California Child and Family Services Review
(C-CFSR)

System Improvement Plan

Santa Barbara County
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Table of Contents

1. Executive Summary

Assembly Bill 636 (Steinberg) established a new Child Welfare Outcome and Accountability System replacing the former CWS Oversight System which had focused exclusively on regulatory compliance. Pursuant to AB 636, the California Department of Social Services (CDSS) developed the California – Child and Family Services Review (C-CFSR). The C-CFSR brings California into alignment with the Federal Child and Family Services Review (CFSR) by establishing a new review system designed to promote improved Child Welfare Services (CWS) outcomes for children and families in each county in California. The vision created by the C-CFSR is that every child in California would live in a safe, stable, permanent home nurtured by healthy families and strong communities. Thus, "the purpose of the C-CFSR system is to significantly strengthen the accountability system used in California to monitor and assess the quality of services provided on behalf of maltreated children."[1]

The basis of the C-CFSR improvement and accountability system lies in a philosophy of continuous quality improvement, interagency partnerships, and community involvement with an overall focus of improving outcomes for children and families. The CDSS, in conjunction with the University of California at Berkeley (UCB), developed Outcome Measures that indicate how each county Child Welfare system in California is performing. Each county was required to conduct a Self-Assessment to explore how local programs, systems and factors impacted on Outcome Measures in three major areas (Safety, Permanency and Stability, and Child and Family Well-being) and to use that Self-Assessment as the basis for developing a System Improvement Plan.

Santa Barbara County CWS conducted its second Self-Assessment from May – October 2006. The reports provided by CDSS combined with Safe Measures reports and internal data analysis sources provided sufficient data to inform the Self-Assessment process. As in the initial Self-Assessment, Santa Barbara County focused on obtaining extensive input from our many public and private partners believing that their knowledge of and experience with CWS were critical in identifying the strengths, needs, and gaps in our service delivery system. The process focused on completing a gaps analysis with several existing groups who are integrally involved in promoting the safety and well-being of children and families. Seven focus groups were conducted involving members of the KIDS Network and Child Abuse Prevention Council (CAPC); the Children's System of Care (CSOC); the Juvenile Court; all Child Welfare Services (CWS) line staff at the Santa Maria, Lompoc, and Santa Barbara regional meetings; and the CWS Team, which includes managers and supervisors. Additionally, surveys were conducted with a random population of foster parents and relative or non-related extended family members, as well as with the Independent Living Program (ILP) youth to ensure their voices had representation in our county self-assessment.   Overall, more than 200 people representing over 40 agencies and organizations took part in the Self-Assessment. Many Self-Assessment participants/organizations were invited to join the System Improvement Plan Workgroup.

The State requirement for the SIP is to address the priority areas identified during the Self-Assessment process. There was one Safety Outcome identified being Recurrence of Maltreatment, which has two separate measures. Although the Self-Assessment process did not identify Permanence and Stability Measures as being a high priority issue, the SIP Workgroup identified improvement goals to assist with the Outcome Measures for Timely Reunification and Multiple Foster Care Placements. Additionally, the Well-being Measure regarding Foster Youth Transitioning to Self-Sufficient Adulthood continued to be an area of high priority recognizing, as the research indicates, that foster youth emancipating from care do not fare well in health, education, employment, and housing arenas. Additionally, several Systemic Factors were identified as areas

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[1] All County Information Notice 1-50-06

for improvement including: Medical and Dental Care for Youth in Foster Care, Data Management in the Child Welfare Services/Case Management System (CWS/CMS), and Utilization of Staff Resources to Best Meet Multiple Workload Demands.

The C-CFSR designated the County Department of Social Services and the County Probation Department as an equal partner in this review process.   The County Probation Department participated in both the Self-Assessment and System Improvement Plan Workgroups, as well as remains actively involved in many of the collaboratives that support improved outcomes for children in Santa Barbara County. Since specific Outcome Measures have yet to be developed for Probation foster youth, the Self-Assessment focused primarily on CWS. The area of greatest commonality to both agencies relating to the Outcome Measures targets improving outcomes for youth emancipating from the dependency or delinquency system into self-sufficient adulthood. The SIP is a three-year plan with requisite annual updates. The Department of Social Services and Probation will reconvene a SIP review committee annually to assess progress, make adjustments to the plan, and to provide an update to the Board of Supervisors, the Self-Assessment participants, and the general community.

The Department of Social Services and the County Probation Department would like to express its deepest gratitude to every person on the System Improvement Plan (SIP) Team for their invaluable contributions and to their organizations for supporting and encouraging their participation.

II. Local Planning Body

Santa Barbara County Child Welfare Services ("County CWS") obtained extensive input from our public and private partners, who are integrally involved in promoting the safety and well being of children and families during the C-CFSR process. Participants were from the following key systems of support for children in Santa Barbara County:

KIDS Network

KIDS Network serves as an advisory group to the Board of Supervisors and is a countywide interagency collaborative dedicated to promoting a coordinated system for children's services in Santa Barbara County. KIDS Network is sponsored by the County Board of Supervisors and County DSS/CWS. General membership includes, but is not limited to community-based organizations, parents, community members, faith-based groups, educators, County and other public agencies. In addition, two members of the Board of Supervisors serve as Chair and Vice-Chair of the KIDS Network. This network serves as a forum for public and private agencies to discuss issues relevant to comprehensive, collaborative and integrated services for children, youth and families. The Network identifies three focus areas every three years. The focus areas for 2005-2008 are Family Support, Health Care Access, and Children in the System. Standing and ad-hoc committees work on strategies to address these focus areas. Another key project of the Network, in partnership with the University of California at Santa Barbara and other agencies, is publication of an annual Santa Barbara County Children's Scorecard.

Child Abuse Prevention Council (CAPC)

The Child Abuse Prevention Council (CAPC) is a community council with the primary purpose of coordinating Santa Barbara County's efforts to prevent and respond to child abuse and neglect. Membership of CAPC includes representatives from the prevention and treatment communities, the criminal justice system, County Child Welfare Services, other public agencies, education providers, community-based organizations, faith-based groups, parents, and the community. CAPC members assist in decision making to identify and prioritize projects. CAPC is currently focusing on the following areas: Mandated Reporter Training, Public Awareness, Cross-Training, and Advisory Functions regarding the three-year Child Abuse Prevention Plan. The CAPC also serves as an advisory body for funding sources related to prevention and intervention.

Children's System of Care (formerly MISC)

Children's System of Care is a collaboration of four public agencies (CWS, Alcohol, Drug, and Mental Health Services (ADMHS), Probation, and Public Health) as well as a variety of contracted Community Based Organizations and representatives from our Local Education Agency. The program features pooling of resources and staff, utilizing their input and expertise of these many disciplines to perform comprehensive case planning, assessments and delivery of services. Private agency service providers currently include Child Abuse Listening and Mediation (CALM), Community Action Commission (CAC), Santa Maria Valley Youth and Family Center, Casa Pacifica, and Sojourn. Managers, supervisors and staff from these agencies and other interested organizations such as the Mental Health Commission and the County Office of Education attend a monthly meeting that focuses on discussing programmatic and policy issues to support making continual improvements to the system.

Juvenile Court Brown Bags

Each of the two Juvenile Court judges in Santa Barbara County convenes regular "Brown Bag" meetings attended by the key participants in the juvenile court process: attorneys (County Counsel, Contract Children's Attorneys, and Contract Defense Attorneys), Court Appointed Special Advocates (CASA) representatives, CWS staff the CWS Court Services Unit. The group facilitates communication between judges, attorneys, CWS, CASA ADMHS, and various service providers.

CWS Team

The CWS Team is a monthly meeting of all CWS supervisors, managers, and program/department analysts. These meetings are utilized to discuss social work practice issues, create agency policies and procedures, provide for direct interaction with and feedback to the CWS Deputy Director, and to problem-solve challenges in the Child Welfare System.

CWS Regional Meetings

CWS Regional Meetings are mandatory monthly meetings held by the Division Chief in their respective regions (Santa Maria, Lompoc, and Santa Barbara) and attended by all supervisors, line staff and support staff. The Regional Meetings are utilized to support the collaboration of services for our clients between units, support the sharing of regional/cross-regional resources, and as a vehicle to convey Policy and Procedure information as well as updates regarding key CWS projects.

Note: For specific invitees and attendees please see Section VI Appendix

III. Self-Assessment Summary

A. DEMOGRAPHICS AND PARTICIPATION RATES

As noted in the body of the Self-Assessment, U.S. Census figures show that population growth in Santa Barbara County is overwhelmingly due to live births with the majority of that taking place in our North County region of Santa Maria. The significant population growth in Santa Maria mirrors the rapid growth of low-wage agriculture jobs in the area as this industry has been experiencing growth rates of up to 30% for the past few years. On the South Coast, where the high cost of housing and living seems to be exacerbating already tight living conditions "a large percentage of the low paying jobs are within the Leisure and Hospitality Services and Retail Trade sectors."[2] These rapid demographic changes and conditions present current and future challenges to CWS and must be taken into consideration as we develop services for children and families especially in Northern Santa Barbara County.

Participation Rates regarding referrals and foster care continue to be an area in need of further exploration. Since the initial Self-Assessment, Santa Barbara County has seen a rather significant change in these rates overall. The County's rate of reporting (40 per 1000 children in the population) is lower than the state average (50.1 per 1,000) declining 33% in the past two years, compared to the State's rate of decline at 13%. The County's rate of children with substantiated referrals (8.6 per 1,000 children) remains lower than the State average (11.3 per 1,000). First entries into foster care for the County (2.4 per 1,000 children) have doubled in the past two years and are closer to the State rate (3 per 1,000). In addition, the rate of children in care for the County (5.8 per 1,000 children) nearly doubled, and is almost two-thirds of the State rate (8.2 per 1,000).

The significant changes in these statistics present several critical questions for County CWS requiring a higher level of monitoring and evaluation of business processes to ensure good outcomes for children and families. A five year trend analysis shows that although referral rates are decreasing, those referrals are resulting in an increased substantiation rate, and higher numbers of children are entering foster care or being opened for case management by CWS than in previous years. Although CWS is serving more children, the data related to recurrence of maltreatment continues to be higher than the State average, suggesting a need for service enhancement to "at risk" children. With the implementation of Structured Decision Making as a safety/risk assessment tool and the addition of 3 staff to provide Voluntary Family Maintenance Services countywide, it is hopeful that CWS will be able to identify those children at high risk and provide time-limited services to those families to reduce the re-substantiation rate. The rapid growth in the rate of first entries and the number and rate of children in foster care is taxing the County's already over-burdened foster care resources and creating additional demands on social workers to find adequate, supportive placement resources for children. With the

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[2] http://www.countyofsb.org/cao/pdf/budget/0607/Sectionb.pdf

expansion of the Children's System of Care services, SB 163, and MHSA funds for additional wraparound programs, CWS and Probation are hoping to support the placement of children with significant behavioral and emotional issues within Santa Barbara County and reduce the number of children placed in congregate care across county lines. Since a large body of research shows outcomes for children in foster care are poor, the balancing of when and how to intervene in the lives of children and families to improve outcomes continues.

The following information provides an overview of the various focus groups conducted both internally and with our community partners during the self-assessment process. The discussion focused on the primary goals of Safety, Permanence and Stability, and Child and Family Well-being. First and foremost, focus groups recognized the increasing complexity of family issues including substance abuse, mental health, domestic violence, poverty, gang participation, cultural differences, the presence of more children in our system of care with complex behavioral/emotional needs, and larger family sizes. These issues present challenges to the CWS service delivery system and provide contextual relevance to the outcome measures.

B. Gaps Analysis Discussion

Safety

Santa Barbara CWS and our community partners are committed to the goal of protecting children from abuse and neglect. There is clear delineation in the definitions of abuse amongst most service providers, but the identification of what constitutes neglect and the definition of minimum sufficient level of care remains elusive. Over two-thirds of the referrals substantiated in 2005/06 were for some type of neglect. Issues of neglect often involve chronic behavioral patterns on the part of the caregiver that are not readily amenable to intervention and readily susceptible to relapse, particularly if there is an underlying substance abuse issue. It is within this context that the data regarding the following safety outcome measures should be viewed:

➢ **Recurrence of Maltreatment**

➢ **Rate of Recurrence of Abuse and/or Neglect in Homes Where Children Were Not Removed**

➢ **Rate of Foster Care Re-entry**

SB County CWS continues to face challenges in meeting the measures for Recurrence of Maltreatment and Rate of Recurrence of Abuse and/or Neglect in Homes Where Children Were Not Removed. While the percentages presented in the Quarterly Outcome Reports are analyzed with consideration given to the economy of scales, CWS continues to see this as a high priority issue. Several programmatic changes have been implemented in the past year to improve safety outcomes for

children including Structured Decision Making, addition of staff for dedicated Voluntary Family Maintenance/Family Preservation cases, and the pending expansion of Differential Response services through CWSOIP grant funds. County Data reports show that CWS has considerably improved the outcomes for youth with respect to the Rate of Foster Care Re-Entry (federal) and is presently performing at a rate that is half the Federal Standard.

County CWS and our community partners identified the following barriers to safety for children in our communities and provided strategies to overcome these barriers; thereby identifying some of the gaps in service delivery. A cursory summary of the barriers and strategies are presented below.

Needs Assessment

- *Resources* including financial supports, housing, childcare, and residential treatment facilities are limited. The income for most families is not commensurate with the high cost of living in SB County. What resources are available are limited and not readily accessible to families or are generally unknown to the populations being served.

- *Knowledge Gaps* or misinformation regarding available resources, supports, and services; child development issues; and general life management skills in the client population.

- *Systemic Issues* thought to inhibit child safety tended to focus heavily on the rising CWS workload. Workload is not readily captured in caseload numbers and social workers have multiple demands on their time, which is resulting in a decreased amount of face-to-face time spent with children and families. Despite the many collaboratives, an additional concern was the general lack of a coordinated response/integrated services to children and families. Rising demands for services, coupled with the increasing demands for social worker time often result in communication breakdowns and the independent functioning of team members.

Gaps Analysis

- *Resources Gaps* were identified by the participants as being key to addressing the complex familial issues. Service delivery options that provide in-home services or residential programs to children and families were viewed as highly desirable. Additional residential treatment programs for substance abuse and/or dual diagnosis would be optimal for providing family focused services. Developing a primary support person for each child and family by utilizing children and families who have been through the system and graduated or tapping into the resources of extended family members more would provide supportive services to children and families in ways that professional services cannot. Extending a system of checks and balances to service delivery by creating an after care

program to CWS intervention through community agency involvement for the linking of services/supports was viewed as providing a continuum of care for children/families.

- *Education* centered upon providing information to the community regarding Mandated Reporting and the parameters of CWS to hold the community accountable for service delivery systems to at risk children and families, not just CWS. Participants saw a need for targeted education regarding the impacts of substance abuse, domestic violence, mental health, and poverty on children/families and the corresponding resources available to help families cope with these issues. Providing similar information to the education community was also recommended, as teachers and school staff are an integral part of the prevention/early identification support systems for children and their families.

- *Systemic Issues* focused on comprehensive, initial assessments of children and families to help guide the delivery of services and on providing relief to social workers. While discussions focused on the need to reduce caseload numbers/workload for social work staff, at the heart of these discussions was the desire to have frequent contact with children, caregivers, and parents. Recommendations proposed included social work assistants, expanding family preservation services to reduce the number of cases involving court intervention, and making both internal and external resources readily accessible to staff. Furthermore, the focus groups identified the need for a continuum of prevention, early intervention, and relevant after care supports to mitigate safety concerns for children.

➢ <u>Rate of Child Abuse and/or Neglect in Foster Care</u>

Based on the Federal Standard and the current statistic for Rate of Child Abuse and/or Neglect in Foster Care, Santa Barbara CWS is performing well. However, the current statistic may be somewhat misleading. A recent survey of ILP youth indicated that they may be under-reporting to their social worker/probation officer's instances of abuse in care. The survey participants were asked the reasoning for not reporting instances of abuse in care. All the responses indicated that they did not know they should report and how do so. Please refer to Appendix, Figure 4 for additional survey results. Strategies to mitigate the rate of abuse/neglect in care should not be overlooked in light of the potential for underreporting. County CWS, Probation and Licensing have developed a coordinated plan for responding to referrals regarding children in care. Moreover, the Children's System of Care has identified foster parents and relative/NREFM as needing additional support to care for the children in their homes and responded by expanding HOPE services to all substitute care providers and the development of the mobile crisis unit (SAFTY) available 24/7 to families.

Gaps Analysis

While the outcome data currently looks good for Santa Barbara County, the ILP youth survey poses a question bearing additional investigation. Systemic issues arise regarding the content of contacts with youth and whether the youth are adequately informed of their rights. Further still and at the root of the under-reporting may be more than just lack of knowledge regarding making a report, but the potential consequences for youth if a report is made.

➢ **Timely Response and Visits by Social Worker**

Santa Barbara County has placed an increased emphasis on ensuring compliance with these outcome measures commensurate with Division 31 regulations by increased monitoring compliance status through Safe Measures. Timely contacts and the corresponding data entry are a **high priority** for County CWS. Although it is believed that staff is doing the work, the delayed entering of data and the inconsistent use of the visit exception may be resulting in the sub-par performance on these measures.

Gaps Analysis

County CWS needs to better understand the monthly visit reporting methodology that the State and UC Berkeley use to derive the data for this outcome measure. In addition, the balancing of competing high priority demands for social worker time will need to be recognized as impacting the integrity of the CWS/CMS data.

Permanency and Stability

Permanence and stability are crucial factors in "normal" child development and key to providing good outcomes for children. Historically, Santa Barbara County has performed well in the following measures:

➢ Length of Time to Exit Foster Care to Reunification

➢ Length of Time to Exit Foster Care to Adoption

County CWS continues to **perform very well** in the federal and state standards in Length of Time to Exit Foster Care to Adoption. Although recent data reports, reflect a change in county performance for Exits to Reunification a closer analysis of the statistic reveals that County CWS is missing the federal measure by 3 children. This is one measure that is greatly impacted by the overall small numbers of children/families served by the agency. Although given the complexity of familial issues, this may be

understandable as recovery time frames do not align well with the legal timeframes for Family Reunification. The implementation of Structured Decision Making may assist in identifying family strengths and needs very early in the intervention process, thereby providing families with tailored case plans that can be initiated earlier in the reunification period. CWS has also secured CWSOIP funds to pilot a Substance Abuse Recovery Advocate program that is designed to engage parents and youth in drug treatment services and the recovery community. New and innovative approaches to tackling the growing methamphetamine problem in our county were addressed in the Methamphetamine Prevention Network Summit in December 2006, which focused on coordinating a countywide public and community response to this issue.

Santa Barbara CWS is *performing on par* for the following measures:

➢ Multiple Foster Care Placements

➢ SIBLINGS PLACED TOGETHER IN FOSTER CARE

These outcomes are more likely a result of the increased percentage of children being placed in relative/non-related extended family member care. Therefore, County CWS is performing well regarding Foster Care Placements in Least Restrictive Setting. Given the absence of adequate foster homes, necessity has resulted in the need to find additional placement resources for children. In addition under CWSOIP grant funds during FY 05/06, County CWS contracted with local CBOs for Home connection Finders to locate possible connections/mentors for youth that would either be willing to accept the child for placement or remain/establish a connection with the child for future support. Thankfully, the grant was honored again for FY 06/07, as this was a valuable resource to both placement staff and the children they serve.

Needs Assessment

- *Lack of Resources* identified included the limited number of foster homes/placements available for older youth and children with complex needs. Recognition was also made that with the limited resources the opportunity to provide a compatible match between the child and caregiver is unlikely to happen; thereby impeding the potential for stability from the initial time of placement. The experience level of CWS staff and current substitute care providers also impacts placement stability for youth. The demand for services in our respective regions has outpaced the timely availability for children and families resulting often in waiting lists for services, which is further problematic due to an absence of positive connections/relationships for many youth and their families.

- *Knowledge Gaps* regarding the CWS process and community awareness of the issues impacting permanence and stability for youth combined with low education levels in the primary caregivers may result in delayed reunifications/permanence for children.

- *Systemic Issues* addressed incorporated the inherent conflict between legal mandates/regulations and the reality of overcoming the complex familial issues

present in the client population. Staff turnover and inexperience coupled with the time required to complete various tasks for obtaining permanence through adoptions are added challenges to a process that is often time consuming in and of it self. Recognition was given to the legal process, particularly regarding continuances as potential barriers for untimely reunification.

<u>Gaps Analysis</u>

- *Resources Gaps* were readily identified by participants focusing on the need for more family intervention type services such as residential drug treatment programs, intensive in-home services, and placement resources to foster a family, not just a child. Targeted recruitment of caregivers for specific populations of youth and the need for family/child mentors is an area of significant need in light of the growing population of youth in county care.

- *Educating* the community/caregivers regarding permanency options of adoption and guardianship were identified to increase the understanding and open paths for obtaining new placement resources. Additional education for all caregivers regarding the complex behavioral and emotional issues of youth in care is needed to support caregivers in providing services to youth. The concept of providing wrap around services to caregivers, particularly those receiving their first placement, would provide them with an overall better understanding of the process and what to expect from children. Providing additional supports and maintaining regular contact for caregivers receiving their first placements was viewed as a valuable option to enhancing stability and possibly permanence for youth. While participants saw relevance to enhancing education of potential caregivers, the majority of caregivers who participated in the foster parent survey acknowledged feeling part of the team providing services to youth, that social work staff was helpful in obtaining needed resources and supports, and noted that they were prepared by licensing staff about what to expect. While there is always room for improvement, County CWS and licensing may have provided a fairly stable foundation for achieving these goals with caregivers.

- *Systemic Issues* identified the need for more family centered early intervention strategies combined with a community approach to service delivery. Improved integration of targeted services meeting the comprehensive needs of all family members could provide added supports to improve outcome measures. Parent/Child visitation programs that would afford parents the opportunity to interact and provide for their children's needs in a supervised setting could speed reunification and provide in vivo parenting education.

WELL-BEING

➢ <u>Foster Care Youth Transitioning to Self-Sufficient Adulthood</u>

County CWS implemented several changes to enhance the services/supports provided to youth participating in the Independent Living Program during FY 05/06. Aside from collaborating with the local community colleges to provide classes to foster youth, County CWS contracted with a community based organization to provide ILP case managers in each of the 3 regions. The ILP case managers provide direct services to youth through additional training opportunities, one-to-one and group support, opportunities to develop leadership skills, assistance with planning for college, and the provision of resources/supports for emancipation. Additional partnerships have been developed involving local service organizations and other community resources to provide support to both CWS and Probation foster youth. The ILP program held a Futures and Information Fair to provide all high school aged youth with opportunities to learn about safe relationships, paths to graduation, and their rights as foster youth in addition to connecting them with community resources who sponsored tables at the event. The linking of Foster Youth Services through the County Education Office has provided much needed support for youth in achieving educational success. County CWS is proud of the accomplishments of the revised Independent Living Program and excited about new opportunities for expansion through additional partnerships. During FY 05/06, 133 CWS and Probation foster youth were offered ILP services; 101 of those youth received some level of service.

Based on the limited data available, Santa Barbara CWS, Probation, and the **youth** are *performing well.* More youth graduated from high school and were accepted to attend colleges than in previous years. Yet, County CWS and the community recognize, as the research indicates, that foster youth emancipating from care do not fare well in health, education, employment, and housing arenas. Therefore, improving the well-being of youth while in care and as they transition into self-sufficiency remains a *high priority* issue.

Needs Assessment

- *Resources* to provide youth with stable placements while in care and transitional housing opportunities as they prepare for emancipation are limited. The high cost of housing in SB County exacerbates the development of additional foster care resources and the expansion of Transitional Housing Placement Programs (THPP). Furthermore, financial supports and housing for emancipated youth are virtually non-existent. Formalized jobs programs for the foster youth population are needed to create a smoother transition into the workforce for youth. Improving well-being for youth in care requires additional providers in our community who take MediCal or who will offer pro bono work to serve the foster youth population.

- *Knowledge Gaps* identified include information regarding the child's medical, dental, educational, and familial history. Life skills training for parents/ children

and better dissemination of available resources are needed.

- *Systemic Issues* hampering well-being for youth include placement disruptions and the corresponding educational disruption; separation of siblings due to limited placement resources for multiple children; acknowledgement that it is more challenging to serve children adequately when placed out of county; and that connections for youth/families often ceases when the funding for services ends.

<u>Gaps Analysis</u>

There is a need to develop a continuum of care for foster youth providing supportive services to ensure that children have their medical, dental, mental health, and educational needs met while in placement and then create a follow-up supportive system for youth upon emancipation. Interagency case management teams so that youth have multiple connections that will not all cease upon emancipation are needed. There remains a lack of formalized transitional programs for youth with particular gaps in financial and housing supports for emancipated youth. Job training and linking opportunities should be explored to support financial independence for youth.   A total needs assessment of youth preparedness for self-sufficiency is needed. There is limited participation on behalf of caregivers in preparing youth for transition to adulthood and remaining a resource for them once placement funding has ended. Social programs where children and families can learn to have fun together are just as important as professional services. There is no local California Youth Connection Chapter, as Santa Barbara County is currently on a waiting list.

C. Areas for further exploration through Peer Quality Case Review

Santa Barbara County regularly partners with San Luis Obispo County and Ventura County on a variety of Child Welfare Services issues including reciprocal assistance on complex cases and conflict-of-interest situations. The Child Welfare Directors from each county meet regularly to share ideas and information on services, programs, fiscal matters and data reports. All three counties belong to the Southern Region of the Central California Public Social Services Academy.

At present, there are two potential areas identified for further exploration through the Peer Quality Case Review process. The first area of concern is the doubling of Participation Rates for Number and Rate of First Entries and the Number and Rate of Children in Care. The drastic rise of children in care has taxed placement, financial, and personnel resources beyond capacity. Delving into the philosophical and practice issues regarding detaining children may provide some insight into the rising number of children entering care, despite the decline in referral numbers. The second area of concern concentrates on the outcome measures for Recurrence of Abuse. Despite

achieving a number of the System Improvement Plan goals focused on improving outcomes in this area, SB County continues to perform below the federal standard and state averages for this measure.

D. Conclusion

The cornerstone in understanding CWS outcome measure baselines and service provision is access to consistently reliable information. Santa Barbara County CWS relies on the Child Welfare Services/Case Management System (CWS/CMS) and Safe Measures for such information. The inexperience of social work staff coupled with the increasing high priority demands on social worker time result in the absence of information in CWS/CMS, delayed data entry, and overall data integrity concerns. Improved "Data Diligence" in CWS/CMS is a high priority issue and strategies for improvement are being implemented. The provision of Safe Measures to line staff has allowed them an opportunity to monitor there own data diligence efforts and provided a context for the practices implemented to improve data integrity. Focusing on full utilization of CWS/CMS through data completion, data integrity, and timely entry will provide better information to all levels of CWS personnel, State CDSS, and community partners.

Undertaking the second County Self-Assessment provided Santa Barbara County CWS and Probation an opportunity to engage existing partners, the community, youth, and substitute caregivers in a process of open, honest communication regarding the challenges of providing good outcomes for the children and families served. It is interesting to note the similar themes regarding the lack of resources, need for more community coordination/integration of services, and desire for reduced caseloads appear in both self-assessments. County CWS has made significant strides in implementing new strategies to enhance child and family safety, permanence, and well-being since the original self-assessment was completed. Yet as the gaps analysis indicates… there is still work to be done.

IV.   Prevention Strategies

County Child Welfare has partnered with both the KIDS Network and the Child Abuse Prevention Council to enhance prevention and early intervention strategies in Santa Barbara County.

Differential Response
KIDS Network in conjunction with County CWS provides funding and oversight to the Differential Response program entitled Front Porch. Providing Safe and Stable Families (PSSF) funding administered through KIDS Network support two community based agencies in providing early intervention services to children and families that have been referred to CWS, but do not currently meet the legal criteria of abuse and/or neglect. Based on the assessment of our hotline or investigations by social workers, referrals are made to the Front Porch program. This program has proven to be effective as indicated by the outcome data for fiscal year 2005/2006 in which 99 families were referred to services and only 3 families (3%) had a subsequent referral to CWS. Recognizing the importance of early intervention, CWS applied and was granted Child Welfare Services Outcome Improvement Program (CWSOIP) funds to augment the current program. Additionally, the CAPC, First 5, and The Human Services Commission are engaged in a one-year operational planning project with CWS to expand Differential Response services in the county.

Family Resource Centers
Family Resource Centers have been established in several regions of Santa Barbara County. The centers are funded through a variety of sources including PSSF Family Support dollars, First Five, Children and Families Commission, the Human Services Commission, as well as others to provide case management, parenting classes, and counseling services to families in need.

CAPIT, CBCAP, and Children's Trust Fund Grants
The Planning Team for the CAPIT, CFRS, and Children's Trust Fund Grant included members of the Department of Social Services, Public Health, ADMHS, and Probation. Parents and parent consumers were included on the Team, as were members of the Human Services Commission and professionals from the nonprofit sector. The Team, now known as the CAPC, underscored that it is neither possible nor helpful to isolate the factors that lead to child abuse because in most cases multiple factors often interact to produce child abuse or neglect. The most effective abuse prevention programs identified by the team for the 2005-2008 cycles included: home visitation programs, high-quality childcare programs with required parent participation, family resource centers, child-focused prevention activities, and parent support and education services. The Human Services Commission awarded grants through a competitive bid process to those community agencies targeting services that were identified as most effective.

Family Preservation Program

The Board of Supervisors approved three new social work positions beginning in fiscal year 2006/2007 for Child Welfare Services to initiate a Family Preservation Program. The program focuses on providing intervention services to children and their families who are assessed utilizing Structured Decision Making (SDM) to be at high or very high risk of abuse and neglect. Providing services to families at this juncture is key to preserving the family unit and preventing children from entering the overburdened foster care system.

V. Data Collection Analysis

CWS primarily utilized the County Outcome & Accountability Report in conjunction with the University at California, Berkeley data system to inform the Self-Assessment process. Data regarding Outcome Measures was provided to participants of the self-assessment focus groups, which included raw numbers in order to educate participants regarding the economy of scales. Santa Barbara County overall has relatively small numbers of children involved in the CWS system, which can have a significant impact on percentage based measures. In order to further illustrate the concept of economy of scales, County CWS had previously been meeting the measure for Timely Reunification; however, the most recent data shows that County CWS has dropped below the standards for this measure. A closer analysis of the numbers indicated that CWS missed succeeding on this measure by 3 children. In effect, this could have been one family. Yet, the percentage was significant enough to move from previous success on this measure to failure. It is with this understanding that evaluation of progress regarding success or failure of the Outcome Measures must be considered.

In order to ensure the voice of our transitioning youth and caregivers were included in the Self-Assessment used to inform this System Improvement Plan, surveys were conducted with the aforementioned populations. Probation and CWS youth were provided surveys at the Future's Fair in August 2006. These surveys targeted the youth's experiences in foster care and with their Probation Officer/Child Welfare Worker. Similarly, foster parents and relative/non-related extended family members were randomly selected and contacted to respond to a consistent set of survey questions. Results of both surveys were compiled and included in the Appendix of the Self-Assessment.

County CWS believes that the input and ideas from the people and organization serving the children and families in our county were of the greatest importance in conducting our Self-Assessment. Data was presented to participants to set the basis for why we need improvement in the 3 focus areas of Safety, Permanence & Stability, and Child & Family Well-being. Participants were then asked to identify the gaps in our current service delivery system and then strategize how to improve these outcomes. Lastly, participants prioritized the strategies. The prioritized strategies were provided to the SIP workgroups for expansion of ideas, identification of improvement goals, and the strategies to achieve those goals. The process resulted in considerable consensus regarding areas of focus and incredibly rich information on strategies to improve outcomes. Likewise, the SIP includes a few lofty goals to provide better services and develop resources where they are presently limited to achieve better outcomes for children and families.

Santa Barbara County conducted the Peer Quality Case Review (PQCR) in collaboration with San Luis Obispo and Ventura County in September 2005. The PQCR focused on engaging youth in preparing for adulthood. By surveying 42 youth in out of home care as a part of our PQCR process, we learned important and often counter-intuitive information about "readiness to engage" among youth approaching emancipation. We found, for instance, contrary to the views of some staff interviewed about youth engagement, that youth believed that they were willing to engage and were interested in preparing for adulthood, and that most had at least one area of interest in school. Furthermore, most said they wanted assistance rather than rejecting the idea. Surveyed youth had a more positive orientation toward learning, toward preparing for a vocation, and toward improving their life skills than staff interviewed seemed to think they did.   Most surveyed youth had already spent time thinking about how they would support themselves in adulthood, even if they were as young as 13, before the age of eligibility for state-funded ILP services. Most surveyed youth had also already found and used some natural supports without staff assistance. Girls were more likely than boys to want to postpone thinking about preparation for adulthood until later, even after they had reached 18. Younger children were more likely to have a positive desire for immediate help with exploring vocational planning than youth facing emancipation in the near future. Youth expressed strong concerns about obtaining and keeping housing, and obtaining and keeping a source of income, as well as how to use money well. Close to one in four surveyed youth (age 13 through 17) had not yet received what they perceived at the time as help from anyone in the way of planning for a future vocation at the time they were surveyed, and this finding helped point attention in useful directions in terms of Independent Living Program planning.

VI. System Improvement Plan (SIP)

Outcome Factor: SAFETY - 1A. Recurrence of Maltreatment, 2A: Recurrence of abuse or neglect in homes where children were not removed.
County's Current Performance: 1A.   Our current rate is 9.9%[3] compared to the State average of 8.0% and the Federal standard of 6.1%. (4/1/05-3/31/06) Our rate at the time of the previous SIP was 13.1% (7/1/02-12/31/02) 2A.   Our current rate is 14% (4/1/04-3/31/05) State data from this time period is not currently available.   There is no Federal standard for this measure. Our rate at the time of the previous SIP was 11.5% (10/1/01-9/30/02) Although the County has improved in the area of recurrence of maltreatment, the rate of recurrence continues to be higher than the State average. Moreover, the rate of subsequent substantiated referrals for those children who remained in their homes after an initial substantiated or inconclusive referral has increased during this cycle. These two safety measures continue to be of high priority for Santa Barbara County Child Welfare Services (CWS) and the County has initiated several strategies to address these outcomes.   In March of 2006, CWS implemented the Structured Decision-Making Assessment tool (SDM) to strengthen safety and risk assessments, as well as improve consistency and accuracy in decisions related to safety and risk. Supervisors, managers and social workers have access to the Safe Measures program to monitor staff's performance and responsibilities, including monitoring the consistent use of the tool. Another strategy employed was to provide Family Preservation Services countywide. The Assessments and Investigations units in each region were assigned a social worker dedicated to a Family Preservation caseload. In order to address drug-exposed infants earlier and more consistently, CWS collaborated with local hospitals and public health clinics on developing a protocol for referrals regarding babies born with positive toxicology. The 2006 Self-Assessment process identified resources, including financial supports, housing, childcare, and substance abuse treatment programs are limited, as is knowledge of available resources, supports, and services. A common concern communicated in the Self-Assessment process was the lack of knowledge regarding child development and general life management skills in the client population. Systemic issues thought to inhibit child safety tended to focus heavily on the rising CWS workload. Social workers have multiple demands on their time, which results in a decreased amount of face to face time spent with children and families.

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[3] All statistics are from the CWS Outcome and Accountability County Data Report of October 2006 (http://cssr.berkeley.edu/CWSCMSreports)

Improvement Goal 1: Strengthen and improve the utilization of partnerships to enhance service provision to children and families

		Strategy 1.1 Expand the use of Memorandums of Understanding (MOUs)		Strategy Rationale: Maximizing the established relationships with partners and removing potential barriers through expanded/new MOUs will enhance service delivery to children and families.		
Milestones	1.1.1	Review existing MOUs to address confidentiality, communication, and service provision	Timeframes	Summer 2007	Assigned to	CWS Team County Counsel
	1.1.2	Identify additional MOUs needed		Summer 2007		CWS Regional Meetings Management Meetings CWS Team
	1.1.3	Disseminate information on existing MOUs and needed MOUs via an excel spreadsheet at CWS regional meetings		Fall 2007		CWS Team
	1.1.4	Establish needed MOUs		September 2008		CWS County Counsel Identified Community Based Organization (CBOs) or county agency
	1.1.5	Maintain a current listing of existing MOUs		December 2008		CWS
	1.1.6	Evaluate effectiveness of MOUs considering input from the following: Staff feedback Team Decision Making (TDM) attendees Number of services available for families CBOs/Partner agencies		2009 Ongoing		CWS staff Clients MOU partner agencies

Strategy 1.2: Utilize established MOUs to more creatively maximize resources that meet specific family needs			Strategy Rationale: Community resources are limited requiring creativity to ensure services address the strengths and needs of individual families		
Milestones	1.2.1. Identify needed resources	Timeframes	June 2007	Assigned to	CWS
	1.2.2. Develop needed resources		Ongoing		CWS Probation County Agencies CBOs and Community Partners
	1.2.3 Knowing available resources and partnerships, match families' needs to resources that meet those needs		Ongoing		CWS Probation
	1.2.4 Train CWS staff on developing individualized case plans that are written with the family		January 2008		CWS Training Supervisors CWS Supervisors
	1.2.5 Identify stipends, scholarships, etc. to assist in funding services to families		Ongoing		CWS Probation County Agencies CBOs

Strategy 1.3: Develop Resource Lists			Strategy Rationale: Reduce barriers to locating and time spent researching needed resources by having a listing available to social workers and families.		
Milestones	1.3.1 Inventory existing resources – KIDS Network, CAPC, CWS, First 5, Human Services Commission, FSA (211) Helpline	Timeframes	December 2007	Assigned to	KIDS Network CWS staff CBOs
	1.3.2 Develop a list for SW's and a user friendly, personalized list for the family. Multiple lists should be developed in the languages of the populations served.		June 2008		KIDS Network CWS Staff CBOs
	1.3.3 List will include resources by region and category		December 2008		KIDS Network

	1.3.4	Compile lists in variety of mediums with CWS mission statement on it. – card, list, handout, electronic, website	December 2008	KIDS Network CWS
	1.3.5	Distribute and use	December 2008	CWS Probation KIDS Network Child Abuse Prevention Council (CAPC)

Improvement Goal 2: Expand the Family Preservation Program

Strategy 2.1: Expand the Family Preservation Program to provide additional services to more families			Strategy Rationale The Family Preservation program has been highly effective in preventing removal of children from their families and in ameliorating conditions requiring further CWS intervention that may have otherwise led to a subsequent substantiated referral. Expanding the program will lead to fewer children being removed, resulting in less children entering the foster care system.		
Milestones	2.1.1	Identify a permanent funding source to expand services and staff positions.	Timeframes	December 2007	Assigned to	CWS Management Team Community Partners
	2.1.2	Examine the existing program for gaps in services and identify three to implement. Suggestions for such services are: establishing a mentoring program for biological families, establish homemakers, in home or center based parenting coaching, increase availability of residential substance abuse programs, expand Hope services to biological families, utilize interns in the program.		December 2007		CWS Management Team CBOs Workgroup
	2.1.3	Identify funding sources to enhance program services		December 2008		CWS Management Team CBOs
	2.1.4	Implement expansion of the program and monitor progress.		December 2009		CWS CBOs

Improvement Goal 3: Expand early intervention/Differential Response to a larger population of the community

Strategy 3.1: Enhance Differential Response (DR) services to families in Santa Barbara County	**Strategy Rationale:** Additional early intervention services are needed to support the demand and deter children and families from becoming involved in the Child Welfare System	

Milestones		Timeframes	Assigned to
3.1.1	A taskforce has been established to enhance Differential Response services by gathering detailed community input regarding needs for the service, the current service delivery model, and ideas for future service delivery	Ongoing	KIDS Network CWS CAPC DR Taskforce First 5 Human Services Commission
3.1.2	Taskforce will write an operational plan at the end of the project period	May 2007	Taskforce
3.1.3	Develop resources to operationalize the taskforce plan, considering specific community needs	May 2008	KIDS Network CAPC CWS First 5 Human Services Commission
3.1.4	Implement and/or expand recommendations of the taskforce	June 2008	KIDS Network CAPC CWS CBOs

Describe systemic changes needed to further support the improvement goal.
- There is a need for additional alcohol and drug (AOD) services especially in the West and North County regions. Expansion of these services should target residential programs that provide family focused services. Such expansion will require maximizing collaborations between CWS, AOD services, and the community based treatment providers to secure funding and creatively maximize existing resources to meet the growing needs of our communities.
- Service providers need advanced training in trauma treatment to effectively serve the high risk/high needs CWS/Probation population.
- Supportive services that teach basic life skills and child development to parents are needed to reduce risk to children in our community.

Describe educational/training needs (including technical assistance) to achieve the improvement goals.
- Our County Self-Assessment identified community training needs regarding Mandated Reporting and the parameters under which CWS operates to assist in holding the community accountable for service delivery systems to at risk children and families.

• There continues to be a need for increased training and information regarding available services and programs.
• The State could provide information and technical assistance on AOD screening instruments.

Identify roles of the other partners in achieving the improvement goals.
- ADMHS and AOD services play a critical role in the expansion of additional resources for our substance abusing/affected children and families.
- Community organizations play a vital role in educating the community regarding impacts of substance abuse, domestic violence, mental health, and poverty on children/families and then linking them to corresponding resources to assist families in overcoming these challenges.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.
- The State could expand or remove the regulatory 12-month eligibility on Family Maintenance Services, as many families struggle with multiple, complex issues that require supportive services and oversight for longer than one year or periodic services over a longer time period.

Additional Notes:
- Focus groups identified the need for a continuum of prevention, early intervention, and relevant after care supports to mitigate safety concerns for children. Developing such a continuum of care depends on future funding sources, as presently there are limited resources for prevention, intervention, and after care supports.

Outcome Factor: PERMANENCY AND STABILITY- 3A Length of Time to Exit Foster Care to Reunification

County's Current Performance: 3A. Our current rate is 26.6%, compared to the State average of 38%. (4/1/04-3/31/05) Our rate at the time of the previous SIP (10/01/01-9/30/02) was 39.8%. There is no Federal standard for this measure.

In Santa Barbara County, the percentage of children who reunify within 12 months has decreased, rather than increased. CWS is conscious that this shift is the result of 3 children, which may in effect have been one family. Yet, the rate of first entries into foster care has doubled in Santa Barbara County from the previous self-assessment, reflecting a 94% change in the total number and rate of children in foster care. Such a drastic rise in children entering foster care taxes not only the available foster care resources, but those resources available to families to support reunification. Over the past two years, there has been a significant rise in the number of families, served by CWS, who require substance abuse treatment without a corresponding rise in additional treatment services. CWS clients are generally referred to the Provider Network, which is a list of community service providers operating under a MOU with ADMHS in order to meet the alcohol, drug, and mental health needs of our clients. In-patient services are available; however, demand far exceeds supply and waiting lists create additional delays in service delivery, impacting reunification outcomes for children. Moreover, there is considerable disparity in the availability of these services in northern Santa Barbara County, where there appears to be the greatest need as evidenced by the rise in referrals and caseloads in the Santa Maria region. Real solutions to timely and successful reunification must include increased treatment capacity and appropriate treatment programs that are accessible. In addition, recovery time frames do not align with the legal time frames for Family Reunification creating additional challenges for these families. It is hoped that the implementation of Structured Decision Making may assist in identifying family strengths and needs earlier in the intervention process. CWS has also secured CWSOIP funds to pilot a Substance Abuse Recovery Advocate program that is designed to engage parents and youth in drug treatment services and the recovery community from the onset of CWS intervention.

Improvement Goal 4: Increase support to biological families to strengthen their skills, establish relationships in the community, and increase their capacity to provide adequate care and parenting for their children on a permanent basis.

Strategy 4.1 Establish multi-purpose community Family Resource Centers that will provide a family focused, integrated service delivery system.	**Strategy Rationale**: A community-based resource center would be a method of providing family centered, integrated services that are conducive to building strong, safe parent-child relationships. The center would serve as a central point of contact and connections for families and adopted or emancipated youth who are no longer receiving formal CWS, as well as for the general public needing information regarding resources and services.

			Timeframes		Assigned to	
Milestones	4.1.1	Identify the partners who will be participants in the collaborative.		December 2007		KIDS Network CAPC First 5 CWS Probation CBOs
	4.1.2	Explore and identify the vision, goals, and services for the center		June 2008		The Collaborative
	4.1.3	Assess the functioning and possibility for expansion of the current Family Resource Centers or the Workforce Resource Centers to incorporate the identified concepts		December 2008		The Collaborative
	4.1.4	Pursue and obtain funding for the project.		June 2009		The Collaborative
	4.1.5	Identify and secure a location for the Resource Center		June 2009		The Collaborative

4.1.6	Establish a system of procedures and accountability for all participating agencies through contracts/MOUs	December 2009		The Collaborative
4.1.7	Open the Family Resource Center and commence monitoring services delivery for successes and challenges.	December 2009		The Collaborative

Strategy 4.2 Develop a parent/child visitation program that enhances the parental role with the children and supports utilization of the skills learned in treatment services.	Strategy Rationale: Parent/child visitation programs that afford parents the opportunity to provide for their children's needs and utilize newly learned skills in a supervised setting are more conducive to building strong parent-child relationships. Assessing parental readiness to safely care for the children while continuing to participate in other services may support earlier reunification.

Milestones	4.2.1	Research parent/child visitation programs	Timeframes	September 2007	Assigned to	CWS CBOs
	4.2.2	Identify a program for implementation		June 2008		CWS CBOs Workgroup
	4.2.3	Collaborate with treatment providers on the new visitation program to ensure skills learned in parenting classes and/or treatment services are utilized during parent/child visits.		December 2008		CWS CBOs Workgroup
	4.2.4	Train Case Aides, Social Workers, Community Partners, Court personnel to support implementation in the new program philosophy and strategies		June 2009		CWS Training Supervisors
	4.2.5	Implement new parent/child visitation program		June 2009		CWS CBOs
	4.2.6	Monitor program efficacy		Ongoing		CWS

Outcome Factor: PERMANENCY AND STABILITY– 3B Multiple Foster Care Placements
County's Current Performance: 3B Our current rate is 83.5% compared to the State average of 84.7% (4/01/05-3/31/06). The Federal standard is 86.7% Our rate at the time of the previous SIP was 85.6% (10/1/02-9/30/03) The beneficial direction of this measure is a decrease. To increase the stability of the County's children in care, CWS obtained funds in 2005 and 2006 for placement assistance staff, referred to as Home Connection Finders. This service sought relatives and connections for children in out of home care with the goal of providing relative placements, long-term connections, and permanency for the children. The project was very successful, which is reflected by the fact that at the time of the 2006 Self-Assessment, 43% of Santa Barbara County's children were in relative or non-related extended family placements. Currently, SB County has obtained CWSOIP funds for the 2006/2007 fiscal year to continue the project. With the rising number of children in care, comes the continuing challenge of maintaining sufficient placement resources to meet the needs of our children. SB County CWS hired a Foster Parent recruiter in 2006 in order to expand our placement resources. Additionally, the Hope program was expanded to be able to provide supportive, therapeutic services to all substitute care providers 24/7 and to provide additional stability to youth in placement. Currently, SB County CWS is collaborating with ADMHS, Probation, and CBOs to implement SB 163 in order to reduce the overall number of youth in group home care, and return them to their communities.
Improvement Goal 5: Increase support to relative/non-relative extended family members to increase their skills and ability to provide more stability and permanency for children placed in their care.

Strategy 5.1. Increase the number of relative and non-relative extended family homes and the support they receive to care for children.			**Strategy Rationale:** Children placed with relatives or non-relative extended family members are more likely to reunify with their parents than those placed in licensed foster homes, and they are more likely to experience stable placements. Relative and non-relative extended family caregivers are currently not receiving standardized orientations, assessments, or training, all of which will enhance their abilities to care for the children placed with them. They would be better informed and would receive services based on their identified needs. The HOPE program has been very effective in coaching relative/non-relative extended family members, resulting in less placement moves for children. The foster care newsletter will keep the relative/non-relative extended family caregivers informed of resources and services available to them. Additionally, the re-establishment of the Foster Parent Association will serve as another source of support to caretakers.			
Milestones	5.1.1	Increase referrals to the Hope Program for children in relative/non-relative extended family homes.	Timeframes	April 2007	Assigned to	CWS Probation
	5.1.2	Include relative/ non-relative extended family caregivers on the mailing list for the foster care newsletter.		June 2007		Foster Parent Recruiter Foster Parent Association
	5.1.3	Establish a stable, permanent funding source for the Home Connection finders and have their responsibilities expanded to include completing the relative placement paperwork.		July 2008		CWS Probation CBOs
	5.1.4	Provide standardized orientations, assessments of needs and strengths, and training and supports for relative/non-relative extended family homes		May 2008		CWS Probation Licensing CBOs

Improvement Goal 6: Increase support for children in Permanency Planning to promote permanency and stability in placement.

Strategy 6.1 Create more in county placements for older children, especially teenagers.				Strategy Rationale Children who are placed close to their connections are more likely to experience placement stability.		
Milestones	6.1.1	Recruit for and identify in-county placement homes that will serve teenagers.	Timeframes	November 2007	Assigned to	Foster Parent Recruiter
	6.1.2	Evaluate the use of Specialized Care Increments to care providers accepting teenagers for placement.		December 2007		CWS Staff CWS Supervisors
	6.1.3	Increase focus on permanency for teens, using the Home Connection Finders as part of the identification process of relatives or connections who would be interested in providing permanency for teens.		July 2008		CWS Staff HCF Staff
	6.1.4	Increase focus on adoption and guardianship as a permanent plan for youth post .26 hearing		Ongoing		CWS Permanency Unit

Strategy 6.2 Establish the SB 163 WrapAround program in Santa Barbara County				Strategy Rationale: The SB 163 program will provide funding for services targeted to return and maintain youth in group home care to family like settings in their communities, either with family, non-related extended family members, or foster care.		
Milestones	6.2.1	Develop Policy and Procedures for Implementation of SB 163 in Santa Barbara County	Timeline	April 2007	Assigned to	CWS Probation Alcohol Drug and Mental Health Services (ADMHS)
	6.2.2	Establish a tracking mechanism for youth involved in SB 163 to include fiscal resources and progress updates		April 2007		CWS

6.2.3	Participate in the State Wraparound/SB 163 Implementation Training	Spring 2007	California Department of Social Services (CDSS) UC Davis CWS Probation ADMHS Community Partners/Contractor
6.2.4	Initiate enrollment of youth into the SB 163 Wraparound Program	May 2007	Wraparound Implementation Team (WIT)
6.2.5	Monitor and make adjustments to policy and procedures as needed to ensure a smooth implementation/operation of the program	Ongoing	WIT CWS Probation ADMHS Casa Pacifica

Describe systemic changes needed to further support the improvement goal. • In conjunction with the Juvenile Court, examine the use of continuances to ensure timeliness for reunification/permanency for children in foster care. • Inherent conflict between legal mandates/regulations and the reality of overcoming complex familial issues.
Describe educational/training needs (including technical assistance) to achieve the improvement goals. • State sponsored training regarding SB 163 Wraparound • Educating caregivers regarding permanency options for youth. • Providing caregivers with comprehensive training regarding the complex behavioral/emotional issues of traumatized children and where to seek supportive services when needed.
Identify roles of the other partners in achieving the improvement goals. • Resource gaps in the area of residential drug treatment programs, intensive in-home services, and more effective visitation arrangements were identified during the Self-Assessment process.
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. • Inherent conflict between regulatory reunification timelines and the substance abuse recovery timelines.
Additional Notes: • Suggestions made during the Self Assessment process included conducting targeted recruitment of caregivers for specific populations of youth, additional support for caregivers, such as assistance with child care, more in-home services, and interagency case management teams.

Outcome Factor: WELL-BEING

County's Current Performance: There is limited data collected to know specifically for Santa Barbara County how well youth are doing in transitioning to adulthood. Based on the limited data, County CWS and Probation appear to be performing well, yet as the research indicates, foster youth emancipating from care do not fare will in health, education, employment and housing arenas. Therefore, improving well-being for youth while in care and as they transition to self-sufficiency remains a high priority for Santa Barbara County. Anecdotally, CWS has learned of 6 youth who emancipated in 2006 that have now become homeless reinforcing the need to develop programs that enhance preparation for living independently and after care support for this population of youth.

Improvement Goal 7: Develop Transitional and Emancipating Youth Housing

Strategy 7.1 Transitional Housing Placement Program (THPP)		**Strategy Rationale:** Utilizing THPP for youth preparing for emancipation will assist them in gaining independence needed to succeed upon termination of dependency/wardship.	
	7.1.1 State approval on THPP Plan	July 1, 2007 if approved	CDSS
	7.1.2 Develop referral process for entry to THPP	July 2007	CWS Family Care Network (FCN)
	7.1.3 Educate CWS and Probation staff on the program and referral process	August 2007	CWS ILP Program Coordinator CWS Training Supervisors
Milestones	7.1.4 Implement THPP	September 2007	CWS Probation
	7.1.5 Develop data system to collect outcome measures for youth in THPP	December 2007	CWS
	7.1.6 Expansion countywide by Family Care Network (FCN)	January 2008 – Lompoc Region	FCN
	7.1.7 County to look at host family/other models if property in the Santa Barbara region is not available	June 2008	CWS

Strategy 7. 2 Transitional Housing Placement-Plus (THP-Plus)			Strategy Rationale: Youth transitioning into adulthood after having resided in foster care historically have difficulty securing affordable housing. This program would assist youth with housing needs once they have emancipated from the juvenile court system.	
Milestones	7.2.1	State approval of THP – Plus plan	Timeframes	July 2007	Assigned to	CDSS
	7.2.2	Secure THP-Plus beds through Family Care Network		January 2008		CWS Probation Family Care Network (FCN)
	7.2.3	Develop Host Families for emancipated youth		February 2008		CWS
	7.2.4	Develop referral process for entry to THPP		July 2007		CWS Probation Family Care Network
	7.2.5	Educate CWS and Probation staff on the program and referral process		August 2007		
	7.2.6	Develop data system to collect outcome measures		Three months from implementation		

Strategy 7.3 Develop the LaMorada facility into a transitional or emancipated youth housing program			Strategy Rationale: Transitional housing is needed in our communities to help support the youth emancipating from the foster care system to ensure that they do not end up as part of our homeless population.	
Milestones	7.3.1	Decide on the design of housing program – THPP or THP-Plus and the feasibility of developing the program at the LaMorada facility	Timeframes	July 2007	Assigned to	CWS Probation
	7.3.2	Secure funding needed to renovate the facility and sustain the housing program		March 2008		CWS Probation Community Partners serving and/or interested in the transition aged youth population

7.3.3	Locate a provider to operate the housing program	May 2008		CWS
7.3.4	Develop criteria for entrance which includes a screening and assessment of support services	September 2008		CWS Probation Interested Community Partners
7.3.5	Educate youth, Social Workers, Probation officers, Independent Living Program (ILP) involved parties, and community members dealing with foster care youth	February 2009		CWS Probation
7.3.6	Housing program should include aftercare supports like an aftercare case manager, family planning, mental health services, and education regarding utilizing Medi-Cal and health care services	March 2009		CWS Probation Interested Community Partners CBOs
7.3.7	Open the LaMorada Facility	May 2009		CWS Probation Interested Community Partners CBOs
7.3.8	Develop a system for tracking and monitoring outcomes for youth in the program	August 2009		CWS Probation
7.3.9	Monitor program/facility operations	Ongoing		CWS Probation

Improvement Goal 8: Perform a comprehensive assessment of emancipation preparedness beginning at age 15 ½ - 16

Strategy 8.1 Develop and Implement the use of a comprehensive assessment tool to identify strengths and needs of youth preparing for emancipation			**Strategy Rationale:** A comprehensive assessment of a youth's preparedness for emancipation will assist staff in developing TILPs that target the individual needs of the youth, allow service providers to work with the youth on those needs, and better support the youth in preparing for emancipation.		
Milestones	8.1.1	Identify what assessments are currently being done by all parties serving this population	Timeframes	August 2007	Assigned to	CWS Probation ILP Contractor Foster Youth Services
	8.1.2	Explore, identify, and evaluate additional assessment tools		October 2007		CWS Probation ILP Contractor Foster Youth Services
	8.1.3	Establish a protocol for who will conduct the assessment, when, how often, and for what purpose to include an assessment schedule.		December 2007		CWS Probation ILP Contractor Foster Youth Services
	8.1.3	Select assessment tool for implementation		February 2008		CWS Probation ILP Contractor Foster Youth Services
	8.1.5	Train identified assessors in the use of the assessment tool		April 2008		CWS ILP Program Coordinator CWS Training Supervisors
	8.1.6	Educate all staff and youth regarding the tool		April 2008		CWS ILP Program Coordinator CWS Training Supervisors ILP Contractor Foster Youth Services
	8.1.7	Implement use of the tool		May 2008		CWS Probation

8.1.8	Involve youth in the assessment process so they know the purpose of the assessment and are informed of the results to assist with goal development	May 2008		CWS Probation
8.1.9	Utilize information from the assessment tool to write a targeted TILP	May 2008 - Ongoing		CWS Probation
8.1.10	Link the youth to resources that will assist them with areas of identified need and support areas of identified strengths	May 2008 - Ongoing		CWS Probation ILP Contractor Foster Youth Services

Improvement Goal 9: Enhance Aftercare Support to Emancipated Youth

Strategy 9.1 Develop a Comprehensive Aftercare Support System for Emancipating Youth			**Strategy Rationale:** Youth emancipating from foster care need a continuing support system (like the families of youth in the general population) to assist them with knowledge and resources to enhance their successful transition into adulthood.		
Milestones	9.1.1	Research and secure financial resources to support an aftercare program	Timeframes	September 2007	Assigned to	CWS Probation Interested Community Partners
	9.1.2	Invite interested parties to develop, create, and implement an after care program (Youth Aftercare Support Workgroup)		October 2007		CWS
	9.1.3	Establish Aftercare Coordinators		January 2008		CWS Youth Aftercare Support Workgroup
	9.1.4	Identify key support people in each region from service delivery systems to serve as the main contact for aftercare coordinators and the youth		February 2008		Youth Aftercare Support Workgroup

9.1.5	Develop a youth peer support network	February 2008	Youth Aftercare Support Workgroup ILP Youth
9.1.6	Link youth and aftercare coordinators to the 211 information line, ILP website, and contact phone numbers for vital resources	February 2008	Youth Aftercare Support Workgroup
9.1.7	Implement use of the STEP ILP	March 2008	CWS Probation
9.1.8	Educate staff, CBOs, youth on what supports are available for aftercare	March 2008	ILP Program Coordinator CWS Training Supervisors Aftercare Coordinator
9.1.9	Implement aftercare program countywide	January 2008	Youth Aftercare Support Workgroup
9.1.10	Expand aftercare program to individual regions	January 2009	Youth Aftercare Support Workgroup

Describe systemic changes needed to further support the improvement goal.
Connections for youth often cease when the funding provided by CWS and Probation ceases upon emancipation.
Describe educational/training needs (including technical assistance) to achieve the improvement goals.
Educating care providers on their role in preparing emancipating youth for adulthood.
Educating staff regarding tools, resources, and supports developed with the new programs.
Identify roles of the other partners in achieving the improvement goals.
Coordination with Family Care Network's 5 year Santa Barbara County expansion plan to provide THPP and THP-Plus services to youth
Continued development of collaborations with community members, agencies, and service organizations that are interested in serving the transitioned age youth population.
New collaborations with ADMHS targeting the Transitioned Age Youth (TAY) programs funded by Mental Health Services Act (MHSA) monies.
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.
None
Additional Notes:
CWS and Probation acknowledge the need to finish the initial work started with the transitioned age youth population to ensure that they are well prepared for adulthood and have the necessary supports as they test the waters of independence to support them in becoming self-sufficient adults.

Systemic Factor: Medical and Dental Care in Child Welfare Services

County's Current Performance: County CWS has found it challenging to meet our children's medical and dental needs, due to the shortage of medical and dental providers willing to accept the County's contracted Medi-Cal program, Health Initiative, or provide treatment to children in care.

Improvement Goal 10: Expand resources available to foster youth for medical and dental care to ensure receipt of timely CHDP medical and dental exams

Strategy 10.1 Collaborate with the Children's Health Initiative, Medical/Dental Providers, and other entities pursuing the expansion of services to Medi-Cal eligible youth.	Strategy Rationale: There are not enough Medi-Cal providers to meet the demands of the community resulting in appointments not being scheduled for many months.

		Milestones		Timeframes	Assigned to
Milestones	10.1.1	Identify collaboratives focused on meeting the medical and dental needs of youth in Santa Barbara County.		September 2007	CWS DART Oral Health Initiative Health Linkages Children's Health Initiative
	10.1.2	Participate in a collaborative to share the challenges facing foster youth, to learn of new resources, and to partner in resource development	Timeframes	December 2007	CWS DART Oral Health Initiative Health Linkages Children's Health Initiative
	10.1.3	Explore and identify creative ways to expand medical/dental services to foster youth		January 2008	KIDS Network Oral Health Initiative Health Linkages Children's Health Initiative
	10.1.4	Educate all staff on the resources/strategies available to support youth in having their medical/dental needs met.	Assigned to	June 2008	Community Collaboratives
	10.1.5	Implement new strategies		July 2008	CWS Staff
	10.1.6	Monitor progress		Ongoing	CWS

Systemic Factor: Data Management in Child Welfare Services / Case Management System (CWS/CMS)
County's Current Performance: Child Welfare Services/Case Management System (CWS/CMS) is a statewide database that was implemented in Santa Barbara County in 1997 to handle the data and business process needs of CWS. The CWS/CMS system is one of the largest Windows based applications created outside of the US military. The complexity of the system often presents challenges to staff effectively and efficiently utilizing the application, which is compounded by the relatively new workforce within CWS. CWS acknowledges the critical need to improve CWS/CMS data entry and will be implementing a focused improvement effort targeting data completion, data integrity, and timely data entry to provide better information to all levels of CWS staff, DSS management, State CDSS, and external agencies.
Improvement Goal 11: Promote "Data Diligence" in the Child Welfare Services/Case Management System (CWS/CMS) to improve accuracy, consistency, timeliness, and completeness of data.

Strategy 11.1: Consistently meet mandatory timelines for investigations and monthly contact requirements		Strategy Rationale: In most instances the social worker has met with the child/family; however, documentation in CWS/CMS is often delayed resulting in poor outcomes.		
Milestones	11.1.1 Encourage staff, supervisors, and managers to utilize Safe Measures to monitor timely entry of referral investigations and contacts.	**Timeframes**	June 2007	**Assigned to**	CWS Staff, Supervisors, & Managers
	11.1.2 Educate staff on recording contacts in CWS/CMS and utilization of Safe Measures to monitor their own work		September 2007		CWS Supervisors CWS Training Supervisors
	11.1.3 Distribute monthly Safe Measures Report to Managers and Supervisors for additional monitoring		Spring 2007		CWS Operations & Support Division
	11.1.4 Monitor progress and identify areas requiring further training and oversight		Ongoing		CWS Operations & Support Division

			Timeframes		Assigned to	
Strategy 11.2: Educate, train, and support staff in data diligence efforts				**Strategy Rationale:** Consistent standards for data entry related to specific responsibilities, tasks, and/or job functions are needed to support the goal of data diligence. In addition to improving Outcome Measures, CWS has become more focused on utilizing data for practice and process improvements.		
Milestones	11.2.1	Develop a new prioritized list of data diligence needs for distribution to CWS managers, supervisors, and staff		June 2007		CWS Operations & Support Division
	11.2.2	Develop policy/procedure for key areas of data entry to ensure consistency		August 2007		CWS Operations & Support Division CWS Supervisors
	11.2.3	Provide necessary technical assistance and/or training on policies, procedures, or practices related to data entry		October 2007		CWS Operations & Support Division CWS Team CWS Training Supervisors CWS Regional Training Academy
	11.2.4	Develop data reports that reflect regional performance for monitoring and tracking of data diligence efforts		Ongoing		CWS Operations & Support Division
	11.2.5	Monitor progress and confer regarding corrective actions		Ongoing		CWS Operations & Support Division CWS Team

Systemic Factor: How to Best Utilize Existing Staffing Resources to Meet Workload Demands

County's Current Performance: Child Welfare Services has experienced significant staff turnover in the past few years, as indicated by the fact that roughly 60% of our current workforces has less than 5 years experience in the Child Welfare field. Furthermore, the demands on staff time continue to grow as a result of new legislation, the complex needs of the families served, the limited resources in our communities, the requirements of additional stakeholders, etc. Yet, workload standards have not kept pace with the multiple demands on staff time, resulting in too few staff resources to fully meet the demands.

Improvement Goal 12: Provide support and relief, where possible, to social work staff

Strategy 12.1: Maximize available workforce to meet needs of caseload management				Strategy Rationale: Workload distribution has become increasingly higher in the North County region due to the volume of referrals – subsequent cases opened without a corresponding shift in staff resources.		
Milestones	12.1.1	Review current assignment of staff, duties for each role, and unit structures (unit, job class, region, process, program)	Timeframes	September 2007	Assigned to	CWS Team
	12.1.2	Evaluate use of case aides and make necessary adjustments to unit structures to support expanded services		September 2007		CWS Team
	12.1.3	Develop intern/volunteer program		September 2008		CWS team
	12.1.4	Implement intern/volunteer program		December 2009		Staff Development CWS Training Supervisor

VI. Appendix

SIP Team 2007

Name	Agency
Joe Pollon	Allan Hancock College
Carolyn Contreras	Community Action Commission
Cecilia Rodriguez	CALM
Amy Krueger	DSS - CWS
Cindy Nott	DSS - CWS
Devin Drake	DSS - CWS
Jo Ann Peterson	DSS - CWS
Julie DeFranco	DSS - CWS
Kathy Davis	DSS - CWS
Katrina Vogt	DSS - CWS
Leticia Alvarez	DSS - CWS
Linda Walch	DSS - CWS
Lisa Garrison	DSS - CWS
Marianne Reagan	DSS - CWS
Melissa Hoesterey	DSS - CWS
Nancy Filkens-Russo	DSS - CWS
Nikki Smith	DSS - CWS
Sheila Martinez	DSS - CWS
Susan Gordon	DSS - CWS
Yolanda Perez	DSS - CWS
Pat Wheatley	First 5
Teressa Rodriguez-Johnes	First 5
Katarina Zulliger	Kids Network
Bob Del Real	Probation
Gilbert Ibarra	Probation
Martin Conoley	Probation
Judy Osterhage	Santa Barbara City College
Bonnie Beedles	Santa Barbara County Education Office
Judi Nishimori	Santa Maria Valley Youth and Family Counseling

Self-Assessment Participants 2006

<u>KIDS Network and the Child Abuse Prevention Council (CAPC):</u>

Attendees:

Ming-Lan Antillon – CASA	Mayra Malinowski – Sojourn Services
Jenny Benjamin – FSA	Sheila Martinez – DSS
Kathleen Blake – SELPA	Melissa Hoesterey – DSS
Polly Bleavins – ARC Family First	Jennifer Mills – CASA
Allison Boyington – CASA	Cynthia Navarro – CASA
Joe Bremm – TCRC	Norene Nims – 15h District PTA
Bill Elliott – SBMH Assoc.	Tricia Ochoa – CASA
Sandy Fahey – ADMHS	Margarita Olimpio – FAO/VAFB
Barb Finch – St. Vincent's PATHS	Sunny Peterson – CASA
Fran Forman – CAC	Julie Ramsey – FAO/VAFB
Nancy Gottlieb – ADMHS	Nancy Ranck – FSA
Suzanne Grimmesey-Kirk – ADMHS	Megan Rheinschild – DA/Victim-Witness
Deborah Hartman – DSS/CWS	Michelle Robertson – Preschool for All
Lusa Hung – TCRC	Irene Robles – Kids Network
Susan Hurst – NCRC	Anne Rodriguez – DSS Foster Care
Amy Knox – NCRC	Cecilia Rodriguez – CALM
Anna Kokotovic – CALM	Sr. Noreen – St. Vincent's PATHS
Lisa Garrison – DSS	Cindy Stevens – PHP
Georgene Lowe – SBCEO Health Links	Theresa Weissglass – SBCEO
Margaret Lydon – SBMH Assoc.	Pat Wheatley – First 5 SBC
Nancy Madsen – HSC	Katharina Zulliger – Kids Network

Children's System of Care (formerly MISC Cross-Agency):

Attendees:

Bob Del Real – Probation	Sandra Fahey – ECMH
Deborah Hartman – CWS	Tanja Heitman – Probation
Melissa Hoesterey – CWS	Maureen Leonard – ADMHS
Margaret Lydon – SBMH Association	Paula Perotte – Parent Advisory Council
Amanda Pyper – Casa Pacifica	Cecillia Rodriguez – CALM
David Scott – CAC	Tom Sodergren – Casa Pacifica
Linda Tuttle – ADMHS	Scott Whiteley – ADMHS
Margaret Dodge – Sojourn	Carol Metcalf
Rebecca Herron – Sojourn	Jim McKinney - SBCEO
Suzanne Grimmesey-Kirk - ADMHS	

Juvenile Court:

Attendees:

Judge Arthur Garcia	Carol Hubner-children's counsel
Francine Kelly-children's counsel	Robert Ostrin-parent's counsel
Jennifer Mills-CASA	Bonnie Beedles-Foster Youth Services
Gloria Sanchez-Foster Youth Services	Deputy Jim Bull
Carol Wingereid-CWS	Chris Farro-CWS
Laurie Haro-CWS	Cindy Nott-CWS

Child Welfare Services Regional Meeting, Santa Maria

Attendees:

Erica Perez	Barbara Bock
Susan Tognazzini	Claudia Kindell
Theda Parker	Alex Gonzales

Teresa Allman	Gisselle Rosas
Katy Hardman	Robert Luna
Laura Anadon	Gail Sarten
Debbie Haldeman	Kathy Davis
Lupe Valdez	Anna Patague
Dixie LaPolla	Chenoah Peck
Julie DeFranco	Martha Ruiz
Holly Geary	Elaine Goggin
Tracie Rodriguez	Paloma LaForce
Lisa Dilullo	

Child Welfare Services Regional Meeting, Lompoc

Attendees:

Judy McKinnon	Ramiro Hernandez
Julie Mann	Liann Noble
Bob Brems	Diane Ouellette
Lorraine Murphy	Veronica Ramiro
Monica Bradley	Liz Velasco
Melissa Nomany	Heather Kelly
Lauren Crayden	Cecilia Laughton
Marta Carbajal	Virginia Moreno
Karl-Franz Baas	Fernando Diaz

Child Welfare Services Regional Meeting, Santa Barbara

Attendees:

Anne Rodriguez	Mayra Jimenez
Dolores Buendia	Christina Moreno
Natalie Castillo	Ruby Meza
Heather Race	Katrina Vogt
Lisa Gardea	Carolina Serrano
Marianne Reagan	Alyce Edson
Rosemary Munoz	Olga Zermeno
Jean Stultz	Dawn Lester

Child Welfare Services Team Meeting:

Attendees:

Devin Drake	Jan Stricklin
Debra Hartman	Amy Krueger
Nancy Filkins-Russo	Carol Wingereid
Jennifer Dale	Leticia Alvarez
Linda Walch	Carol Karnauskas
Cindy Nott	

Note: Sign-in sheets may not have all been completed. Our apologies to any participants who are not listed.

Organizations Invited to Participate in the C-CFSR

Alcohol, Drug, and Mental Health Services	Lompoc Housing and Community Development Corporation
Allan Hancock College	Lompoc Unified School District
Alpha Resource Center	Mental Health Commission
Board of Supervisors, 1st District	North County Rape Crisis & Child Protection Center
Board of Supervisors, 3rd District	Pacific Pride Foundation
Board of Supervisors, 4th District	People Helping People
Board of Supervisors, 5th District	People's Self-Help Housing
Carpinteria Unified School District	PTA - 15th District
Casa Esperanza	Regional Training Academy
CC Literacy Council	Santa Barbara Association for the Education of Young Children
Child Abuse Listening and Mediation (CALM)	Santa Barbara City College - Early Childhood Education
Child Development Program	Santa Barbara County Education Office (SBCEO)
City of Santa Barbara	Santa Barbara County Sheriff
City of Santa Maria	Santa Barbara Family Care Center
Community Action Commission (CAC)	Santa Barbara Mental Health Association
Council on Alcoholism and Drug Abuse	Santa Barbara Public Library System, Youth Services
Court Appointed Special Advocates (CASA)	Santa Maria Bonita School District
Devereux	Santa Maria Foursquare
Domestic Violence Solutions	Santa Maria Valley Youth & Family Center
Family Life Counseling	SBC Alcohol & Drug Program Office
Family Service Agency	SBC County Counsel
First 5 Commission of Santa Barbara County	SBC Department of Child Support Services
First Mexican Baptist Church	SBC Department of Social Services (DSS)
Grantwinners Development Group	SBC District Attorney
Guadalupe Union School District	SBC Housing & Community Development Department
Healthy Start Family Resource Centers	SBC Housing Authority
Human Services Commission	SBC Human Services Commission
Indigenous Youth Foundation	SBC Office of Early Care & Education
Isla Vista Youth Projects	SBC Probation Department
Juvenile Justice/Delinquency Prevention Commission	SBC Public Defender
Kelly and Hubner, LLP	SBC Public Health Department
KIDS Network	SBC-DSS - Child Welfare Services Administration
Life Skills Support Center	SBC-DSS - Child Welfare Services SEIU Representatives

Service Employees International Union (SEIU) Local 535
Sojourn Services, Inc.
St. Vincent's PATHS
Superior Court of Santa Barbara County
Tri-Counties Regional Center

UCSB Community Affairs Associated Students
United Way
Workforce Investment Board
Workforce Investment Board Youth Council
YMCA

VII. Glossary

ADMHS – Alcohol, Drug, and Mental Health Services is a county agency and collaboration partner with CWS.

AFDC-FC Aid to Families of Dependent Children – Foster Care is a federal program that provides for monthly payments to foster parents caring for foster youth.

Beyond the Bench is a Statewide Superior/Juvenile court forum for judges and attorneys involved with Juvenile court matters for Child Welfare Services and Probation

CAC – Community Action Commission is a local CBO that administers a variety of human services programs.

CALM - Child Abuse Listening and Mediation is a local CBO providing therapeutic services to children and families.

CASA – Court Appointed Special Advocates are appointed by the court to support foster children in the Dependency system.

Casa Pacifica is a public/private partnership residential treatment center offering a wide range of assessment, crisis care, medical and educational services for abused and neglected children.

CBO – Community Based Organization

CDSS – California Department of Social Services (State) is the regulatory body overseeing each county CWS in the State of California.

Children in the Gap is a committee formed by members of Board of Supervisors to identify needs and issues of youth in the Santa Maria region.

Concurrent Planning (CP) is the process of immediate, simultaneous, and continuous assessment and case plan development providing a continuum of options to achieve early, family-based permanency for every child removed from his/her family.

Court/241.1 – Refers to the Welfare and Institution Code 241.1 whereby the court can order a study to be done jointly by Child Welfare Services and Probation to determine whether a child belongs under Child Welfare Services or Probation jurisdiction.

CRIS – Community Resources Information Services is a local Santa Barbara County guidebook and web based directory to public and private human services and resources assembled by the local CBO Family Service Agency.

CSU California State University (LB - Long Beach, F – Fresno)

CWS – Child Welfare Services

Child Welfare Services/Case Management System (CWS/CMS) – CWS/CMS is the statewide database that CWS staff use to do referral and case management.

CWSOIP – CWS Outcome Improvement Project – CDSS offered additional funds to counties through a competitive grant process for system improvement projects.

Differential Response is a concept proposed in CWS Redesign where CWS Referrals will be evaluated for the level of risk and responded to by either CWS or a community partner agency.

DSS – Department of Social Services

DV Solutions – Domestic Violence Solutions is a local CBO.

ECMH – Early Childhood Mental Health is a local initiative to extend mental health and developmental services to children birth to 5 years of age.

Family to Family (F2F) is an initiative sponsored by the Annie E. Casey Foundation to engage the community to better serve children and families. Technical Assistance is being provided by a Stuart Foundation grant.

Family Maintenance (FM) is a term used by CWS for services delivered by CWS to children residing in their home. FM can be either voluntarily requested by the family or ordered by the Juvenile Court.

Families for the 1st Decade is a Santa Maria City community based collaboration between human services and the schools to address the needs of educationally limited low income neighborhoods.

Family Drug Court Initiative is an exploratory group sponsored by the Public Defender.

Family Resource Centers are community based neighborhood centers providing multiple services at local sites countywide.

Family Violence Coalition is a collaborative effort of regional groups to address Domestic Violence issues and promote interagency collaboration.

First Five Commission is the governing body for the administration of Proposition 10 child development funds.

Front Porch is a program funded by PSSF and operated by Community Action Commission under contract with County CWS to serve lower risk families referred to them by CWS. It is the first effort by County CWS to pilot Differential Response.

Head Start is the Federal program to assist low-income children and their families.

Healthy Families is a California medical insurance program for children.

Healthy Start is a school based service established in seven locations countywide and partially supported by PSSF funds.

HEP – Health and Education Passport is a CWS document that contains health and education information for a foster child.

HIPAA – Health Insurance Portability and Accountability Act (Federal)

FUP - Family Unification Program – Federal program to provide subsidized housing for Child Welfare Services families to promote family preservation and reunification.

IAPC – Inter Agency Policy Council is a council of department heads from ADMHS, Public Health, DSS, Probation, and Child Support.

IAPF – Inter Agency Program and Fiscal is a council of various program and fiscal executives from the above departments (see IAPC).

ILP – Independent Living Program is a state/federal program to support foster youth towards self-sufficiency.

Juvenile Court "Brown Bag" is a regular meeting convened by the Juvenile Court judges to facilitate better collaboration between judges, attorneys, CWS, and Probation.

KIDS Network – Kids Interagency Delivery System is a network of children service agencies sponsored by the Board of Supervisors and DSS.

KIDS Annual Report and Scorecard contains performance statistics and measures for children in Santa Barbara County collated from public and private agencies.

"Linkages" is an intra-agency partnership to better facilitate service delivery and case planning between CWS and CalWORKs.

MDT is a Multi-Disciplinary Team as defined by the Welfare and Institutions Code 18965.

MHAT – Mental Health Assessment Team (SB County) provides emergent concern and immediate response to assess the mental health status of families in crisis.

MISC – Multi-agency Integrated System of Care is Santa Barbara County's Children's System of Care; a collaboration between four public agencies (Mental Health, DSS, Probation and Public Health) and CBO's including CAC, CALM and SMVYFC.

MISC Network Providers – ADMHS contracts with medical and mental health providers in the County to provide services to MISC clients.

PRC Placement Review Committee is a weekly regional MDT meeting convened by Probation with public/private agencies to discuss and plan for minors needing probation placement.

PRIDE (Parents Resources Information Development Education) is a training curriculum provided by Santa Barbara City College (SBCC) and Allan Hancock College (AHC) to enhance foster parent training for relatives and non-relatives alike.

PSSF – Promoting Safe and Stable Families is a federal funding source.

Regional Training Academy (RTA) is based at California State University Fresno and is the regional provider for CWS Training.

Relative Approval Workers are specialized Child Welfare Services workers that perform the approvals for the placement of children in relative and extended-kin homes.

Resource Family is a foster family (kin or non-kin), respite provider, or natural support for birth families.

RST is the CalWORKs funded ADMHS Resource Support Team

SART – Sexual Assault Response Team is a County-CBO collaboration between DSS, law enforcement, District Attorney, Health Care Services, and CALM to provide coordinated investigation of sexual assault and abuse.

Santa Maria Valley Youth and Family Center (SMVYFC) is a CBO providing services to children and families in North County.

Shelter Services for Women is a local CBO providing services to victims of domestic violence (countywide).

Sojourn –Sojourn Services is a CBO that delivers in home services to lessen the risk of child abuse and neglect.

TBS - Therapeutic Behavioral Services is a type of mental health service available to Medi-Cal eligible youth under 21 years of age who have serious emotional problems.

TDM – Team Decision Making meetings are part of the Family to Family Initiative where CWS concerns, family strengths, and resource supports are identified and discussed between CWS, birth families, service providers, youth, and natural family supports.

TFC - Therapeutic Foster Care is a CWS, CALM and SMVYFC collaboration to enhance resource, training and support for foster parents who care for children with more serious behavioral and emotional needs.

Therapeutic Justice Advisory Council is an interagency policy level council formed to promote and advance alternate court models such as Mental Health Treatment Court and Teen Drug Court.

Tri-Counties Regional Center TCRC is a contract agency with the State of California that provides supports and services for children and adults with developmental disabilities living in San Luis Obispo, Santa Barbara and Ventura Counties.

UCB Performance Indicators are done by UC Berkeley, Center for Social Services Research.

UCSB Evaluations – UC Santa Barbara provides research support and analysis for DSS and Probation, and Mental Health.

WEB – Welcome Every Baby is a countywide home visitation program serving all newborn children through age 9 months.