding current practices and services that are currently working such as Differential Response, Incredible Years, PCIT, and SafeCare®, the rate of no maltreatment will be positively impacted.		
Milestone	1.1.1 Identify those evidence based practices and services that have demonstrated efficacy in preventing recurrence of maltreatment based on review of data.	Timeframe	October 2012-September 2013	Assigned to	CWS Staff CAPC Kids Network Community Partners
	1.1.2 Assess current usage of evidence based practices and services that have demonstrated efficacy in preventing recurrence of maltreatment.		October 2013-September 2014		CWS Staff CAPC Kids Network Community Partners
	1.1.3 Work with community partners to develop uniform service delivery models, referral procedures, and communication between agencies to maximize utilization of evidence based practices and services.		October 2014-September 2015		CWS Staff CAPC Kids Network Community Partners
	1.1.4 Develop resource guide of evidence based practices and services for social work staff to use as a client referral source.		October 2015-September 2016		CWS Staff

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	1.1.4 Monitor continued use, efficacy and service delivery of evidence based practices and services.		October 2016-September 2017		CWS Staff Community Partners
Strategy 1. 2	Develop an integrated Safety Organized Practice model that will serve to enhance and strengthen current family engagement efforts and Structured Decision Making Assessments.	<input type="checkbox"/>	CAPIT	Strategy Rationale: Safety Organized Practice will enhance the use of Structured Decision Making assessments and family engagement efforts, further reducing recurrence of maltreatment.	
<input type="checkbox"/>		CBCAP			
<input type="checkbox"/>		PSSF			
<input checked="" type="checkbox"/>		N/A			
Milestone	1.2.1 Participate in planning activities and develop integrated Safety Organized Practice model.	Timeframe	October 2012-September 2013	Assigned to	CWS Staff Staff Development
	1.2.2 Conduct cascaded trainings throughout agency on Safety Organized Practice. Identify change champions in each unit to help lead effort. Utilize Coaching and Field Based Mentoring opportunities to promote Safety Organized Practice model.		October 2013-September 2013		CWS Staff Staff Development CCTA
	1.2.3 Update policies, procedures, tools, and materials to integrate Safety Organized Practice.		October 2013-September 2016		Operations and support staff
	1.2.4 Utilize CWS/CMS, Business Objects, and available reports to monitor the use of Safety Organized Practice.		October 2016-September 2017		Operations and support staff
Strategy 1. 3	Expand and Integrate Family Centered Practices such as Father Engagement and Parent Partners into current service delivery models.	<input type="checkbox"/>	CAPIT	October 2016-September 2017	
<input type="checkbox"/>		CBCAP			
<input type="checkbox"/>		PSSF			
<input type="checkbox"/>		N/A			
Milestone	1.3.1 1 Identify those family centered practices and services that have demonstrated efficacy in preventing recurrence of maltreatment based on review of data.	Timeframe	October 2012-September 2013	Assigned to	CWS Staff CAPC Kids Network Community Partners
	1.3.2 Assess availability and usage of family centered practices and services that have demonstrated efficacy in preventing recurrence of maltreatment.		October 2013-September 2014		CWS Staff CAPC Kids Network Community Partners Services Review
	1.3.3 Work with community partners to further develop family centered service delivery models, referral procedures, and communication between agencies to expand family centered practices and services.		October 2014-September 2015		CWS Staff CAPC Kids Network Community Partners Family
	1.3.4 Monitor use, efficacy and service delivery of family centered practices and services.		October 2015-September 2017		CWS Staff
Strategy 1. 4		<input type="checkbox"/>	CAPIT	Strategy Rationale:	

<p>Santa Barbara County will continue to collaborate with County Alcohol Drug and Mental Health Services, contracted providers, and Domestic Violence Solutions to increase availability and timeliness of services to families being served by CWS.</p>		<input type="checkbox"/>	CBCAP	<p>Increasing access to services for families will reduce recurrence of maltreatment and increase successful and timely reunification.</p>	
		<input type="checkbox"/>	PSSF		
		<input type="checkbox"/>	N/A		
Milestone	<p>1.4.1 Assess current availability and utilization of Substance Abuse, Mental Health, and Domestic Violence services for families and the potential for any future CAPIT/CBCAP/PSSF funded services.</p>	Timeframe	October 2012-September 2013	Assigned to	CWS Staff CAPC Kids Network Community Partners Service Providers
	<p>1.4.2 Work with service providers to provide greater access to services for families through improved referral procedures, communication and cross-training between agencies, contract development, and MOU's identifying roles and responsibilities of partner agencies.</p>		October 2013-September 2014		CWS Staff CAPC Kids Network Community Partners Service Providers
	<p>1.4.3 Provide updated resource and referral information to CWS for use with clients.</p>		October 2014-September 2015		CWS Staff
	<p>1.4.4 Assess feasibility of resource specialists to streamline and coordinate communication and referrals.</p>		October 2014-September 2015		CWS Staff
	<p>1.4.5 Monitor use, efficacy and service delivery of family centered practices and services as well as rates of substance abuse, mental health, and domestic violence as contributing factors for child abuse and neglect.</p>		October 2015 – September 2017		CWS Staff Operations and Support Staff

No Recurrence of Maltreatment:	
<p>Although Collaboration between service providers and community partners had been a focus of the previous SIP, there is still much work to do in this area. Through the current SIP process it was discovered that there is a gap between prevention and intervention and a lack of knowledge among CWS Social Workers about available services in the community for CWS clients. The focus of the current SIP will be to: further increase collaboration with service providers and community partners to close this gap, fine tune existing referral procedures and feedback loops, look for ways to expand services that are currently working to reduce maltreatment, and integration of new family focused practices such as safety organized practice, father engagement, and parent partner programs.</p>	
Current	New in the 2012-17 SIP

CWS Specific

- Front Porch/Differential Response - Connects families with children who are identified as at risk of child abuse and neglect to needed community-based services for the purpose of early intervention and prevention services.
- Structured Decision Making is a set of evidence-based assessments for use by Social Workers to provide a higher level of consistency and validity in the assessment and decision-making process and a method for targeting limited system resources to families most likely to subsequently abuse or neglect their children.
- Team Decision-Making Meetings include families, extended families, resource families/caregivers, community members, service providers, and Child Welfare Services staff working together to meet the placement needs of children.
- SafeCare® is an evidence-based, parent-training curriculum for parents who are at-risk or have been reported for child maltreatment.
- CalWORKs / CWS Linkages Partnership is the Department of Social Services approach to serve families and puts their needs first.
- Incredible Years Home Visiting and Parenting Program
- Therapeutic services, such as Parent-Child Interaction Therapy (PCIT) and Great Beginnings Program, and Post-partum depression services.
- Parenting and Life Skills Classes provide the education and skills needed to safely parent children.
- Substance abuse services offer drug and alcohol counseling for substance abusers and their families. Services include but are not limited to detoxification, inpatient, outpatient, perinatal, case management, counseling (individual and group), 12-step meetings, and aftercare planning.

CWS Specific

- Increased collaboration with service providers and community partners
- Expansion of evidence based practices and services
- Integration of Safety-Organized Practice Model
- Integrate Family Centered practices such as Father Engagement and Parent Partner programs
- Greater access to Substance Abuse, Mental Health, and Domestic Violence services for families

Factors for Consideration:

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Strategy 1.1
 Strengthen Collaboration between Child Welfare Services and Community Partners to enhance/ expand evidence-based practices and services that are currently working in the community to reduce child abuse and neglect.

Strategy 1.2
 Strengthen Structured Decision Making Assessments and family engagement efforts by integrating the Safety Organized Practice Model.

Strategy 1.3
 Expand and Integrate Family Centered practices such as Father Engagement and Parent Partners into current service delivery models.

Strategy 1.4
 Collaborate with Substance Abuse, Mental Health, and Domestic Violence service providers to provide families greater access to services.

Systemic

- Difficulty in maintaining current resource information between community partners
- Funding cuts to service providers
- Effects of Poverty
- Economic impacts including high unemployment rate
- Lack of affordable housing
- Limited availability of quality childcare

Educational and Training Needs

- Father Engagement Initiative
- Differential Response
- Implementation of Safety Organized Practice
- Referral Processes
- Implementation of Parent Partner Program

Partnerships

- Community Partners
- Prevention Partners
- Service Providers

Regulatory Statutory Changes

- Analyze funding streams available to support implementation of strategies including impact of realignment



SIP Component Template-CWS: C1.1 Reunification within 12 months (exit cohort)

<p>Outcome/Systemic Factor: C1.1 Reunification within 12 months (exit cohort) ~ Of all children discharged from foster care to reunification during the year who had been in foster care for 8 days or longer, what percentage were reunified in less than 12 months from the date of the latest removal from home?</p>
<p>County's Current Performance: Standard: 75.2% Santa Barbara County Current Performance: 42.4%</p>

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Improvement Goal:
Increase the number of children reunified within 12 months of removal from 42.4% to 58.8% by September 2017.

Strategy 1.1 Improve current family visitation services and practices by increasing the number of quality visitation opportunities available to families in the least restrictive environment.	<input type="checkbox"/>	CAPIT	Strategy Rationale: Quality Visitation is one of the most important factors in successful Family Reunification.
	<input type="checkbox"/>	CBCAP	
	<input type="checkbox"/>	PSSF	
	<input checked="" type="checkbox"/>	N/A	

Milestone	1.1.1 Review structure of Family Services Unit and utilization of Case Aides in visitation to ensure maximum efficiencies.	Timeframe	October 2012-September 2013	Assigned to	Family Services unit Staff Operations and Support Staff
	1.1.2 Review and revise visitation policies and procedures to ensure they are current and reflect best practices including icebreakers and transition planning.		October 2013-September 2014		Family Services unit Staff Operations and Support Staff
	1.1.3 Engage community partners to expand the availability of resources such as Family Resource Centers and Faith Based Communities to support family visitation opportunities.		October 2014-September 2015		Family Services unit Staff CWS Staff Operations and Support Staff
	1.1.4 Provide training to staff on revised policies, procedures, and resources.		October 2015-September 2016		Staff Development Family Services unit Staff
	1.1.5 Implement new policies, procedures, and resources available to support family visitation.		October 2016-September 2017		Family Services unit Staff CWS Staff

Strategy 1.2 CWS will promote opportunities for family engagement by increasing the number of Team Decision Making meetings held.	<input type="checkbox"/>	CAPIT	Strategy Rationale: Engaging families through the use of Team Decision Making meetings will enhance early engagement in reunification services, promote participatory case planning processes, and more family involvement in placement decisions.
	<input type="checkbox"/>	CBCAP	
	<input type="checkbox"/>	PSSF	
	<input checked="" type="checkbox"/>	N/A	

Milestone	1.2.1 Assess current CWS Staff understanding and utilization of	Timeframe	October 2012-September 2013	Assigned to	Operations and Support
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	Team Decision Making meetings.			Staff Staff Developme nt CWS Staff
	1.2.2 Develop Team Decision Making meeting guidelines, policies, and procedures for use by CWS staff.		October 2013- September 2014	Operations and Support Staff Staff Developme nt
	1.2.3 Train CWS staff on Team Decision Making meeting guidelines, policies, and procedures.		October 2013- September 2014	Operations and Support Staff Staff Developme nt
	1.2.4 Monitor the use of Team Decision Making meetings through the use of CWS/CMS, Business Objects, and TDM Reports.		October 2014- September 2017	Operations and Support Staff

Strategy 1.3 CWS will continue to collaborate with Court Stakeholders to replicate practices that enhance timely reunification and minimize court delays by expanding the number of families served in Family Drug Treatment Court.	<input type="checkbox"/>	CAPIT	Strategy Rationale The Family Drug Treatment Court model has been highly successful in reunifying families and decreasing court delays.
	<input type="checkbox"/>	CBCAP	
	<input type="checkbox"/>	PSSF	
	<input checked="" type="checkbox"/>	N/A	

Milestone	1.3.1 Convene Court Stakeholder group to look at ways to decrease contested hearings and continuances (e.g. 3 month oral interim hearings and permanency planning mediation).	Timeframe	October 2012- September 2013	Assigned to	CWS Court Unit Supervisor/ Staff Court Stakeholder s
	1.3.2 Examine how FDTC model could be expanded to serve more families.		October 2013- September 2014		CWS Court Unit Supervisor/ Staff Court Stakeholder s CWS Staff Operations and Support Staff
	1.3.3 Develop new FDTC guidelines, policies, and procedures for use by CWS staff.		October 2014- September 2015		CWS Court Unit Supervisor/ Staff CWS Staff Operations and Support Staff

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	1.3.4 Train CWS staff on FDTC guidelines, policies, and procedures.		October 2014-September 2015		Operations and Support Staff Staff Development CWS Court Unit Supervisor/Staff
	1.3.5 Implement new FDTC guidelines, policies, and procedures.		October 2015-September 2017		CWS Court Unit Supervisor/Staff CWS Staff Court Stakeholders
	1.3.6 Monitor the use of FDTC guidelines, policies, and procedures through the use of CWS/CMS, Business Objects, and FDTC tracking system.		October 2015-September 2017		Operations and Support Staff

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Strategy 1.4 CWS will strengthen social work practices through implementation of a core social work practice model.	<input type="checkbox"/>	CAPIT	Strategy Rationale: Strengthening Social Work practice will improve family engagement efforts, comprehensive assessments, and the ability to make decisions around reunification.
	<input type="checkbox"/>	CBCAP	
	<input type="checkbox"/>	PSSF	
	<input checked="" type="checkbox"/>	N/A	

Milestone	1.4.1 Identify core social work practices that will serve to enhance family reunification efforts.	Timeframe	October 2012-September 2013	Assigned to	Operations and Support Staff Staff Development
	1.4.2 Develop framework to integrate practices in existing service delivery model.		October 2013-September 2014		Operations and Support Staff Staff Development
	1.4.3 Train CWS staff on new policies and procedures for integrated service delivery using coaching and field based instruction.		October 2013-September 2014		CCTA Training Academy Staff Development

	1.4.4 Implement framework, policies, and procedures for integrated service delivery.		October 2014-September 2015		CWS Staff
	1.4.5 Monitor integrated service delivery through the use of CWS/CMS, Business Objects, and staff feedback.		October 2014-September 2017		Operations and Support Staff

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SIP Component Template-Probation: C1.1 Reunification within 12 months (exit cohort)

Services Review

Outcome/Systemic Factor:

C1.1 Reunification within 12 months (exit cohort) ~ *Of all children discharged from foster care to reunification during the year who had been in foster care for 8 days or longer, what percentage were reunified in less than 12 months from the date of the latest removal from home?*

County's Current Performance:

Standard: 75.2% Santa Barbara County Current Performance: 42.4%

Probation has relatively small numbers of youth placed in foster care and as a result, a small number of long term foster care cases significantly affects the rate for this measure. As of 9/19/12, 31% (9 of 29) of Probation's current foster care youth are in sex-offender placements which are typically 18-24 months in

duration. This longer term of placement, which is needed to address the issues that lead to placement and mitigate the likelihood of the youth reoffending, greatly impacts the rate for this measure. In addition, the literature on reunification identifies older youth as taking longer to reunify. Of the same 29 youth identified above, 18 (62%) are within the ages of 16-17 years old.

Improvement Goal:
 Increase the percentage of Probation youth leaving foster care to reunification within 12 months of removal from 37.5% to 50%. Based on the most recent data, this would reflect a change from 3 of 8 youth to 4 of 8 youth.

Strategy 1.1 Increase the number of visitation opportunities for families in order to enhance the parent youth relationship.	<input type="checkbox"/>	CAPIT	Strategy Rationale Research shows that reunification is more likely when parents and youth maintain consistent and frequent visits.
	<input type="checkbox"/>	CBCAP	
	<input type="checkbox"/>	PSSF	
	<input type="checkbox"/>	N/A	

Milestone	1.1.1 Research the opportunities and address the barriers to implementing video conferencing for parents and youth in out-of-county foster care.	Timeframe	October 2012-September 2013	Assigned to	Probation Manager and placement officers.
	1.1.2 Establish clear transitional plans with identifiable milestones for youth and parents to increase the likelihood of successful reunification.		October 2012-September 2013		Probation Manager and placement officers.
	1.1.3 Assess, evaluate and develop strategies for assisting families in overcoming barriers to visitation, such as transportation.		October 2012-September 2013		Probation Manager and placement officers.

Strategy 1.2 Increase the number of Probation youth in relative/NREFM placements.		<input type="checkbox"/>	CAPIT	Strategy Rationale Research shows that youth in relative placements have greater placement stability, higher rates of reunification, as well as increased connections with family, community, and culture	
		<input type="checkbox"/>	CBCAP		
		<input type="checkbox"/>	PSSF		
		<input type="checkbox"/>	N/A		
Milestone	1.2.1 Participate in workgroup with CWS to evaluate current policy and procedure on relative search and notification, relative approval process, and relative placement assessment.	Timeframe	October 2012-September 2013	Assigned to	Probation Manager and placement officers
	1.2.2 Update current policy and procedure on relative search and notification, relative approval process, and relative placement assessment based on workgroup recommendations.		October 2013-September 2014		Probation Manager and placement officers
	1.2.3 Conduct trainings for Probation staff on updated policy and procedure.		October 2013-September 2014		Probation Manager and placement officers
	1.2.4 Implement updated policy and procedure.		October 2013-September 2014		Probation Manager and placement officers
	1.2.5 Evaluate and monitor updated policies and procedures for effectiveness, making changes as needed.		October 2014-September 2017		Probation Manager and placement officers

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Reunification within 12 months

For CWS:

During the current SIP process it was noted that despite the existence of several positive practices that contribute to family reunification outcomes such as the use of TDM, frequent family visitation, and Family Drug Treatment Court, there remains room for improvement. Through the PQCR process it was recommended that the benefit and use of TDM's needs to be clarified for CWS and new policies and procedures developed. It was also recommended that visitation needs to be examined as visits are frequently supervised by case aides instead of social workers resulting in lack of knowledge of family interaction. Increases in court ordered visits also make it impossible to keep up with demand with existing resources and new systems must be developed to manage workload while providing quality services that will enhance timely reunification. At the same time, continuances and contested court hearings remain a concern resulting in delays in both reunification and permanency.

In order to improve family reunification outcomes, the current SIP will focus on ways to mitigate these issues by building on existing resources for success and innovative ways to overcome current challenges. An Additional focus will be strengthening core social worker practices that have been proven effective in successful reunification.

For Probation:

During the SIP and PQCR process it was recommended that Probation focus on ways to engage the family more in the case planning and placement process in order to improve reunification outcomes. In order to do so Probation will focus on ways to overcome current barriers to improve quality family visitation. Additionally probation will look at ways to increase relative placements as a way to facilitate successful reunification while at the same time improving permanency outcomes for probation youth.

Current

New in the 2012-17 SIP

CWS Specific

- Enhanced Family Reunification provides countywide Enhanced Family Reunification Support Services in partnership with CWS for children who have been placed out of their parent’s care due to abuse or neglect and have supervised visitation with their parents.
- Structured Decision Making is a set of evidence-based assessments for use by Social Workers and their supervisors to accurately and consistently assess progress toward reunification.
- Team Decision-Making Meetings include families, extended families, resource families/caregivers, community members, service providers, and Child Welfare Services staff working together to meet the placement needs of children.
- Parenting and Life Skills Classes provide the education and skills needed to safely and appropriately parent children
- Substance abuse services offer drug and alcohol counseling for substance abusers and their families. Services include but are not limited to detoxification, inpatient, outpatient, perinatal services, case management, counseling (individual and group), 12-step meetings, and aftercare planning
- Family Treatment Drug Court is an intensive program for Child Welfare Services families involved in dependency proceedings, whose primary issues are drug and/or alcohol abuse. Families accepted into this program receive a high level of case management to include weekly court appearances
- Family Engagement training and practices have resulted in an increased focus on family engagement efforts throughout the life of the case

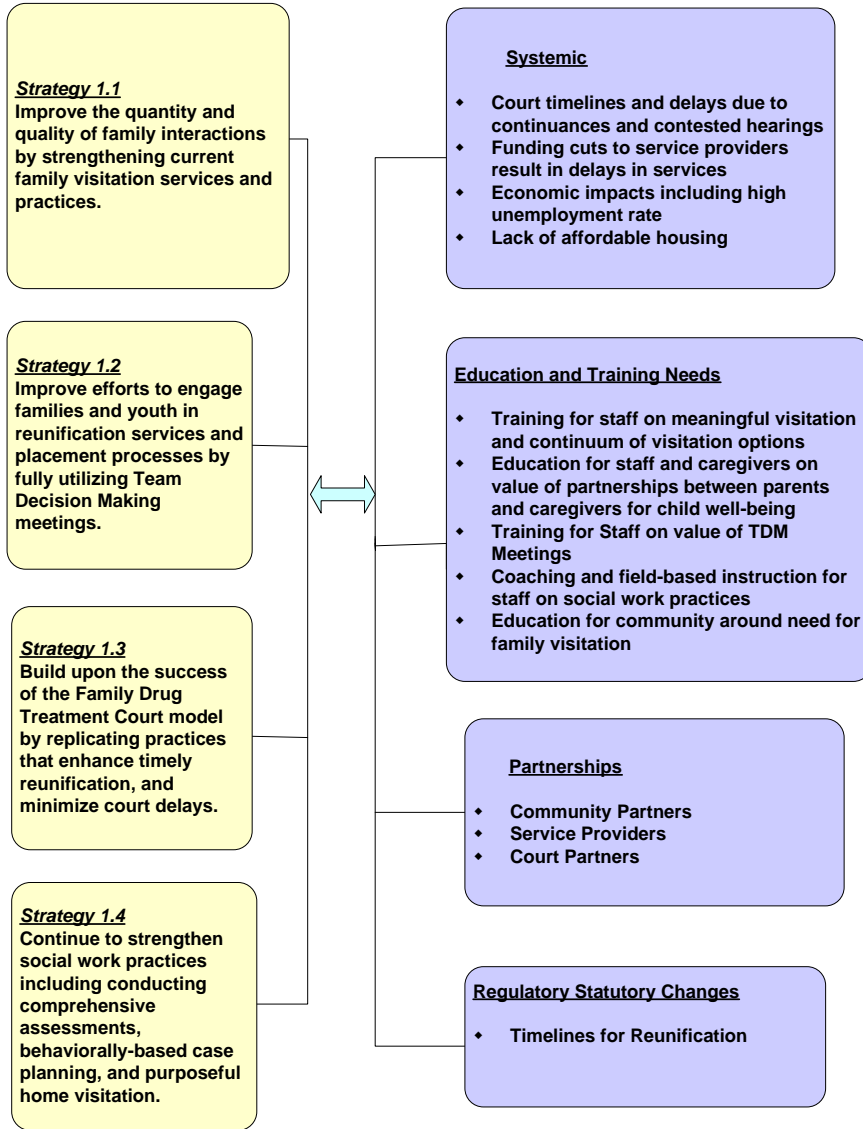
CWS Specific

- Improve the quantity and quality of family interactions by strengthening current family visitation services and practices
- Engage community partners to expand the availability of resources such as Family Resource Centers and Faith Based Communities to support family visitation opportunities
- Improve efforts to engage families and youth in reunification services and placement processes by fully utilizing Team Decision Making meetings
- Build upon the success of the Family Drug Treatment Court model by replicating practices that enhance timely reunification
- Engage with Court Partners to minimize Court delays
- Strengthen social work practices through coaching and field based instruction

Probation Specific

- Increase the frequency and quality of parent-youth contact and enhance the parent-youth relationship
- develop strategies for assisting families in overcoming barriers to visitation, such as transportation and video conferencing for parents and youth in out-of-county foster care
- Establish clear transitional plans with identifiable milestones for youth and parents to increase the likelihood of successful reunification
- Increase number of relative placements to facilitate successful reunification and enhance permanency outcomes.

Factors for Consideration:



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SIP Component Template-CWS: C4.3 Placement Stability

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Outcome/Systemic Factor: C4.3 Placement Stability (at least 24 months in care) ~ <i>Of all children served in foster care during a year who were in foster care for at least 24 months, what percent had two or fewer placement settings?</i>					
County's Current Performance: Standard: 41.8% Santa Barbara County Current Performance: 28.2%					
Improvement Goal: Increase the number of children with two or fewer placements from 28.2% to 35% by September 2017.					
Strategy 1. 1 Improve retention of resource families through continued expansion of the Quality Parenting Initiative.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale: A pool of high quality resource parents who are educated and supported will minimize placement disruptions, support family reunification efforts, and lead to better permanency outcomes for children.		
Milestone	1.1.1 Assess current resources/practices that promote retention of resource families such as trauma informed practice, foster parent mentoring programs, and respite through QPI meetings, Caregiver Surveys, and Stakeholder input.	Timeframe	October 2012-September 2013	Assigned to	QPI Team QPI Liaison
	1.1.2 Develop plan for trainings and support, based on identified needs.		October 2013-September 2014		QPI Team QPI Liaison
	1.1.3 Convene internal CWS workgroup to develop interagency policies and procedures to support QPI.		October 2012-September 2013		QPI Liaison CWS Staff
	1.1.4 Implement plan for trainings and support		October 2013-September 2014		QPI Liaison CWS Staff Staff Development
	1.1.5 Evaluate activities and update plan annually through continued QPI meetings, Caregiver Surveys, and Stakeholder input.		October 2014-September 2017		QPI Liaison CWS Staff Staff Development
Strategy 1. 2 Keep youth connected with their community and culture by increasing the number of placement resources in county for sibling groups, high needs, and older youth.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale: Local Placement Resources will promote placement stability through increased services and support for youth and caregivers, as well as increased support for family visitation and reunification services.		
Milestone	1.2.1 Analyze data to determine placement needs and gaps by region. Develop report for continued monitoring of trends.	Timeframe	October 2012-September 2013	Assigned to	Foster Parent Recruiter
	1.2.2 Convene recruitment workgroup to assess current recruitment efforts and to provide ongoing support and feedback regarding recruitment efforts.		October 2013-September 2014		Foster Parent Recruiter CWS Staff Stakeholders

	1.2.3 Create new recruitment plan for developing targeted resources in county.		October 2013-September 2014		Foster Parent Recruiter	
	1.2.4 Implement recruitment plan.		October 2014-September 2015		Foster Parent Recruiter	
	1.2.5 Evaluate activities and update plan annually through continued recruitment workgroup meetings.		October 2015-September 2017		Foster parent Recruiter CWS Staff Stakeholders	
Strategy 1.3		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale:			
Revitalize relative approval process in order to increase the number of relative/NREFM placements and first entries to relative placement.			Research shows that youth in relative placements have greater placement stability, higher rates of reunification, as well as increased connections with family, community, and culture.			
Milestone	1.3.1 Convene workgroup to evaluate current policy and procedure on relative search and notification, relative approval process, and relative placement assessment.		Timeframe	October 2012-September 2013	Assigned to	Relative Approval Unit(RAU) Supervisor/Staff Home Connection Finder Placement Assistant CWS Staff
	1.3.2 Update current policy and procedure on relative search and notification, relative approval process, and relative placement assessment based on workgroup recommendations.			October 2013-September 2014		Operations and Support Staff Relative Approval Unit(RAU) Supervisor
	1.3.3 Conduct trainings for CWS staff on updated policy and procedure.	October 2013-September 2014		Operations and Support Staff RAU Staff Staff Development		
	1.3.4 Implement updated policy and procedure.	October 2014-September 2015		RAU Staff Home Connection Finder Placement Assistant CWS Staff		
	1.3.5 Evaluate and monitor updated policies and procedures for effectiveness, making changes as needed.	October 2015-September 2017		RAU Staff Home Connection Finder Placement Assistant CWS Staff		
Strategy 1.4		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale:			
Provide increased support and training to relative/NREFM placements.			Better support for relative/NREFM placements will minimize placement disruptions, support family reunification efforts, and lead to better permanency outcomes for children.			
Milestone	1.4.1 Explore use of the structured decision making tool for substitute care providers to identify necessary support or resources for caregivers.		Timeframe	October 2012-September 2013	Assigned to	Operations and Support Staff
	1.4.2 Review and update caregiver orientation and training materials.			October 2013-September 2014		Relative Approval Unit(RAU) Supervisor/Staff Home Connection Finder

			Placement Assistant CWS Staff
	1.4.3. Develop resource directory specific to the needs of relatives/NREFM.	October 2014- September 2015	Relative Approval Unit(RAU) Supervisor/Staff Operations and Support Staff
	1.4.4 Collaborate with community partners to develop training specific to the needs of relatives/NREFMs.	October 2014- September 2015	Relative Approval Unit(RAU) Supervisor/Staff Placement Assistant CWS Staff Stakeholders
	1.4.5 Implement use of SDM tool, orientation and training for caregivers.	October 2015- September 2016	Relative Approval Unit(RAU) Supervisor/Staff Placement Assistant CWS Staff Stakeholders
	1.4.6 Evaluate SDM tool, orientation and training through surveys and feedback from caregivers and CWS Staff.	October 2016- September 2017	Operations and Support Staff

Placement Stability (at least 24 months in care)

During the SIP process it was confirmed that there are several successful strategies currently working toward placement stability. However there are multiple opportunities for improvement in this area, most notably in the area of relative approval, placement, and support. Additionally resource home recruitment has continued to be a challenge and the current SIP will focus on ways to recruit and retain resource homes through expansion of the Quality Parenting Initiative.

Current

New in the 2012-17 SIP

CWS Specific

- Team Decision-Making Meetings include families, extended families, resource families/caregivers, community members, service providers, and Child Welfare Services staff working together to meet the placement needs of children.
- SB163/Wraparound is a collaboration of CWS, Probation, ADMHS, parent partners, and CBO's whose focus is to reduce the number of children placed in high level group homes in and out of Santa Barbara County by providing creative, flexible services and supports to youth and their families.
- HOPE is an array of intensive in-home services available to children and parents in foster home and extended family home placements. The HOPE program combines skill-based intervention with maximum flexibility so that services are available to families and foster homes according to their unique needs.
- Use of Placement Search Assistant (PSA) to provide consistency and support in identifying placements
- Use of Home Connection Finder for ongoing family finding efforts and tracking
- Parent's Resource for Information, Development and Education classes are designed to strengthen the quality of family foster parenting and adoption services by providing a standardized structured framework for recruiting, preparing, and selecting foster parents and adoptive parents.
- Foster and Kinship Care Education Program provides free trainings for Foster or Adoptive Parents, as well as Kinship caregivers.
- Foster Parent Association holds monthly meetings to discuss ongoing topics and provide training for Foster Parents
- Quality Parenting Initiative to recruit and support foster parents

CWS Specific

- Improve retention of resource families through continued expansion of the Quality Parenting Initiative
- Enhance trauma-informed practice
- Support foster parent peer mentoring program
- Keep youth connected with their community and culture by developing targeted placement resources in county
- Revitalize relative approval process to increase the number of relative/NREFM placements and first entries to relative placement
- Provide increased support and training to relative/NREFM placements
- Explore use of the structured decision making tool for substitute care providers to identify necessary support or resources for caregivers

Factors for Consideration:

