

California - Child and Family Services Review

Santa Barbara County Annual SIP Progress Report

September 1, 2018 – August 31, 2019



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Introduction

As mandated by the Child Welfare Services Outcome and Accountability Act of 2001 (Assembly Bill 636 (Steinberg)), Santa Barbara County completed its System Improvement Plan (SIP) in 2017. The SIP is the culmination of the California Child and Family Services Review process (C- CFSR). It is based upon the information learned from the County Self Assessment (CSA) conducted in December of 2016, the Peer Case Review (PQCR) conducted in January of 2017, and aligned with the strategies of the State of California’s Program Improvement Plan (PIP) submitted to the U.S. Department of Health and Human Services Children’s Bureau.

The SIP process was informed by the county data and trends, guided by evidence based and promising practices in the field, and inclusive of community partners. The areas of focus for CWS are Permanency in 12 months, Placement Stability, and Workforce Wellness. The focus for Probation is Permanency in 12 months, Youth Placement Prevention, and Staff, Caregiver, and Service Provider Training. This SIP progress report is submitted to the California Department of Social Services (CDSS) in accordance with the California Child and Family Services Review (C-CFSR) Instruction Manual dated January 1, 2014.

SIP Progress Narrative

STAKEHOLDERS PARTICIPATION

Santa Barbara County Child Welfare Services (CWS) holds regularly scheduled Stakeholder meetings in order to provide information to our partners, and get valuable feedback from them. In the past year, Stakeholder meetings were held on 9/27/18, 1/17/19, 4/18/19 and 7/18/19, and these meetings will continue to be held on a quarterly basis. During the 9/27/18 meeting, the first year SIP progress report was presented and discussed. Stakeholders gave their feedback and suggestions for continuing progress on the goals outlined in the report. The 1/17/19 Stakeholder meeting was a joint meeting between the Santa Barbara County Child Abuse Prevention Council (CAPC) and CWS. Santa Barbara County was chosen to participate in the 2019 California Child Abuse and Neglect Prevention Summit, and stakeholder input was necessary to develop local priorities and objectives, and to build and strengthen working relationships. At the 4/18/19 meeting, CAPC and CWS representatives gave a report out on the summit, and talked with stakeholders about the next steps for the local priorities and objectives. CWS and some stakeholder partners also gave a presentation on the county's CCR and CSEC programs. At the 7/18/19 Stakeholder meeting, CWS gave an in depth look at what happens after a concern of abuse and neglect is called into the hotline. Stakeholders had the opportunity to ask questions, share ideas, and develop ways to partner with CWS to improve the reporting process. There is a portion of every Stakeholder meeting set aside for the stakeholders to give updates on their organizations and projects, ask questions of CWS and the other CWS partners, and give suggestions for future meeting topics.

The SIP continues to be posted on Santa Barbara County's website and CWS and Probation keep in regular contact with the CDSS consultants to discuss progress with the SIP goals.

CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS

Santa Barbara County Child Welfare Services selected the following outcome measures to be addressed in the SIP:

- 1. 3-P1 – Permanency in 12 months (entering Foster Care)**
- 2. 3-P5 – Placement Stability**

In addition, this systemic factor will be addressed:

- 3. Staff, Caregiver and Service Provider Training (emphasis on staff)**

Santa Barbara County Probation Department selected the following outcome measures to be addressed in the SIP:

- 1. 3-P1 – Permanency in 12 months (entering foster care)**

In addition, these systemic factors will be addressed:

- 2. Youth Placement Prevention**
- 3. Staff, Caregiver and Service Provider Training (emphasis on staff)**

Child Welfare Services

Below is the summary of data from Quarter 4 of 2018 showing the Child Welfare Services' performance for this second year of the current SIP cycle compared to the baseline data of Quarter 1 of 2017 that was used in the County Self Assessment and SIP development.

PRIORITY OUTCOME MEASURE OR SYSTEMIC FACTOR

1. 3-P1 Permanency in 12 months (entering foster care)

Of all the children who enter foster care in a 12 month period, what percent discharge to permanency within 12 months of entering foster care?

Figure 1: 3-P1 Permanency in 12 months

2017 Quarter 1 (Baseline)	2018 Quarter 4 (Current)	National Standard
61/186 or 32.8% (81% of standard)	62/175 or 35.4% (87.5% of standard)	40.5%

Data Source: CWS/CMS 2019 Quarter 1 Extract

DATA ANALYSIS

According to the data for Quarter 4 of 2018, 62 out of 175 children who entered care between January and December 2017 found permanency within 12 months of entering care. Significantly, there was an increase in the number and overall percentage of children reunifying within the 12 month time frame compared to the baseline.

Santa Barbara County CWS has made progress in this area during this second SIP progress report period and is cautiously optimistic that the trend will continue with the implementation of the SIP strategies over the next three years. A number of factors are contributing to this success, including the use of Safety Organized Practice, increased focus on quality engagement of families, improved communication with the Juvenile Court partners and improved visitation practices.

During this SIP review period, our contracted consultant from the Children's Research Center/NCCD continued to work with the executive and management teams to help build capacity and sustainability for the California Core Practice Model and Safety Organized Practice.

One focus this year included creating process maps for each program area and then using these process maps to envision and create best practice guides for social worker practice and behavior based on CPM elements. Some highlights, which are discussed more in depth under CWS Goal #1, Strategy #1, are the increased use of case consultation frameworks/teaming at the Hotline as well in Emergency Response and Voluntary Services.

Additionally, we focused efforts on improving quality engagement of families through the increased use of team based meetings, both Team Decision Making Meetings during the investigation and assessment process, and Child and Family Team meetings once a case is opened. We strengthened our facilitator team through ongoing training and learning circles and encouraged social work staff and facilitators to meet and discuss complex cases and process “lesson learned.”

To further our efforts to improve the time to permanency for our children we also focused on improving our CWS/Juvenile Court collaboration through brown bag meetings, joint training and information sharing, and regular meetings between the CWS Deputy Director and the presiding Judge of the Juvenile Court.

Lastly, improving both the frequency and quality of parent/child visitation has been a strong focus this year. Both the visitation supervisor and manager have facilitated numerous work groups to map the visitation process, make process improvements, and improve the implementation of progressive visitation plans.

Some obstacles that may prevent timely permanency, in particular reunification, from happening are the complexity of family risk and safety concerns that might keep children in care longer, and staff turnover.

PRIORITY OUTCOME MEASURE OR SYSTEMIC FACTOR

2. Systemic Factor – Staff, Caregiver, and Service Provider Training – Emphasis on Staff

Develop a trauma informed workplace and staff retention and recruitment strategies, where staff wellness and satisfaction lead to a stable and competent workforce.

DATA ANALYSIS

This systemic factor was measured using attrition data from the Santa Barbara County

Department of Social Services Human Resources Division relating to the retention of Social Worker staff and the results from the CalSWEC Workforce Study survey.

In FY17-18, the attrition rate average for the Social Worker job class was 13.43%, which improved to 11.00% for FY18-19. This was a reduction of 2.43% over the previous fiscal year. The Social Worker job class attrition continues to average higher than the Department average for all job classes, which may be attributed to the high level of stress and burnout that is experienced by Social Workers.

When analyzing the outcomes from the CalSWEC Workforce Study survey between 2017 and 2019, many of the measurables remained comparable. The focus measurables for Santa Barbara County are Personal Stress, Burnout, Commitment to Agency, Communication, and Satisfaction. The responses regarding stress and burnout increased slightly from 2017 to 2019, with responses increasing by 0.08 and 0.09, respectively. The responses regarding commitment to the agency and communication both increased by 0.10 and 0.13, respectively, while overall satisfaction decreased by 0.02.

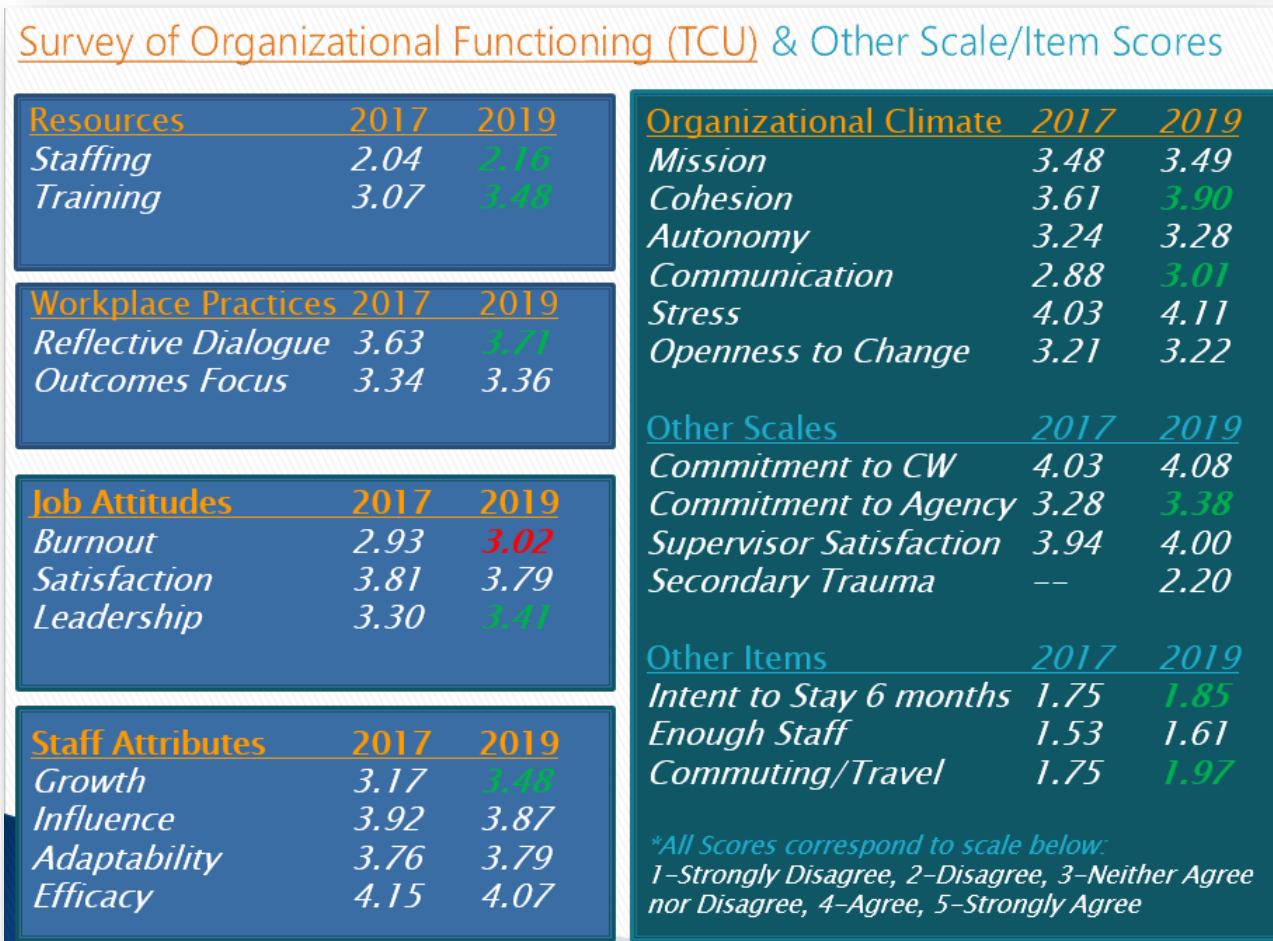
The agency will continue to place an intense focus on developing trauma informed strategies to create a healthy workplace and address secondary trauma in Child Welfare Services social workers, as well as other staff members. The agency will also continue to develop and implement staff recruitments and retention strategies.

Figure 2: Attrition data for CWS Social Worker Job Classes

Attrition Table					
Job Class Title	FY 14-15	FY 15-16	FY 16-17*	FY 17-18	FY 18-19
Social Services Worker	9.52%	10.42%	2.33%	12.5%	7.89%
Social Services Worker Sr./PSL	3.03%	6.67%	19.44%	7.89%	10.81%
Social Services Practitioner	34.29%	12.90%	10.00%	20.00%	14.29%
Average for SW Job Class	15.61%	10.00%	10.59%	13.43%	11.00%
Department Wide Average for all job classes	9.73%	9.00%	7.11%	7.02%	6.20%
Note: Attrition rates include social work staff in Adult Services, the Practitioner job class is not used in Adult Services.					
*In FY 16-17, the Department laid off 55 employees. Layoffs are not included in this attrition data.					

Data Source: Dept. of Social Services, Human Resources, report dated July 2019

Figure 3: CalSWEC-Santa Barbara County Workforce Study Findings 2019



Data Source: CalSWEC-Santa Barbara County Workforce Study Findings 2019

Figure 4: CalSWEC-Santa Barbara County Workforce Study Findings, comparison of 2017 and 2019 data

CalSWEC Workforce Study Survey Focus Measureables	2017	2019	Change in Measurable
Stress	4.03	4.11	+0.08
Burnout	2.93	3.02	+0.09
Commitment to Agency	3.28	3.38	+0.10
Communication	2.88	3.01	+0.13
Satisfaction	3.81	3.79	-0.02

Data Source: CalSWEC-Santa Barbara County Workforce Study Findings 2017, 2019

PRIORITY OUTCOME MEASURE OR SYSTEMIC FACTOR

3. 3-P5 Placement Stability

Of all the children who enter foster care in a 12-month period, what is the rate of placement moves per day of foster care?

Figure 5: 3-P5 Placement Stability

2017 Quarter 1 (Baseline)	2018 Quarter 4 (Current)	National Standard
4.54 (90% of standard)	4.12 (100% of standard)	4.12

Data Source: CWS/CMS 2019 Quarter 1 Extract

DATA ANALYSIS

Santa Barbara County’s Placement Stability outcome met the national standard for the first time with the 2018 Quarter four reporting period. While this increase in placement stability is encouraging, it remains to be seen if this improvement continues. CWS is cautiously optimistic that the continuing roll out of placement stability improvement strategies will lead to better outcomes for children and families. This reporting period saw improvements for several of the age groups, with the greatest stability for children under one year of age. Additionally, children in the 6-10 age range had the most improvement over several years. The chart below shows the Placement Stability outcome over a seven year period, for fourth quarter analysis:

Figure 6: 3-P5 Placement Stability, disaggregated by age (Quarter 4, 2018)

AGE	Time Period						
	JAN2012- DEC2012 Per 1,000 days	JAN2013- DEC2013 Per 1,000 days	JAN2014- DEC2014 Per 1,000 days	JAN2015- DEC2015 Per 1,000 days	JAN2016- DEC2016 Per 1,000 days	JAN2017- DEC2017 Per 1,000 days	JAN2018- DEC2018 Per 1,000 days
Under 1	3.23	2.36	4.31	4.16	3.2	1.96	2.29
1-2	5.59	5.67	5.83	5.45	4.44	5.68	4.34
3-5	6.93	4.56	5.16	5.9	3.52	5.36	4.68
6-10	6.02	4.33	5.12	4.29	4.72	5.39	2.74
11-15	6.05	5.36	4.51	6.3	6.44	5.59	6.33
16-17	6.99	4.09	1.32	3.85	3.48	4.14	4.91
Total	5.83	4.37	4.87	4.89	4.45	4.62	4.12

Data Source: CWS/CMS 2019 Quarter 1 Extract

There has been an increased effort to place children initially into a non-shelter care placement. These efforts have been bolstered by the addition of a dedicated Emergency Placement Social Worker who works to approve relative homes for the first placement of a child. In fact, relative placements have increased as a percent of total first placements:

Figure 7: 3-P5 Placement Stability, disaggregated by placement type for first placement (Quarter 4, 2018)

First Placement Type	Time Period						
	JAN2012- DEC2012 %s	JAN2013- DEC2013 %	JAN2014- DEC2014 %	JAN2015- DEC2015 %	JAN2016- DEC2016 %	JAN2017- DEC2017 %	JAN2018- DEC2018 %
Pre-Adopt	-	0.5%	-	-	-	-	-
Relative/NREFM	22.3%	17.8%	20.32%	23.84%	18.40%	26.75%	26.5%
Foster	24.1%	15.5%	11.23%	19.21%	16.56%	20.38%	35.6%
FFA	48.6%	60.6%	63.10%	49.67%	52.15%	46.50%	33.9%
Court Specified Home	-	-	-	-	-	-	-
Group	5.0%	4.7%	4.28%	5.30%	3.10%	4.50%	4.4%
Shelter	-	-	-	-	1.80%	-	-
Guardian	-	0.5%	0.53%	1.99%	6.10%	1.30%	0.6%
SILP	-	0.5%	0.53%	-	1.80%	0.60%	-
Other							
Missing							
Total	100%	100%	100%	100%	100%	100%	100%

Data Source: CWS/CMS 2019 Quarter 1 Extract

Probation

PRIORITY OUTCOME MEASURE OR SYSTEMIC FACTOR

1. 3-P1 Permanency in 12 months (entering foster care)

Of all children who entered care in the 12-month period, what percent discharged to permanency within 12 months?

Figure 8: 3-P1 Permanency in 12 months (Quarters 1 and 4, 2017) Probation

2017 Quarter 1 (Baseline)	2018 Quarter 4 (Current)	National Standard
10/41 or 24.4 (60.2% of standard)	9/25 or 36.0 (88.9% of standard)	40.5%

Data Source: CWS/CMS 2018 Quarter 4 Extract

DATA ANALYSIS

This measure remains a primary area of focus for the Department and efforts to improve upon it continue. The Department's goals are to not only reunify youth with their families, but also to do so in the least amount of time necessary to do so safely. This is consistent with the intent of Continuum of Care Reform (CCR) and best practices.

Probation's performance with this measure for the quarter under review continues to exceed the baseline performance despite decreasing some from Quarter 4 of 2017 (in which the Department's performance was over 97 percent of the standard). Then, there were 13 youth who met the standard out of a total of 33 youth. The total number of youth under review decreased by eight (8) while the total that met the standard decreased by half as much, by four (4). These small changes between quarters can have large impacts on percentages so that even though the Department exceeds the baseline performance, it has realized a nearly nine (9) percent decrease in performance since Quarter 4 of 2017.

Various factors can impact the performance in this measure, including a youth's offense history, level of trauma and mental health needs, a parent's capacity for providing adequate care and supervision at home, as well as the ability of the Department to maintain a youth safely in the community because of a propensity for violence. Further, many probation youth enter care and do not subsequently reunify. Many are initially placed into a congregate care program and

eventually transition into an independent living program, often as a Non-Minor Dependent upon reaching the age of 18, or into a transitional housing program when under 18. Thus, many youth under Probation supervision do not reunify with their families or formally emancipate, and instead transition into adulthood through these programs. Even though they have successfully left a congregate care program and stepped down into these programs, they still remain in foster care and do not meet the permanency areas of adoption, guardianship, or reunification.

PRIORITY OUTCOME MEASURE OR SYSTEMIC FACTOR

2. Youth Placement Prevention

Emphasize community-based programs that effectively limit the number of youth entering care.

DATA ANALYSIS

The Department continues to emphasize the use of community-based programs for youth under Probation supervision and their families so that removal from the home won't be necessary. These evidence-based programs are made available to any youth and not just those who may be at the greatest risk for removal from their home. They include Strengthening Families, Reasoning and Rehabilitation (including a curriculum for Girls and Women), Moral Reconciliation Therapy, and Multidimensional Family Therapy. The Department has also accessed counseling services for youth with sex offenses on an as-needed basis and when appropriate to facilitate their return home or to prevent removal. Additionally, Wraparound remains an option for youth and families at the greatest risk of having the youth removed from the home. The County's Spirit program is also available to youth who meet mental health eligibility. Like Wraparound, it is a system of care program that focuses on youth with high mental health needs and is offered through the Department of Behavioral Wellness.

PRIORITY OUTCOME MEASURE OR SYSTEMIC FACTOR

3. Staff, Caregiver, and Service Provider Training (emphasis on staff)

Improve staff capacity with information systems and data bases that concern foster care.

DATA ANALYSIS

The Department acquired access to the SafeMeasures program through the National Council on Crime and Delinquency (NCCD). The NCCD provided training to approximately a dozen users so that they may use its functionality for reporting and monitoring trends. Persons who will use the system include placement caseworkers, the Placement Unit Supervisor, support persons who routinely enter data in CWS/CMS, and others responsible for reporting outcomes and providing statistical information. The Department also has several people trained in the use of the CWS/CMS. All persons associated with placement cases have been trained in the use of the system. This includes the Placement Unit Supervisor, Placement Officers, and support staff. Further, the data outcomes available through the Child Welfare Indicators Project at U.C. Berkeley will be utilized to monitor Department compliance with and performance against the various Federal and State measures. This remains an area for further growth and will continue to be pursued.

STATUS OF STRATEGIES

Child Welfare Services

Outcome Measure: 3-P1 Permanency in 12 months

Goal #1: Strengthen engagement of children/youth, families and stakeholders in case planning and decision-making processes across the life of the case to improve timely reunification and other permanency outcomes.

Strategy #1: Improve family engagement through the implementation and increased use of Child and Family Team (CFT) meetings that use strength based collaborative strategies in line with the Core Practice Model.

Analysis: Santa Barbara County has been using Team Decision Making (TDM) meetings for over 10 years. With the advent of CCR and the Core Practice Model, TDM and CFT use was destined to increase and for good reason. The input and collaboration with a family, resource parent, and community of support are essential to the success of the families involved in the CWS system. Santa Barbara County CWS distinguishes between a TDM (used before a child is in an open case) and a CFT (used after a case is open). These meetings are very similar in structure and composition, but occur at different times in the referral/case process. CFT meetings are currently being held within the first 60 days, prior to the disposition hearing, and then at least every 6 months or more frequently as needed, especially for children with higher needs. Currently, we are using the Safety Organized Practice (SOP) format for our CFT meetings. We believe this aligns with the key elements of the Core Practice Model, standardizes the format, and provides consistency across all units. Our facilitators utilize strength-based processes to engage all parties, identify key members, and define the roles of the team. The SOP format provides a forum for shared accountability, ensures follow-up, helps to develop networks, and elicits better family partnerships and relationships. The chart below shows the increasing number of Team Based meetings being held. These numbers show that staff continue to value Team based meetings and maintained the increase over the past year. Our CFT/TDM Facilitation Coordinator tracks all cases that are due for CFTs and works with unit supervisors and social workers to ensure that needed CFTs are scheduled in a timely manner.

Figure 9: Number of Team Based Meetings 1/1/17 – 6/30/18

Dates	Number of Team Based Meetings (TDMs & CFTs)	% Increase
1/1/2017 – 6/30/17	76	Baseline
7/1/18 – 12/30/18	216	184% over baseline
1/1/19 – 6/30/19	227	199% over baseline

Data Source: Team Based Meeting Database, extract date: August 2019

Action Step Status:

The following Action Steps were designated for implementation during this SIP review period:

A. Develop a comprehensive CFT policy that is aligned with the California Core Practice Model framework and train supervisors and social work staff on the policy

Projected Implementation: October 2017

Projected Completion: January 2018 – **Completed**

Status: A comprehensive Team Based Meeting Policy was developed and implemented in August 2017. The policy embraces the team driven, client centric approach outlined in the Core Practice Model. Beginning in January 2018, all CWS units were trained on the policy and its expectations. Any new staff will be trained on the policy during induction training and in their units. The policy, and CFTs in general, are discussed monthly at the Core Practice Model Implementation meeting, ensuring that CWS is continuously assessing and improving the CFT model. The CPM Implementation Team is comprised of social workers, supervisors, managers, program specialists, and our lead CFT facilitator.

B. Train and coach staff on the facilitation of CFT Meetings

Projected Implementation: January 2018

Projected Completion: Ongoing

Status: New social work line staff are trained in the facilitation of CFTs during their initial Induction training. During the period of July 1, 2018 - June 30, 2019, three induction classes were conducted and twenty-one social workers received this initial training. This training included:

- An overview of the Continuum of Care Reform

- Timeline for when CFTs need to be held
- Facilitation Methods
- Youth receiving Specialty Mental Health Services – CFT timeline
- Documentation in CMS database

In addition to induction trainings, our CFT/TDM Facilitation Coordinator holds monthly Learning Circles to address ongoing training needs and to provide an arena for direct feedback. Topics of discussion include:

- CFT debriefing and feedback - what is working well and areas needing improvement
- Social workers attend to present case reviews and give direct feedback on facilitation experience
- How to maintain neutrality and balance within the SOP framework
- Development of our translation services and how facilitation is affected by implicit bias
- Logistical needs – scheduling, room availability
- Development of the Facilitator Assessment Tool as part of the CQI process
- A separate committee was formed to develop a more specialized protocol for CSEC meetings

C. Develop a tracking system to monitor the staff compliance with CFT policy and provide training and coaching as needed

Projected Implementation: March 2018

Projected Completion: March 2018 – **Completed**

Status: A tracking system was developed in January 2018 where the Administrative Office Professionals (AOPs) track upcoming court hearings and remind the social workers of the need to schedule a CFT. The AOPs then assist in scheduling the CFT, securing a facilitator, and recording the results of the meeting. A spreadsheet is kept tracking information about the CFT, such as when a CFT is scheduled, whether it was completed, who was the assigned social worker, and referral or case information. This data is easily accessible to all staff and is reviewed by management and supervisors to ensure staff compliance. Additionally, staff have been trained on the data entry standards for CFTs in CWS/CMS

and a quick guide is readily available for reference. Initial quality assurance reviews show that staff are regularly documenting team based meetings as an associated service in CWS/CMS.

D. Develop and employ a CQI process to ensure that CFTs are aligned with Core Practice Model framework

Projected Implementation: January 2019

Projected Completion: Ongoing

Status: Because each Child Welfare Unit is unique in what they typically require from their CFTs, we wanted to ensure that facilitators understood what elements contributed to a thorough and relevant CFT experience, which not only met state mandates, but also conformed to the needs of each unit. For this reason, we developed a pilot program for Unit-Specific Specialization with regard to our TDM/CFT experience. We feel that this unit specialization supports participants and helps to make the best use of their time in each meeting. We proceeded with this plan with the desire to meet the needs of the CFT team by assigning one specific facilitator to a unit for a period of three to six months. This facilitator is working to build relationships with the unit supervisors and social workers in order to develop a two-way feedback structure. This feedback will eventually result in a concrete set of knowledge, tools, and protocols which are aligned with the Core Practice Model and can be transferred to other facilitators.

In conjunction with the Unit-Specific Specialization, we have also introduced a detailed Facilitator Assessment Tool, which we will be using as a coaching guide for our CFT/TDM facilitators. This rubric will evaluate the facilitator in areas such as meeting preparation, introduction and structure, engagement, group management, communication, and documentation. The evaluations will be used to provide direct feedback in order to establish coaching goals and identify behaviorally specific actions for change.

Method of Evaluation: Currently, this strategy is being evaluated through feedback from Staff, Trainers, AOPs and clients. All attendees at a CFT are asked to complete a survey on their experience at the CFT and give feedback on what worked and what did not. The CFT facilitators are then given the feedback and use their learning circles to improve their facilitation skills. The

AOP staff provide information and statistics to management on CFT policy compliance. The managers then train and work with their staff on understanding the CFT policy and procedures.

Program Reduction: There are no program reduction impacts to this strategy at this time.

Strategy #2: Improve the quality of caseworker visits to better support children/youth, parents and resource families.

Analysis: Quality visits and meetings with children, youth, parents, and resource families are essential to incorporating their voices into the case plans and assuring better outcomes for everyone. Aligning visits with the six case work components from the Core Practice Model (CPM) will improve the quality of case worker visits:

- Prevention – reducing risk factors and increasing protective factors.
- Engagement – family-centered and strengths-based approach to partnering with families in making decisions, setting goals, and achieving desired outcomes.
- Assessment - a continuous process to better understand why children and families are involved with Child Welfare and to help families identify the underlying needs that affect the safety, permanency, and well-being of children and youth
- Planning and Service Delivery - working with the family and their team to create individualized and needs-based plans that build on strengths and protective capacities
- Monitoring and Adapting - continuous assessment of the effectiveness of the plan and changing plan as needed
- Transition - helping the family transition from formal supports to informal supports when the formal systems are no longer needed.

A new Core Practice Model Implementation Team was formed to oversee the efforts to align Santa Barbara County CWS practice with the CPM.

Action Step Status:

The following Action Steps were designated for implementation during this SIP review period:

- A. Review and update the monthly caseworker visitation policy to include best practice**

guidelines for visits with parents, children and caregivers

Projected Implementation: June 2019

Projected Completion: December 2019

Status: CWS program managers and training supervisors collaborated with UC Davis Extension, Center for Human Services, to create a customized training for Santa Barbara CWS staff entitled “Setting the Stage for Quality Casework Visits”. This training, which occurred on May 22, 2019, covered legal mandates for case workers, but primarily focused on best practice guidelines. The full-day training included the six Core Practice Model casework elements and also linked the C-CFSR outcome measures for safety permanency, and well-being to caseworker visits. Several Department Business Specialists who write policy and procedures also attended this training with the goal of using the training materials as a reference in developing a more comprehensive policy for best practices in caseworker visits. It is anticipated that this action step will be completed by the projected completion date of December 2019 or shortly thereafter. The policy and procedure development staff was impacted during FY 19/20 by a vacancy and leave of absence.

B. Train and coach staff on the use of Core Practice Model (CPM)/SOP principles and practices for case planning and family engagement

Projected Implementation: January 2019

Projected Completion: Ongoing

Status: CWS Program Managers and Deputy Director are working with a consultant from the NCCD/Children’s Research Center to further the implementation of Core Practice Model and Safety Organized Practice into the daily practices of the agency. This consultant meets monthly with each manager and executive to provide technical assistance. Each program manager has identified several projects within their division. For front-end programs, the Division Manager is working with the Hotline supervisor to improve engagement skills of hotline staff when taking referrals. This involves mapping out the referral intake process and making adjustments so that the workers have more time to engage the caller and gather more thorough information. In addition, the Hotline and Emergency Response units are piloting a RED (Review, Evaluate, Direct) team format

for determining response to hotline calls. The RED establishes a collaborative approach to determining referral response using a prescribed framework. In the Emergency Response units, the Division Manager is working to improve family engagement and assessment through the use of weekly referral staffings. These occur via videoconference so that all staff may attend regardless of which regional office they work in. Additionally, the ER supervisors received training and coaching on the SDM Safety and Risk Assessments so that they can then train and coach line staff with the intended result of increasing fidelity and accuracy. In the Voluntary Family Maintenance (VFM) unit, the manager, supervisor and social worker are participating in monthly teaming meetings using SOP mapping to ensure that issues of safety and risk are thoroughly assessed and that the family is progressing towards agreed upon safety goals. In the Court Services Unit, the supervisors and social workers are focusing on using Safety Goals in the Disposition reports and creating these goals with the family.

The Program Manager over the Ongoing units and Visitation units is also working on a number of projects to further CPM/SOP. There are two supervisors over the Ongoing Units and both are using SOP mapping with their staff to assess cases and also to help staff reflect on their own social work practice. A few of the social workers are also using SOP mapping in the field with their families, however, this is an area where we need continued training and coaching to further implement. CWS is currently looking into contracting with the Regional Training Academy to provide more support in this area. The Visitation Supervisor, Program Manager, and NCCD/CRC Consultant have been meeting regularly over the past few months to create a process map for our visitation practices. As a result, we are now implementing “visitation staffings” at the 3 month mark of visitation to review the case progress and clearly identify what is going well, any safety concerns, any complicating factors and next steps. The overall purpose of the visitation staffing is to help staff better understand progressive visitation and using teaming to ensure that level of supervision that the family is receiving is appropriate to their needs. Overall, the Program Manager over the Ongoing units is using CPM/SOP practices in her individual conferences with supervisors as a way to instill this practice throughout the division.

The Program Manager over the back-end units (Permanency and Transitional Services) is working with a Department Business Specialist, the CRC consultant, and Adoptions Supervisor to map the business processes for Adoptions with the goal of creating policy and procedure guides for adoptions that are informed by the Core Practice Model framework. In addition, the Program Manager worked with the CRC consultant to facilitate a series of “design team” meetings with both supervisory and line staff to ensure that a new unit, Family Engagement and Placement Support, was aligned with both mandates from CCR and best practice guidelines for CPM.

C. Train and coach CWS Supervisors using the CPM Supervision/Coaching Guide and Quality Supervision Tool so that they may facilitate transfer of learning (TOL) and support their workers’ efforts at improving casework visits

Projected Implementation: January 2019

Projected Completion: Ongoing

Status: The case review tools that are currently being used by supervisors were created using the framework of the CPM Quality Supervision Tools and the CPM practice behaviors. Although we have not directly used the CPM Supervision/Coaching guide, the CPM behaviors for supervisors have been shared with the supervisors. Supervisors have implemented a number of practices this review period to align with the practice behaviors. For example, to improve assessment and teaming, the Court Services supervisor is hosting monthly learning circles for social work staff to learn about and staff a particular topic, e.g. writing safety goals or conducting a psycho-social assessment. Several of our Emergency Response supervisors are having morning “huddles” with their units to plan for the day and triage referrals. To further orient our supervisors to the CPM leadership behaviors, our Leadership Team Meetings feature a “Leadership Behavior of the Month” where we highlight a practice behavior and then facilitate an activity where supervisors and managers team up in pairs or small groups and share ways that they demonstrate this behavior. Additionally, Santa Barbara County recently entered a pilot project with the State CPM Implementation team to pilot leadership fidelity tools. CWS Managers just completed the fidelity assessment of the director, and we anticipate having the supervisor assess both the managers and themselves during the upcoming year.

D. Develop a case reading tool to be used by Child Welfare Supervisors to monitor the quality of case worker visits and fidelity with CPM/SOP framework

Projected Implementation: January 2018

Projected Completion: ~~August 2018~~ June 2020

Status: Since the last SIP update, three new case review tools have been developed, for a total of six. Case review tools are now available for supervisors in Central Intake (hotline), Assessment and Investigations (referrals), Family Reunification, Permanency, and Transitional Age Youth (1 for NMDs and 1 for traditional dependents). These case reading tools have been developed to serve two purposes. The first is as a quality assurance tool to ensure mandates are met. The second is to be used as a coaching tool to help staff understand CPM behaviors and to reflect upon and develop their casework skills aligned with CPM practice behaviors. The other benefit of these tools is that the supervisors have become more familiar with the CPM Practice Behaviors. Although each division has supervisors that are using the tool on a regular basis, there is not currently a consistent use of the tools across the supervisory team. Some supervisors have reported that they have more comfort using the quality assurance portion of the tool.

Method of Evaluation: The success of this strategy will be measured through both qualitative and quantitative means. Feedback from families, caregivers, staff, and stakeholders will be essential in assessing how well CWS is doing incorporating the family's voice into the case plans and building on the family's strengths and protective capacities. Quantitatively, the ratings from the CFSR case reviews and the performance on the outcome measure 3-P1, Permanency in 12 months will help to inform if we are meeting this goal.

Program Reduction: There are no program reduction impacts to this strategy at this time.

Strategy #3: Enhance collaboration and engagement with Juvenile Court partners to ensure that court proceedings are timely and efficient and lead to the best outcomes for children/youth and families.

Analysis: A collaborative, efficient working relationship between CWS and its Court partners is essential to timely permanency and better outcomes for children, youth, and families. A renewed effort to improve the communication between the Courts and CWS has been undertaken. However, while progress has been made, there is still room for improvement.

Action Step Status:

The following Action Steps were designated for implementation during this SIP review period:

A. Schedule monthly brown bag meetings with the North and South County Courts

Projected Implementation: October 2017

Projected Completion: Ongoing

Status: Regularly scheduled brown bag meetings began in August 2017 with the North County Court. The North County Court handles the majority of the caseload for Santa Barbara County CWS. In the Northern region, meetings are held monthly. The presiding judge, county counsel, children’s attorney, parent attorneys and court support staff are attending meetings currently. This is an opportunity for CWS to provide updates, new policy, training and staffing updates. Currently meetings are held quarterly the southern region. These meetings are not as consistent as in Northern region but management is looking for ways to disseminate information on a regular basis to the judge, attorneys and support staff. With the increased lines of communication, the Court partners are now more frequently updated on changes in CWS practice and staffing. The Court asked for and received a phone and email list for all of the supervisory and social work staff and CWS intends to regularly update this and share it with Court partners.

B. Disseminate information through the brown bag meetings to the Court partners on state and local CWS initiatives such as CCR, CFT, RFA, QPI, and the Core Practice Model

Projected Implementation: ~~January 2018~~ July 2018

Projected Completion: Ongoing

Status: The brown bag meetings are an opportunity for Child Welfare Services to collaborate with the judge and court staff to ensure that both agencies are working together in meeting the needs of the families. Our CWS manager chairs the meetings and

provides training as deemed necessary. Meetings occur monthly in our Northern region and quarterly in our Southern region. The meetings are an opportunity to provide information such updates on staff change, any changes to business process and new initiatives. In addition, to offer training, which has included information related to Commercial Sexual Exploitation of Children, Quality Parenting Initiative, Child and Family Team, School stability act, presumptive transfer, Resource Family Approval process, visitation for families and Core Practice Model. This is also an opportunity for the judge and court to provide feedback and updates on information related to juvenile proceedings.

In addition to the meetings with the judges and court staff, the CWS Court Services Manager meets quarterly with staff from Court Appointed Special Advocates (CASA). The purpose of these meetings is to exchange information on both agencies, give updates on process and practice changes, and trouble shoot issues. These meetings have been effective at improving the working relationship with CASA, one of CWS's significant court partners.

C. Provide shared educational and training opportunities to Court partners and CWS staff on topics such as SOP, behaviorally based case plans, and quality parent visitation

Projected Implementation: ~~June 2018~~ June 2020

Projected Completion: Ongoing

Status: While this action step's initiation was planned for June 2018, it became apparent that there was work to be done in terms of strengthening the connection between CWS and its Court partners. The need to reestablish communication channels and improve the relationship between the entities became the priority. Consequently, more in depth, combined trainings between the agencies was put on hold. It is now anticipated that this action step will begin in June 2020.

D. Arrange for Visitation Specialist to train Court partners and CWS staff on the importance of meaningful visitation

Projected Implementation: January 2019

Projected Completion: October 2019

Status: Initially the Visitation Training was scheduled for the spring of 2019. However, the

trainer, Rose Wentz, needed to reschedule the training to a later date. The training is now scheduled for October 9, 2019. CWS has had several planning meetings with Ms. Wentz to customize the training to the needs of Santa Barbara County. In addition, a workgroup has been established to review our current visitation practices and begin to implement changes that support a progressive visitation model. Our court partners have been involved in this planning process and are scheduled to attend the training.

Method of Evaluation: The success of this strategy will depend upon the improved collaboration between CWS and its Court partners. Families who have their cases adjudicated in a timely manner will achieve better outcomes and children will find permanency sooner. With both CWS and the Courts working on the same page, the Court process should be efficient and effectual.

Program Reduction: There are no program reduction impacts to this strategy at this time.

Child Welfare Services

Outcome Measure: 3-P1 Permanency in 12 months

Goal #2: Improve the safety, permanency and well-being of children/youth and families served by Child Welfare Services by increasing both the access to and quality of needed services

Strategy #1: Increase support and services to parents in order to achieve healthy and safe relationships with their children.

Analysis: The parents who become involved in the CWS system often come in with complex issues, including substance abuse, domestic violence, trauma histories, and mental illness. To achieve the best outcomes, there must be accessible, needs based, culturally competent services. Further, when biological parents and resource parents work closely together, the outcomes for children are more positive and timely.

Action Step Status:

The following Action Steps were designated for implementation during this SIP review period:

A. Increase conjoint trainings for parents, resource families and staff, focusing on mutually shared topics like the effects of trauma and the benefits of co-parenting

Projected Implementation: ~~June 2018~~ June 2019

Projected Completion: ~~December 2018~~ December 2019

Status: Our County. Our Kids (OC.OK.), the Resource Parent recruitment, retention and training component at SB DSS, is working with community partners to create joint training and collaboration opportunities for resource families and staff. Some of the joint events that have occurred this review period include:

- kNOw MORE-Human Trafficking and Awareness Curriculum (11/2018): an interactive, multimedia performance and informational conference that provided information on the prevention of human trafficking in our community
- Empowered to Connect (04/2019) a two-day simulcast training that brought together participants from around Santa Barbara County, for a two day training

on the principles and application of Trust Based Relational Interventions.

- Solutions for the Future (05/2019): Fighting Exploitation with Empowerment - a one day conference that provided a realistic and hopeful training and informational experience, to a broad range of families and professionals, committed to keeping children and youth safe from the impact of human trafficking
- Resource Family Wellness Day in the Park (05/2019): a day focused on family fun and wellness. Participants were provided kid friendly activities such as bounce houses, face painting, exotic animals and a magic show. In addition, participants were provided demonstrations on stress relieving workout, free massages, and wellness giveaways such as gym memberships and free massages

It is anticipated that Our County. Our Kids. will continue working with community partners to deliver opportunities for resource parents and CWS staff to interact and get to know one another.

B. Increase opportunities for co-parenting between birth parents and caregivers through icebreakers and planned transitions

Projected Implementation: January 2019

Projected Completion: December 2019

Status: The Our County. Our Kids. Villages program began in February 2019. This is a peer-to-peer support group for resource families that is based on the Mockingbird concept and creates geographical “hubs” of resource family homes. Implementating icebreakers and planned transitions is the next phase in the Village Program development. Planning for ice-breakers and planned transitions takes into account that a majority of children and youth in foster care in Santa Barbara County are in kinship placements. This requires that planning for icebreakers and planned transitions factor in pre-existing relationships between biological parents and kinship families. When called upon to interact with biological parents, kinship families will participate in CFTs and support visits for children and their parents. At the same time, many kinship homes are struggling with lingering anger, disappointment, shock or shame, that stems from their history with the biological parents. Consequently, kinship families resist sharing social activities with biological

parents. In addition, although to a lesser degree, community homes also experience stress and hesitation when asked to consider co-parenting with biological families and/or ice breakers. These feelings are not as deeply rooted as those feelings expressed by kinship families. At this time, the following efforts are made to support Kinship and Community families working in partnership with biological families:

- Co-parenting and planned transitions are discussed during the RFA pre-service training process. The QPI Partnership for Children in Out of Home Care is reviewed and discussed with pre-service participants. The QPI Partnership plan includes the principle that resource families and biological families work together as co-Parents. Resource parents are encouraged to co-parent through activities such as supervised visits, drops offs/hand offs of children and children's school activities.
- The value of co-parenting with biological parents is also discussed during RFA pre-service training; for example, the value of working together so that when children return to their biological parents, children will be able to maintain kinship relationships following return of children to their biological parents.
- The Our County. Our Kids. Villages Program, which went live in February 2019. Villages is based on the Mockingbird Program (<https://www.mockingbirdsociety.org/mockingbird-family>) and is designed so that Resource Families will be supported by experienced peer leaders. The Mockingbird paradigm highlights the role of Villages Leaders in supporting the relationship between relative homes and biological parents. It is expected that as the Villages program grows and becomes known by Resource Families in Santa Barbara County, Villages Leaders will model and support effective engagement with biological families.

The Our County. Our Kids. program will continue working to support Resource Families and Community Homes, with a goal to support icebreakers and planned transitions for children. In light of the climate surrounding relationships between kinship homes and parents, structured ice breaking activities will be developed to support this critical relationship concern for resource families and biological parents so that families experience comfort and the opportunity to co-parent.

D. Increase the availability of and access to culturally response services

Projected Implementation: June 2019

Projected Completion: June 2020

Status: Santa Barbara County Department of Social Services put a number of large contracts out for bid this fiscal year including Differential Response, Intensive Family Services, and Community Based Child Abuse and Neglect Prevention Services. All of the Request for Proposals for contracts asked potential vendors to provide a description of how services are targeted to the demographics of the service area and how the services would be culturally and linguistically responsive. In addition, vendors were asked to respond to elements, specific to each program, that described how they would engage families and provide services at times and locations that would meet the clients' needs. Proposals were evaluated by a team and evaluation criteria included the cultural responsiveness to the demographics of the service.

One key program change aimed to increase the availability and access to culturally responsive services was the implementation of the new Intensive Family Services Program (IFSP). The IFSP provides family-centered services to either keep children safe in the home or to help children reunify successfully. The services occur in the home or other natural environment and are designed to increase parenting skills, protective capacities, parent-child interaction and to reduce child abuse and neglect risk factors, family conflict, and child behavior problems. The IFSP is an integration of two previous programs and will increase consistency across the continuum of care for children and families served by CWS. The IFSP provides evidence-based, trauma-informed, accessible and culturally competent services.

Method of Evaluation: Feedback from parents, resource families, stakeholders and staff will be used to develop and fine tune the trainings offered.

Program Reduction: There are no program reduction impacts to this strategy at this time.

Child Welfare Services

Systemic Factor – Staff, Caregiver, and Service Provider Training (emphasis on staff)

Goal #1: Develop a trauma informed workplace that ensures a healthy and competent workforce.

Strategy #1: Develop trauma informed strategies to create a healthy workplace and address secondary trauma in Child Welfare Services social workers and other staff.

Analysis: Attrition rates for social workers are, on average, higher than for other job classes in the department. Although staff turnover can be attributed to many reasons, results of social worker surveys, both internal and external, show that workers are concerned about job stress, high caseload, and the turnover of both workers and supervisors. As an agency, we cannot control all aspects of turnover (salary, relocation, personal reasons), but we do have a responsibility to educate and support staff to recognize and address issues related to secondary trauma that can lead to stress and burnout.

Action Step Status:

The following Action Steps were designated for implementation during this review period:

- A. Review the findings of the CalSWEC 2017 Santa Barbara County Workforce Study to use as a baseline for recommendations, specifically the Personal Stress and Burnout scales**

Projected Implementation: January 2018

Projected Completion: March 2018 – **Completed**

Status: In 2017, CWS social workers and supervisors participated in a workforce study created and administered by CalSWEC. This study collected data and information on a number of domains including job satisfaction, commitment to agency, commitment to Child Welfare, staffing levels, satisfaction with supervisor, stress and burnout, and agency leadership. Results of this study showed that in general, many workers are satisfied with their jobs; but that many are also under stress and a smaller number are experiencing burnout. Trends that emerged included concerns about staff retention and high workloads and the perception that communication between staff and management

needed improvement. After the survey was completed, CalSWEC set up two interactive webinars in April and May 2018 so that all staff, including supervisors and managers, could view the results and discuss them. Members of our CWS Social Worker Practice Team also viewed the results and considered them in relation to their own survey of staff satisfaction and ideas to implement strategies to improve morale and job satisfaction. The Social Worker Practice Team has prioritized bolstering the unit mentor program, treating secondary trauma, and improving staff morale. The team is planning for a social worker team building and self-care day for late 2018 and is actively working with management to make this happen.

B. Incorporate new questions concerning secondary trauma into the existing CalSWEC survey and administer the survey to staff on a yearly basis

Projected Implementation: ~~August 2018~~ November 2018

Projected Completion: Ongoing

Status: CalSWEC discontinued their workforce study initiative due to budget cuts, so CWS had to enter into a contract with them to do the study this year. This unforeseen hitch delayed the study's implementation until June 2019. The CalSWEC team incorporated a secondary trauma scale developed by the National Child Welfare Workforce Institute (NCWWI) into the workforce study questionnaire. The workforce study survey was open to social workers and supervisors through mid-July 2019, when the survey closed and the results were analyzed.

C. Develop and implement a plan to incorporate trauma informed strategies into the workplace culture

Projected Implementation: October 2018

Projected Completion: Ongoing

Status: In November 2018 CWS created a Workforce Wellness Team, made up of all levels of CWS staff. The team's motto is "Giving CWS staff the capacity to be a healthy, fulfilled and productive workforce." The goals of the wellness team are to implement programs to address secondary traumatic stress, morale, and overall wellness. The team meets monthly and has already implemented several strategies in this SIP cycle, including: Wellness Wednesday Newsletters; Eat, Learn and Grow lunchtime educational sessions;

and Wellness bulletin boards in the offices to highlight upcoming events, wellness tips and strategies, and motivational materials. The Workforce Wellness Team also arranged for Restore and Flourish Together (RAFT) Sessions in each office. These secondary traumatic stress support sessions will be explained further in the next section.

CWS is also partnering with the Chadwick Center's Advancing California's Trauma-Informed Systems (ACTS) project. The goal of this collaboration is to: "Create an intentional model for how managers and supervisors address secondary traumatic stress (STS) in order to reduce STS among the workforce." This collaboration began in May 2019 and is projected to last for nine months. In phase one of this project, CWS and the ACTS team looked at various models and methods of training supervisory staff on STS. It was decided that the best fit for Santa Barbara County would be to have the ACTS team train all CWS staff on STS, and then have a break out session for supervisors and managers. Specifically, supervisors and managers would focus on ways to support the workforce during the critical first three months of staff onboarding. Currently, CWS and ACTS are in phase two of this project where supervision policies and procedures and hiring practices are reviewed with a trauma informed lens. CWS management will decide on any changes to these policies and practices based on the review. Phase three of this project, which is the staff training, is expected to take place in September. The ACTS collaboration and the RAFT Sessions are part of a multi-pronged approach to understand, prevent and treat STS within the CWS workforce. This creation of a more stable, productive and healthy workplace will ultimately lead to better outcomes for children and families.

D. Utilize community based therapists and agencies that specialize in dealing with trauma to work with CWS staff

Projected Implementation: October 2018

Projected Completion: Ongoing

Status: In June 2019 CWS began offering secondary traumatic support groups to social workers and supervisors called the RAFT Sessions (Restore and Flourish Together). These hour long group sessions are offered several times a month in each region and are run by contracted, independent therapists from the community. The sessions include educational components, as well as therapeutic interventions to help staff understand,

prevent and treat STS, all in a supportive, confidential environment. Social workers and supervisors have separate sessions, giving each an opportunity to talk freely and discuss their unique needs and concerns.

E. Provide training to staff on secondary trauma including how to identify and manage the effects

Projected Implementation: June 2019

Projected Completion: Ongoing

Status: As mentioned above, CWS has embarked on several initiatives that provide training to staff on STS. The RAFT Sessions that started in June 2019 have a different educational element every month, and the ACTS project will provide training to social workers, supervisors and managers on STS. In addition to these top tier projects, STS topics are covered in the Wellness Wednesday newsletter and with information on the Wellness bulletin boards. There were also STS/wellness activities at the annual staff appreciation event this past year. During another staff appreciation event, therapists from a community based partner provided trauma informed self-care techniques to staff, including meditation techniques.

Method of Evaluation: As mentioned above, CWS has embarked on several initiatives that provide training to staff on STS. The RAFT Sessions that started in June 2019 have a different educational element every month, and the ACTS project will provide training to social workers, supervisors and managers on STS. In addition to these top tier projects, STS topics are covered in the Wellness Wednesday newsletter and with information on the Wellness bulletin boards. There were also STS/wellness activities at the annual staff appreciation event this past year. During another staff appreciation event, therapists from a community based partner provided trauma informed self care techniques to staff, including meditation techniques.

Program Reduction: There are no program reduction impacts to this strategy at this time from the CWS perspective, but CalSWEC's cancellation of the workforce study project will make this a challenge every year to get the survey completed.

Strategy #2: Develop and implement staff recruitment and retention strategies.

Analysis: A stable and well-supported workforce leads to better outcomes for children and families. Therefore, it is incumbent on CWS to find ways to employ the best, most effective workforce possible. During this SIP progress report period, Santa Barbara County management sought to improve the recruitment processes for social workers using the Workforce Development Toolkit developed by the California Core Practice Model Development Circle. This helps candidates get a realistic picture of the job and it allows supervisors and managers the ability to identify and select the best candidates. The management team found the most useful tool to be the scenario question, and this has been incorporated into the interviewing process. In addition, CWS continues to focus on developing better retention strategies, especially during the first year of employment, to ensure that workers feel equipped and supported to succeed in their jobs. A number of Child Welfare Teams, including the Safety Organized Practice/Core Practice Model Team, The Workforce Wellness Team, CWS Action Team, and Social Worker Practice Team are working on issues related to staff retention and satisfaction.

Action Step Status:

The following Action Steps were designated for implementation during this review period:

- A. Review the findings of the CalSWEC 2017 Santa Barbara County Workforce Study to use as a baseline for recommendations, specifically the Commitment to Agency, Communication and Satisfaction scales**

Projected Implementation: January 2018

Projected Completion: March 2018 – **Completed**

Status: The results of the CalSWEC survey, and specifically the Commitment to Agency, Communication, and Satisfaction scales were reviewed by the leadership team and the Social Work Practice Team. Additionally, all staff were invited to view a webinar on the results of the survey. These survey results will be used to establish new strategies to be used in the recruitment and retention of social work staff.

- B. Continue to expand the Social Worker Practice Team to enable line staff to have more direct input into agency decisions**

Projected Implementation: March 2018

Projected Completion: Ongoing

Status: The Social Worker Practice Team continues to actively recruit new members and were successfully able to add new staff from all regions and units to their team. The team meets monthly to discuss issues affecting the workers, and develops ideas and suggestions for management. Additionally, a member of the Social Worker Practice Team attends the CWS leadership team meeting and has a standing agenda item to report out on the team's ideas, goals and concerns. In October 2018, the Social Work Practice Team held an offsite with social work staff to do a deeper dive into the workers' needs and concerns and to formulate goals and objectives for the coming year. The team also continues in its role as advocates for worker safety and wellness.

C. Improve new staff satisfaction by developing approaches such as meet and greets and mentoring to help staff become acclimated to the agency

Projected Implementation: June 2018

Projected Completion: Ongoing

Status: CWS is continuing its successful practice of having "meet and greet" sessions between all newly hired staff and the management and executive leadership team. Members of the leadership team share their backgrounds in Child Welfare Services, answer questions, and encourage the new workers to reach out to them as needed. The new social workers are given the opportunity to share information about themselves with the management and executive team. Feedback from these meet and greet sessions are positive, with the new staff reporting that they are grateful for the introductions and the open door approach from management. The new training classes also continue to be formally introduced to the rest of the staff via the CWS Spotlight feature. The Spotlight is a newsletter which highlights certain staff or units and their unique contributions to CWS. This past year, the Social Work Practice Team began monthly "Lunch and Learn" brown bag sessions for new workers. These sessions give new workers the opportunity to meet with more experienced workers in a casual setting where they can ask questions and get advice and mentoring from seasoned workers. There are also designated experienced social work staff in each specialization area who serve as mentors and liaisons for the new

work staff.

D. Develop and implement strategies where offices and units can create a supportive, positive atmosphere and staff can feel recognized and appreciated

Projected Implementation: January 2019

Projected Completion: June 2019 – **Completed**

Status: During this past SIP cycle CWS has implemented many promising programs, events and practices aimed at improving morale and helping staff feel appreciated. These have included the monthly Spotlight feature where a different unit was highlighted every month in a newsletter and they were given a gift basket from the Deputy Director who met with them; Workforce Wellness Team activities in each region including kudos items, walking clubs, and Wellness bulletin boards and a monthly Wednesday Wellness newsletter; holiday potlucks and celebrations of graduation from the training program and the CalSWEC Master’s program; staff appreciation events including an all staff appreciation picnic, social worker appreciation month activities, and regional trainings on staff wellness; and a livestream presentation of the Child Welfare Workforce Institute’s “One heart can make a difference: Impacting lives through dynamic service excellence” which was followed by discussions between management and staff about the pride staff feel for the work they do.

G. Monitor progress on a yearly basis by having CalSWEC administer the survey, and track the survey results. In addition, analyze attrition rates for the social worker job class

Projected Implementation: October 2018

Projected Completion: Ongoing

Status: CWS partnered with CalSWEC to administer the workforce study project in 2017 with the expectation that the survey would be done on a yearly basis by CalSWEC. However, CalSWEC lost its funding for this project which meant that the survey was not administered in October 2018 as planned. CWS was then able to enter into a contract with CalSWEC to administer the survey for a fee, but this took until June 2019 to arrange, and mid July 2019 to close the surveying period. The results of this survey and attrition data were analyzed and are elaborated upon in the data analysis section.

Method of Evaluation: The effectiveness of this strategy will be evaluated through the results of the CalSWEC survey and other surveys conducted by the Social Worker Practice Team and other leadership teams. Attrition rates will also be analyzed for trends and results.

Program Reduction: There are no program reduction impacts to this strategy at this time.

Child Welfare Services

Outcome Measure: 3-P5 Placement Stability

Goal #1: Enhance practices and strategies that result in more children/youth having permanent homes, stable placements, and connections to community, culture, and important adults.

Strategy #1: Enhance coordinated placement practices and processes in order to reduce the number of placement moves for children and youth in foster care.

Analysis: Placement stability is important for children and youth to be able to develop healthy and secure relationships and have success in other areas of their life including school, social activities, and overall health and well-being. CWS saw an 8.1% increase in performance on this measure for this reporting period. Even though CWS saw an improvement in performance and met the national average, Q4 2018 data reflects evidence that both boys and girls, ages 11-15, and girls 16-17, continue to have the most placement instability and fall far above the national average. CWS is optimistic that the myriad of action steps designed to help alleviate unwanted placement moves will help improve this measure by improving the lives of the resource families and the children placed in their care. Figures 10 and 11 below show the rates of placement moves per day for both the baseline data (quarter 1 2017) and the data for the second progress report period (quarter 4 2018).

Figure 10: 3-P5 Placement Stability, disaggregated by age (Quarter 1, 2018)

Placement Stability Q1 2017 (Baseline)			
Age Group	Foster Care Days for Children with Entries	Placement Moves	Per 1,000 Days
Under 1	6,537	14	2.14
1-2	5,835	30	5.14
3-5	4,177	16	3.83
6-10	5,779	27	4.67
11-15	5,173	35	6.77
16-17	2,242	8	3.57
Total	29,743	130	4.37

Data Source: CWS/CMS 2018 Quarter 1 Extract

Figure 11: 3-P5 Placement Stability, disaggregated by age (Quarter 4, 2018)

Placement Stability Q4 2018 (Second Progress Report Period)			
Age Group	Foster Care Days for Children with Entries	Placement Moves	Per 1,000 Days
Under 1	6,112	14	2.29
1-2	6,445	28	4.34
3-5	7,697	36	4.68
6-10	7,310	20	2.74
11-15	6,159	39	6.33
16-17	2,445	12	4.91
Total	36,168	149	4.12

Data Source: CWS/CMS 2018 Quarter 1 Extract

Action Step Status:

The following Action Steps were designated for implementation during this review period:

- A. Continue to monitor and analyze data to determine which groups are most at risk of placement disruption and develop targeted placement resources specific to high risk groups**

Projected Implementation: October 2017

Projected Completion: Ongoing

Status: The baseline data used to develop the SIP showed that teenage girls had the highest degree of placement instability for children in care in Santa Barbara County. It was speculated that this could be due to the influx of CSEC teenage girls. Efforts are being made through private and public entities to address the unique needs of this population. Q4 2018 data reflects evidence that both boys and girls, ages 11-15, and girls 16-17, continue to have the most placement instability and fall far above the national average. The vulnerable CSEC population may reflect a portion of the data represented but additional factors may also contribute to placement instability for both boys and girls in this demographic. Research has shown that older youth have elevated risks of placement instability. Another contributor to placement stability is initial placement type. CWS

looked at entries into foster care by placement type delineated by age group for quarter 4 2018, and found that youth ages 11-15, were placed in relative homes only 10% of the time compared to the overall average of 26.3%. Youth ages 16-17, were placed in relative homes 6.3% of the time compared to the 26.3% average. Further ongoing analysis is necessary to determine the factors behind why older youth are less likely to be placed in relative homes vs. younger youth; i.e. behavioral challenges, length of stay in foster care, family finding efforts, relative training and support, etc.

Figure 12: 3-P5 Placement Stability, disaggregated by age (Quarter 4, 2018)

Quarter 4 2018 CWS Data Federal Standard = 4.12						
Age Group	Foster Care Days for Children with Entries		Placement Moves		Per 1,000 days	
	Female	Male	Female	Male	Female	Male
Under 1	3,018	3,094	9	5	2.98	1.62
1-2	3,358	3,087	13	15	3.87	4.86
3-5	3,993	3,704	16	20	4.01	5.40
6-10	3,954	3,356	14	6	3.54	1.79
11-15	3,666	2,493	23	16	6.27	6.42
16-17	1,444	1,001	7	5	4.85	5
Total	19,433	16,735	87	67	4.22	4

Data Source: CWS/CMS 2019 Quarter 1 Extract

Figure 13: Entries in Foster Care, disaggregated by type (Quarter 4, 2018)

Placement Type	Age Group								All
	<1 mo	1-11 mo	'1-2 yr	'3-5 yr	'6-10 yr	'11-15 yr	16-17 yr	18-20 yr	
Pre-Adopt	-	-	-	-	-	-	-	-	-
Relative/NREFM	22.20%	29.20%	30.80%	28.90%	42.90%	10.30%	6.30%	-	26.30%
Foster	55.60%	25.00%	28.20%	46.70%	26.20%	30.80%	18.80%	-	33.00%
FFA	22.20%	45.80%	41.00%	24.40%	31.00%	48.70%	37.50%	-	35.70%
Group	-	-	-	-	-	7.70%	37.50%	-	4.00%
Shelter	-	-	-	-	-	-	-	-	-
Guardian	-	-	-	-	-	2.60%	-	-	0.40%
SILP	-	-	-	-	-	-	-	100%	0.40%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%

Data Source: CWS/CMS 2019 Quarter 1 Extract

B. Use child specific and targeted recruitment strategies to ensure the best placement match using the principles of the extreme recruitment model

Projected Implementation: October 2017

Projected Completion: Ongoing

Status: The Our County. Our Kids. program (OC.OK.), the Resource Parent recruitment, retention and training component at SB DSS, continued developing and expanding targeted recruitment efforts in 2018 - 2019. The different components of OC.OK.'s targeted recruitment plan are:

- Foster Love Outreach Events: OC.OK. developed and implemented Fostering Love as the outreach and engagement component of targeted recruitment of families. Fostering Love works to identify the different ways individuals and communities can support and care for children and youth in foster, and the different ways in which CWS can provide technical support and training to community members focused on supporting children in foster care and the families that care for them. OC.OK. held Foster Love events in November 2018 and May 2019.
- QPI Foster Family Agency Recruitment Collaborative: OC.OK. is working with foster family agencies, as part of the QPI Foster Family Agency Recruitment Collaborative. The collaborative is a joint effort between FFAs and OC.OK. with the goal of coordinating efforts to identify, recruit, and train families that are capacitated to support high needs children and youth.
- Re-Recruitment: the FFA collaborative is currently developing a re-recruitment survey that will allow OC.OK. and FFA partners identify homes on the Santa Barbara County RFA roster, that may be capacitated to function as ISFC or high LOC homes. It is expected that those homes with the capacity to care for high needs youth will be developed by a partner FFA, with the goal of becoming a matching home for child specific recruitment efforts.
- Brighter Future Initiative: OC.OK. will be launching the Brighter Future Initiative, a joint effort between CWS and Juvenile Probation, in the coming months. Brighter Future will provide a unifying focus for the recruitment efforts above, focusing Child Specific Recruitment for safe and supportive homes for High Needs

Youth in foster care in Santa Barbara County.

C. Develop a multi-agency placement staffing process that actively involves stakeholders and foster family agencies for youth who are difficult to place and/or have a history of placement disruption

Projected Implementation: January 2019

Projected Completion: June 2019

Status: In November of 2018, CWS participated in the implementation of our Interagency Placement Committee, which is a collaborative team comprised of Child Welfare Services, the Probation Department, and Behavioral Wellness. CWS representatives on the team include the Division Chief responsible for Placement Support, a Department Business Specialist who facilitates CCR implementation, and the Family Engagement Supervisor. Other members of the team include Foster Family Agencies, a Regional Center representative, our Wraparound provider, and any other community based organizations who may provide services for the youth. IPC's purpose is to provide a forum for partners to discuss service options for our children and youth with high needs, who may be at risk of a higher level placements such as ISFC or Group Home/STRTP, or may be eligible for intensive services such as our Wraparound Program.

D. Review and update the Concurrent Planning policy and train and coach staff to optimize the concurrent planning process

Projected Implementation: January 2019

Projected Completion: Ongoing

Status: A decision was made at the management level to complete the adoption policies prior to completing the concurrent planning policy. The policy and procedure specialist for permanency programs is currently working on a comprehensive policy and procedure guide for adoptions, and will begin the concurrent planning policy once the adoptions policies are finalized. Although, we did not meet the time frame for this action item, actions have been taken to strengthen the concurrent planning process.

First, in April 2019 a team of staff convened to map the Adoption Business Process which included the concurrent planning process. A process map was created which highlights both mandates and best practices from the time when a child comes into care until

adoption. One section of the process is devoted to concurrent planning activities and this process map will inform our written policy for concurrent planning. See Figures 14 and 15 below.

Figure 14 Adoption Process and Practice Flowchart

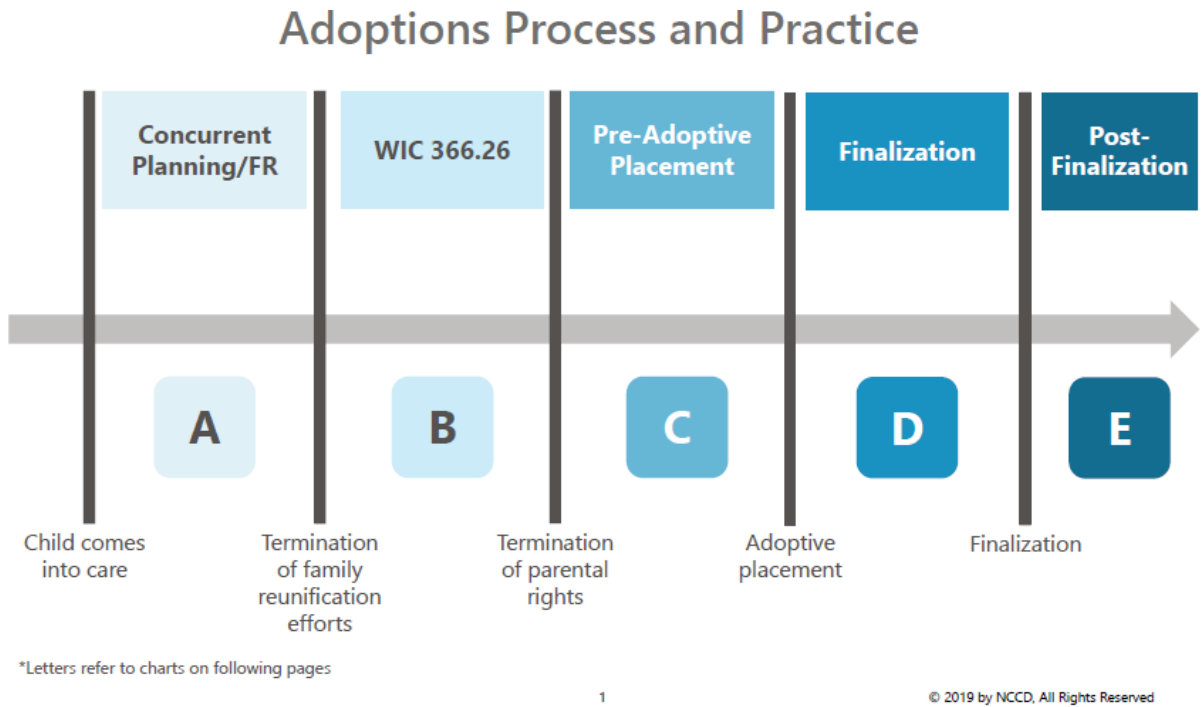
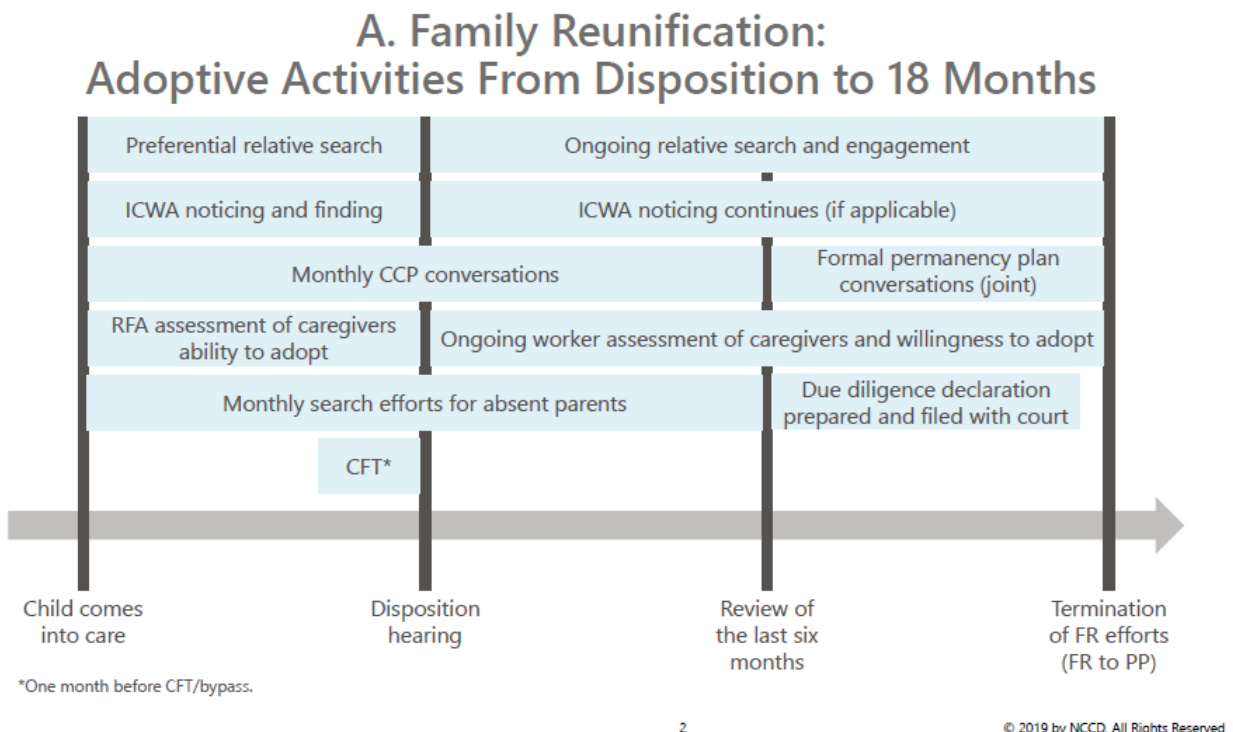


Figure 15: Section A detail from Figure 14



To further strengthen concurrent planning, we created a Family Finding position which is filled by a social worker. This social worker does extensive searches to locate relatives and other kin when a child is removed from the home and when there is a placement change. The social worker also attends most detention hearings to get as most information about potential placements as possible early in the case. The Family Finding social worker keeps a log of all contacts for each child so that relatives can be contacted as needed throughout the dependency process.

In addition, both the use of the case review tools and the pre-disposition CFTs have helped to strengthen concurrent planning. The case review tools prompt both the worker and the supervisor to ensure that key CP activities occur, e.g. refer to family finding, assess relative, secondary assignment to a CP worker, identify lifelong connections, and discuss permanent plan with parents, caregivers, and child as applicable, etc. The pre-disposition CFTs address both placement and family finding issues, and some pre-disposition CFTs are focused entirely on relative placement issues.

E. Monitor placement stability data and use CQI methods to make adjustments as needed

Projected Implementation: January 2018

Projected Completion: Ongoing

Status: CWS continues to look at all data, including Placement Stability, to monitor its outcomes. CWS staff completed the Advanced Analytics course given in August 2018 by the Regional Training Academy in conjunction with California Child Welfare Indicators Project staff. This training provided insight into ways to interpret data, and along with CQI methods, help CWS make informed policy decisions.

Method of Evaluation: This strategy will be evaluated by looking at the number of placement moves for children in care, and by responding to this information with informed, contemplated policies.

Program Reduction: There are no program reduction impacts to this strategy at this time.

Child Welfare Services

Outcome Measure: 3-P5 Placement Stability

Goal #2: Improve Resource Family support strategies in order to increase the caregivers' capacity to understand and help the children in their care and thus decrease the number of placement disruptions

Strategy #1: Increase resources, trainings and support for Resource Parents

Analysis: The ability of resource families to meet the needs of the children placed in their care is paramount to the stability and quality of those children's placements. CWS has initiated and continued some promising programs to help support resource families through education, financial assistance, mentoring and advocacy.

Action Step Status:

The following Action Steps were designated for implementation during this SIP review period:

- A. Review current Resource Parent support strategies using information gathered from the QPI, foster parent association groups, staff and results of the CFSR case reviews item 12C to make recommendations to CWS teams about desired changes**

Projected Implementation: January 2018

Projected Completion: June 2018 – **Completed**

Status: CWS has always had an ongoing dialogue with its resource families about their interests and needs through the QPI group, the Resource Parent Association, CFSR Case Reviews and the CWS Stakeholder meetings. Information from these sources continues to be used to help refine what is offered to resource families and the priorities identified through these means was presented to the CWS teams for review. Some of the identified strategies included assistance with high needs children, child care, and increased peer support, advocacy and training. Programs relating to this such as Inspire, Child Care Bridge Program, respite care reimbursement, the Placement Support Social Worker and the Resource Family Support Program are discussed in detail in other areas of this report.

In addition to the aforementioned programs, CWS provides mentor and peer to peer support from trained Resource parents, coordinates with the local community colleges to offer continuing education, trains high school students to provide child care, partners with community agencies to provide food baskets at the holidays and provides bikes to foster children and the biological children in the Resource home.

B. Amend the Resource Parent support strategies to align with the findings identified in Step A, and present these strategies to the CWS teams for implementation

Projected Implementation: July 2018

Projected Completion: December 2018

Status: Originally, CWS planned to add a dedicated Placement Support Social Worker to the staff. This social worker would have assisted families in meeting the needs of children and youth with complex issues, including children and youth with emotional, behavioral and developmental challenges. While we were not able to add this dedicated social worker, we were able to provide support in this area by utilizing a Social Service Supervisor and Department Business Specialist. The staff members in these positions are able to provide support by attending meetings dedicated to Intensive Services Foster Care (ISFC) placements and by attending weekly Interagency Placement Committee meetings. These meetings take place with members of Behavioral Wellness, Foster Family Agencies, and other community based organizations present in order to strategize and plan for youth with complex behavioral challenges. There are also previously identified strategies that are being initiated to help resource parents and the children in their care. Some of these strategies are outlined in the Action Steps C, E, G and H.

The Our County. Our Kids Program has supported an increase in the use of the Respite Care Program by:

- Placement of Respite Care information on the Our County. Our Kids website and mobile app.
- Promotion of the value of the Respite Care program during RFA pre-service trainings.
- Villages homes responding rapidly when a Resource Family requests Respite Care information or forms.

The Our County. Our Kids. Inspire Business Partner Program, launched in June 2017. The goal of the Inspire program is for local businesses to provide a supportive benefit to Resource Families and the foster children in their care, as well as older foster youth/Non-Minor Dependents (18-21 year olds) in Santa Barbara County. In the time since its launch, Inspire has on boarded 62 partner businesses and program supports for youth. A concern for the OC.OK. Team, is that Resource Families access available benefits at a low rate, which may become a retention concern for these businesses. In order to address this concern, the OC.OK. Team is working to revitalize relationships with Inspire Business Partners by:

- Producing an OC.OK. newsletter which will include a section dedicated to highlighting different Inspire Partners and a special discount deal from the partner.
- On a monthly basis, highlight a different Inspire and special discount on the OC.OK. website and mobile app, and on a monthly basis, post a photograph and special deal on the OC.OK. Facebook page.
- Make regular, bi-monthly in person visits to Inspire Business Partners, and provide the business partner with OC.OK. collateral materials such as pens, postcards.
- Child Care Bridge Program - The Bridge Program began January 2018 in an effort to address lack of childcare as a barrier for families otherwise willing to bring a foster child into their home, and for parenting foster youth. Although, it is a time limited program it helps the families by providing vouchers for child care and child care navigator services as well as Trauma-Informed Care (TIC) training and coaching for child care providers. The program goal is to help the resource parents with child care solutions at the time of placement to stabilize children in the best possible settings ensuring that caretakers have adequate support to balance their work and home lives. The program has three major components:
 - Emergency childcare voucher: Resource parents receive a voucher to assist with child care costs for foster children birth through age 12, and for youth with exceptional needs up to age 21.
 - Child care navigator: The child care navigator works with the eligible family

and others authorized to assess child care opportunities and provide consumer education based on the child's age and needs.

- Trauma-informed care training and coaching: Childcare providers participating in the Bridge Program have TIC training made available to them through the [California Child Care R&R Network](#). Childcare providers are provided with coaching to assist them in applying training curriculum and learn strategies to utilize with children who have experienced trauma. Santa Barbara County implemented the program in 2019 and over 26 resource parents utilized the program to assist in child care for over 25 children in care.
- Travel Reimbursement (ETR) for Foster Care Youths Only - Educational Travel Reimbursement was intended to support the educational stability of the child while in foster care. The cost of reasonable travel may be paid to allow a child to remain in the school in which the child is enrolled at the time of placement, when it is in the best interest of the child. This is referred to as the school of origin. Santa Barbara county implemented the program. Although the numbers are low for the last fiscal year the program has provided support for those families that may not have considered taking in sibling groups.

C. Adopt new strategies and methods of support for resource families, such as respite care and the Child Care Bridge Program

Projected Implementation: June 2018

Projected Completion: September 2018 – **Completed**

Status: CWS has made substantial progress on this action step, including offering up to \$200 monthly per resource family in respite care reimbursements. This program began in July of 2017 and is going to continue for the foreseeable future. Santa Barbara County CWS is also opting into the Child Care Bridge program which will provide child care vouchers to certain resource families. The projected implementation date for this is September 2018 as the procedure is in its final stages of approvals. This Action Step should be completed by the projected September 2018 date.

D. Promote peer support activities among resource parents such as support groups,

newsletters, and family friendly events

Projected Implementation: January 2019

Projected Completion: Ongoing

Status: As discussed above, the Our County. Our Kids. Villages Program went live in February 2019. Villages is based on the Mockingbird Program (<https://www.mockingbirdsociety.org/mockingbird-family>), and holds to the premise that a Resource Family's capacity to care for children will be enhanced by having ongoing support available so that Resource Families never feel alone. Thus far, Villages Leaders have provided support to Resource Families, by normalizing Resource Families' experiences, and through practical assistance such as peer support and helping gestures such as bringing a meal, needed clothing or the paperwork needed to obtain reimbursement for respite care expenses. Villages expects to have a first peer support group activity in October 2019.

E. Hire a Resource Family Support Specialist who will provide advocacy and support to Resource Families through phone calls, visits, and information sharing

Projected Implementation: October 2017

Projected Completion: ~~Ongoing~~ **March 2019**

Status: A Request for Proposal to contract for these positions was released in February 2019 and the contract was awarded to a local foster family agency in June of 2019. The foster family agency has hired two staff to perform the duties of Resource Family Support Specialist. These two staff are currently in training and will begin providing services in late summer of 2019. This program will provide an array of post placement support services to resource families including:

- Family advocacy and support
- Referrals for services and community resources
- Educational advocacy
- Crisis intervention
- Family development and training

G. Increase the continuing education opportunities for Resource families to include both trauma informed and wellness training

Projected Implementation: January 2018

Projected Completion: ~~Ongoing~~ – Completed June 2018

Status: In December 2017, CWS partnered with community organization CALM (Child Abuse Listening and Mediation) to offer Resource Parents Wellness classes which focused on self-care, managing stress, and relaxation techniques as part of their trauma informed parenting education program. CALM will continue offering trauma informed parenting classes with the next installment starting in September 2018.

CWS is also offering CRM (Community Resiliency Model) training to Resource Parents starting in June 2018. CRM training is designed to help adults and children learn to track their own nervous system in order to bring the body, mind and spirit back into greater balance and to pass along these skills to the people in their lives. The CWS Resource Training Coordinator also offers a quarterly class called Wellness and You which focuses on emotional regulation, constructive decision making, and effective communication skills. All of the above mentioned classes are offered in English and Spanish languages.

H. Continue to build community relationships and involvement through the Inspire Program which recruits businesses to give discounts to Resource families

Projected Implementation: January 2018

Projected Completion: ~~Ongoing~~ – Completed July 2018

Status: The innovative Inspire Program was pioneered in Santa Barbara County in June 2017. Since that time, the program has grown and flourished. Through the Inspire Program, businesses in Santa Barbara County offer discounted or free goods and services to Resource families, foster children/youth, and non-minor dependents. These businesses display the Inspire sticker in their windows, and Resource families, foster children/youth, and non-minor dependents are issued an Inspire card, identifying them as being eligible for the discounts.

On June 23, 2018 a community outreach event called the Inspire Fan Out was conducted. During this event, volunteers canvassed businesses in Santa Barbara County to recruit new Inspire members. This event garnered interest from over 40 potential new business partners, and media outlets reported on this event bringing broader attention to this program.

I. Monitor the progress of the programs and strategies using CQI methods and make adjustments as needed

Projected Implementation: December 2018

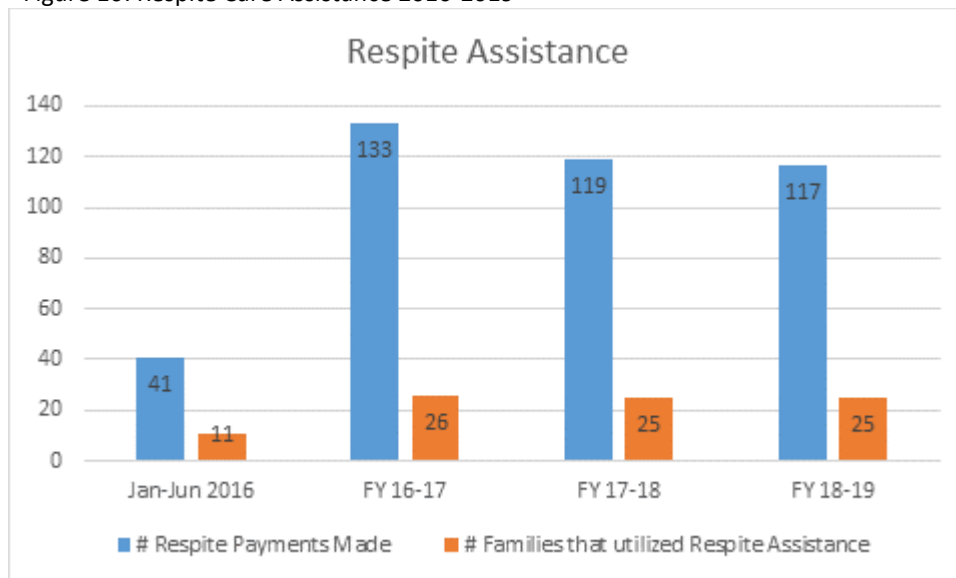
Projected Completion: Ongoing

Status: The OC.OK. Inspire Business Partner program currently has 62 partner businesses across Santa Barbara County. Data for OC.OK. Villages is collected via the Villages Roster, which collects Resource Family information as well as the type and quantity of monthly contacts. Since the start of the program, Villages has had supportive contacts with 13 individual resource families since the start of the program, with seven of these families receiving Villages support for an average of three months. The Villages program is currently working on a system to collect quantitative and qualitative data that is available on the Villages Rosters.

The Child Care Bridge program served 26 families and benefitted 34 children countywide.

The county’s respite care reimbursement program began in 2016 and has continued to provide families with respite care reimbursement up to \$200 a month. The following chart shows the usage for the program:

Figure 16: Respite Care Assistance 2016-2019



Data Source: CWS Respite Assistance Database, extract date: August 2019

Method of Evaluation: This strategy will be evaluated by looking at the number of placement moves for children in care. The effectiveness will also be measured by feedback from Resource families through QPI meetings, Resource Parent Association, Stakeholder meetings and direct feedback to staff.

Program Reduction: There are no program reduction impacts to this strategy at this time.

Probation

Outcome Measure: Permanency in 12 months

Goal #1: Enhance the Probation Department's strategies and practices in order to improve timely reunification and other permanency outcomes for youth in care

Strategy #1: Develop short-term treatment interventions designed to limit a youth's time in care (emphasis congregate care)

Analysis: Best practices generally and the Continuum of Care Reform specifically, indicate that a youth's time in group care is to extend only to that necessary to address elevated treatment needs and return a youth home. As such, interventions used in group care programs need to target the significant mental and behavioral health needs of youth with the more immediate goal of stabilization and increasing a youth's ability for functioning at a safe level at home and in the community.

Action Step Status:

The following Action Steps were designated for implementation during this SIP review period:

A. Survey programs to determine treatment interventions used and their relation to time in care

Projected Implementation: September 2018

Projected Completion: Completed

Status: The Department did not survey programs as intended as the number of youth being placed in congregate care programs decreased dramatically in the last year, so much so that the Department currently (September, 2019) does not have any youth in a congregate care program. The involvement of the County Behavioral Wellness Department in placing youth at STRTPs and coordinating the mental health plans for youth being sent to programs out of the county allows for treatment services to be child-specific and individualized, which is what the Department is looking to achieve. Child and Family Team meetings held prior to and during a placement episode allow for professionals, treatment providers and programs, youth, and family members to provide

insight into what may be beneficial to a youth. The information culled from CFTs can be combined with other sources of information for programs to determine how well their service array will fit for a youth. This allows the opportunity for a program to not only assess its capacity to meet a youth's needs, but to offer additional services that will meet case plan goals and insure the program will be a good fit. As programs modify their service offerings to be compliant with the requirements of CCR as they transition from a group home to a STRTP, the specific services and interventions they offer will change.

B. Align program services and interventions with needs and strengths identified in risk assessment

Projected Implementation: March 2019

Projected Completion: Ongoing

Status: The Department has replaced its risk and needs assessment instrument and now uses the Positive Achievement Change Tool (PACT) on all youth under Probation supervision. This assessment identifies a youth's various criminogenic risk areas as well as strengths that can be developed to reduce the risk of reoffending. All Juvenile Division Officers were trained on how to administer the PACT and interpret its results. This included following an interview guide designed to elicit responses that would contribute to an accurate assessment. The Department is presently administering a prescreen version of the instrument on all youth currently under Probation supervision and will administer the full version on all new referrals. An individual youth's needs and strengths will be aligned with existing programs and services for appropriateness, and others will be sought when the results of the PACT indicate other interventions may be needed.

C. Develop treatment plan that identifies goals and a timeframe for meeting them

Projected Implementation: July 2018

Projected Completion: Ongoing

Status: Once the PACT assessment is completed by the assigned Officer, a case plan is produced based on its results and the observations and discretion of the evaluator. The PACT can identify mental health needs and areas for treatment focus that can be incorporated in the case plan. As a result, the Department's ability to create meaningful case plans that can readily incorporate treatment goals has increased notably. The case

plan will contain reasonable timeframes for meeting identified goals.

The Department of Behavioral Wellness will also be utilizing the Child and Adolescent Needs Survey (CANS) for any probation youth who enters care. This will also help with the identification of and planning for a youth's treatment needs when in care. The CANS and PACT together will provide a complete picture for treatment planning for a program provider, resource home caregiver, or family member when a youth is in care and when they are returning home.

D. Use Child-Family Teams to assess progress and inform case plan

Projected Implementation: September 2018

Projected Completion: Ongoing

Status: The Department holds CFTs when a youth is entering care, either before they actually go into a program, or shortly thereafter. Probation Placement Officers also participate in CFTs facilitated by residential programs. These include those regularly scheduled or ones held to address a specific need or issue. The Department has trained Officers in the Juvenile Division on the basics of CFTs through the Resource Center for Family-Focused Practice, and has trained about 10 of those officers in the facilitation of CFTs. The Department does not utilize full-time facilitators and does not contract with a private provider for facilitation as CFTs are relatively infrequent. Case-carrying DPOs will be responsible for facilitation in most cases, including scheduling them, while trained non-case carrying DPOs may facilitate a CFT when necessary. Family members are routinely invited to participate, but participation varies. CFTs are also held at the juvenile hall when necessary. CFTs will also become routinely used for transitioning youth back into the local community at the time of reunification or some other arrangement. Officers and support staff coordinate the entry of CFT data into the CWS/CMS. Both the Placement Unit Supervisor and the Administrative Staff Supervisor have been instructed in the requirements for data entry. Combined with the use of the PACT, the information from CFTs will inform the case plan for a youth.

Strategy #2: Develop reunification strategies for parents to ensure successful reunification

Analysis: The ability of a parent to properly and effectively meet the mental and behavioral

health, supervision, safety, and treatment needs of a youth returned to their care is essential in order for reunification to be successful. Generally, preparation for reunification is focused on the removed youth with a parent's capacity remaining largely unchanged after a youth's extended absence in care.

Action Steps:

The following Action Steps were designated for implementation during this SIP review period:

A. Develop orientation for parents that describes the purpose of care, roles of various persons, and expectations

Projected Implementation: April 2019

Projected Completion: December 2019

Status: This action step anticipated that the Department would have a number of youth in congregate care at any given time, despite decreasing numbers, and that other youth would be placed in those programs as circumstances dictated. Since the number of youth in congregate care has decreased considerably, the need for a generalized orientation for parents has diminished and instead the focus will be on creating more individualized orientations based on a particular youth's unique situation and needs. While the same general concepts will be included, the focus will be on more youth specific considerations. This will be more meaningful since most youth going into care will be at the resource home level where the dynamics of the placement will be different. The advent of the PACT will also serve to inform the orientation process in terms of expectations. Officers will work from a basic orientation template that can be modified to create a unique orientation for parents.

B. Obtain assessment tool to determine parent capacity and readiness for meeting case plan goals

Projected Implementation: April 2019

Projected Completion: August 2019 – **Completed**

Status: This action step is completed as a result of the implementation of the PACT assessment tool. The tool's primary focus is on the youth and the variety of factors present that contribute to his or her risk for re-offending, as well as areas of development

that with services can reduce that risk. To a lesser extent, the tool will identify areas where parental capacity requires further examination and development. This includes information directly taken from the interview with the youth and as well as indirectly from the assessment results that may highlight areas of concern. This includes strengths as well that can be built on with the parent and the youth. The information gleaned from the assessment can be combined with other ancillary information as well as self-reporting from the parent to further aid the determination of parental readiness.

C. Develop process for identifying and engaging family members and support persons to assist parents

Projected Implementation: November 2018

Projected Completion: August 2019 – **Completed**

Status: Officers conducting social history investigations on youth pending adjudication have been instructed to ask both youth and parents about the involvement of other persons in a youth's life who could be considered a support person for not only the youth but the parent as well. This includes attempting to identify significant persons in a youth's life who might be willing and able to become a long-term mentor or role model. These inquiries are meant to bolster existing Family Finders efforts performed in partnership with Child Welfare Services and to increase the involvement of the youth in identifying persons. Officers routinely discuss the need for support with identified persons and discuss how they can be involved with the youth.

The use of the PACT will also increase the opportunities for identifying persons who can meet this need as the youth is specifically asked about persons they consider to be important and helpful, and with whom additional support can be pursued. Officers who supervise youth during a probation period have also been instructed to consider positive role models involved with a youth as a mentor for them or a parent.

D. Use meeting schedule, including Child-Family Team meetings, to determine parent progress with strategies for reunification.

Projected Implementation: January 2019

Projected Completion: July 2019

Status: Officers supervising the cases of youth in care meet with parents on a monthly

basis and use these opportunities to discuss progress with case plan goals for both them and the youth. Officers regularly participate in CFTs with program providers. During these meetings, the progress of parents is discussed as well as their involvement with a youth when in care. These settings also allow for a parent to voice any concerns and propose strategies and services that they feel may benefit them and the youth, and increase the likelihood that reunification will not only occur but be successful. The case plans in use and which will become available with the PACT will guide these discussions, as will the treatment plans created by the program providers. Since parental capacity for reunification is a required component of court review hearings, these meetings and the information and plans derived from them also inform the court about progress, setbacks, and also successes. Meetings with parents are documented in the Department's case management system as well as the CWS/CMS. CFTs are specifically identified in both systems.

E. Develop protocol for reporting parent progress and participation for court review hearings

Projected Implementation: October 2018

Projected Completion: April 2019

Status: The current court report format allows for the reporting of parental involvement and readiness for reunification. The use of CFTs has allowed for the involvement of parents to be more direct and consistent. Utilizing the current format, Officers can insure the capacity of parents to have a youth return is addressed sufficiently. Since the number of youth in care has decreased notably in the last year or two, the need for a protocol to address this action step is not necessary. Instead, the assigned Officer can be trained on what to include in terms of parental readiness as well as speak to any plans or proposed services. Additionally, cases are presented at the local Interagency Placement Committee (IAPC) whenever a youth is ready to return home. While a parent does not attend this meeting, its format allows for the Officer to discuss with other professional participants the plan for returning a youth home and any unresolved treatment needs. It also allows other participants to identify additional resources, programs, and supports for parents that can also help increase the likelihood of a successful reunification.

Probation

Systemic Factor: Youth Placement Prevention

Goal #2: Increase the Probation Department's capacity to provide community and evidence based interventions to youth and families to limit the likelihood that youth will enter care and align organizational practices to emphasize community programs

Strategy #1: Create new and improve upon existing organizational practices to negate the need for or limit entry into foster care

Analysis: Modifying Department practices to create more opportunities to prevent or limit a youth's participation in foster care – especially congregate care -- will better align the Department with legal and regulatory mandates, and evidence-based approaches to the treatment and supervision of a juvenile justice population.

Action Step Status:

The following Action Steps were designated for implementation during this SIP review period:

A. Provide Wraparound information to parents when a youth is made a ward

Projected Implementation: July 2018

Projected Completion: Ongoing

Status: The Department routinely refers appropriate cases to the Wraparound program operated by a private organization. Probation youth have historically represented about 50 – 55 percent of all youth participating in the program, although that percentage has decreased in recent months. The availability and use of Wraparound is discussed with a youth's parents whenever family dynamics are such that an intensive home-based intervention is advised. As a continuation of the Department's efforts to maximize the use of community-based programs and limit the need for removal to care, Wraparound is considered and offered early in a youth's probation period, but not until it appears to the assigned Officer that it is appropriate and likely to be beneficial to a youth and a family, and that both are willing to participate. Youth and family engagement is more likely when the program is presented at the time of need, when a problem is prevalent

and perhaps severe. It may be less so when presented nominally and as part of a broader discussion about available services. As such, the Department will continue to present information on the program to youth and parents when it is timely and appears to be an appropriate level of intervention for present problems. The Wraparound provider continues to present periodically at Department unit meetings and is also a participant on the IAPC.

B. Incorporate into case plans family needs and strengths as assessed by risk assessment.

Projected Implementation: March 2019

Projected Completion: December 2019

Status: The implementation of the PACT has allowed the Department to not only assess the risk level of individual youth but also to develop comprehensive case plans that will not only identify areas where the risk needs are the greatest, but also areas where there are youth and family strengths that can be used to effect positive change. This accomplishes two things for the Department in terms of this goal. The first is that in identifying the specific risks and criminogenic factors present, the PACT will assist the Officer in identifying what community-based interventions should be pursued for a youth and family. These interventions will be specific to the youth's needs and will be evidence-based whenever possible. They can be ones in existence or ones that may be crafted to meet a need. The second is that the instrument will identify strengths in a youth and family that can be used to direct a youth toward more positive behavior and possibly alter a delinquency trajectory. Here too, community-based resources can be accessed to create opportunities for a youth that might previously have gone unexplored or even noticed. Existing institutions such as schools and recreational programs may be able to provide other local opportunities that may serve to prevent further involvement in the juvenile justice system. The use of the PACT to determine risk and needs has been implemented. The case plan capacity of the tool is nearly operational and after some modification to meet local needs will become available to Officers.

C. Incorporate into court reports family needs and strengths as assessed by risk assessment.

Projected Implementation: March 2019

Projected Completion: December 2019

Status: The Department has reported a youth's risk score to the Court in reports for a number of years, but has not consistently reported what the score means and how it'll be used in terms of supervision and interventions. Family needs and strengths have not been reported as the risk assessment used prior to the PACT did not readily allow for them to be communicated in any meaningful way. The PACT will be able to provide that information and Officers will be able to easily convey it so that its import is easily understood by all parties. Not unlike the case plans referenced above, court reports can include information about a family's needs and strengths and, more importantly, what interventions or services will be pursued to meet those needs. This will inform the Court of the actions the Department is taking to effect positive change consistently and routinely, and will allow opportunities for the Court to engage families and make inquiries about services and progress. Upon full implementation of the PACT instrument and availability of the case plan component, current report formats will be modified to include a section for Officers to discuss family needs and strengths concisely.

D. Establish protocol for using cross-disciplinary teams to match family and youth needs with community interventions.

Projected Implementation: September 2019

Projected Completion: Ongoing

Status: This action step relies on the full implementation of the PACT instrument as well as collaboration with partner agencies to implement. The infrastructure for such teams exists and they've been used before on an as needed basis or as part of formal programs such as Wraparound. However, they haven't been used regularly in the manner anticipated with this step. The use of CFTs has met the need to some extent, but those have largely been for youth in foster care. The purpose of this action step is to assemble cross-disciplinary teams on a more routine basis but to use the information from a PACT assessment to guide Officers on which organizations and agencies to collaborate with in identifying appropriate community interventions. Traditionally, the Department has relied on specific agencies to address needs and identify services; here, however, the Department will use the results of the PACT to include those agencies but look beyond

them when needed to bring in other resources to meet a youth's and family's unique and specific needs. A protocol has not yet been developed, but will be following the full implementation of the PACT. User experience with the PACT and how information from it can be used will aid in developing the protocol. Also, specific meetings regarding a youth or family to discuss chronic or acute issues and needs are being scheduled as needed and these will also inform the development of a protocol.

Probation

Systemic Factor: Staff, Caregiver, and Service Provider Training (emphasis on staff)

Goal #3: Increase organizational capacity to insure compliance with various measures by improving staff access to and familiarity with various information systems and databases that concern foster care activities.

Strategy #1: Increase staff access to and knowledge of foster care information and programs to achieve and maintain compliance with measures.

Analysis: Ready access to data and information regarding foster care activities, statistics, and trends will keep Department staff informed and aware of the effectiveness of efforts to prevent the need for group care or limit its use. Proper training and ability to navigate the various databases and information systems pertaining to foster care will insure compliance with State and Federal reporting requirements; this will assist in not only meeting administrative obligations but will insure the accuracy of data which will be relied upon in making decisions about practices, policies, and procedures.

Action Steps:

The following Action Steps were designated for implementation during this SIP review period:

A. Obtain access to and training in SafeMeasures

Projected Implementation: January 2019

Projected Completion: Completed

Status: The Department entered into an agreement with the National Council on Crime and Delinquency (NCCD) to provide the SafeMeasures program for Department use and to train select personnel on its functions and capabilities. NCCD provided a web-based orientation to the use of the program on two separate occasions and access was provided to about a dozen people who can use the program to access information culled from the CWS/CMS in a user-friendly way and without having to be a current CWS/CMS registered user. Since it does not require CWS/CMS permissions to use, it expands the availability of

useful data across various units within the Department.

B. Develop a policy and practice for the use of CWS/CMS

Projected Implementation: June 2019

Projected Completion: Completed

Status: All CWS/CMS users are provided with a use policy form when granted access to the system that outlines the purpose of the system and the parameters under which it can be used. Officers and support staff have defined roles regarding the use of the system and the management of data in it pertaining to probation youth. Support persons perform the majority of data entry and open and close cases, while Officers are responsible for inputting or providing case management information. Every user receives pertinent All County Letters regarding data entry requirements and user guides prepared by trainers or made available through the State website.

C. Schedule periodic initial and refresher training on CWS/CMS

Projected Implementation: October 2018

Projected Completion: Completed

Status: Department staff that work directly with placement cases have been trained in the use of the CWS/CMS. This included initial orientation training and refresher training, as well as an additional focus on administrative tasks for support staff that do most of the data entry and perform most queries. The most recent training was provided by the Center for Family-Focused Research and occurred in June of 2019.

D. Provide training on the requirements of the Child Family Services Review

Projected Implementation: April 2019

Projected Completion: Ongoing

Status: The Officers who supervise placement cases have been oriented to the purpose of the Child Family Services Review and have participated in related County Self-Assessment and Peer Review activities locally and in other counties. Similarly, the Supervisor for the Placement Unit has been provided an overview of the CFSR by the Division Manager, including the various Federal and State performance measures and the System Improvement Plan. Materials provided by State and other sources have also been disseminated as general guidance and further direction on related requirements. Training

will continue to be provided internally as “on-the-job” training and with Child Welfare Services during coordinated activities.

E. Provide training on the performance measures database maintained by U.C. Berkeley

Projected Implementation: March 2019

Projected Completion: December 2019

Status: The Placement Unit Supervisor has been provided informal internal training on the CWS/CMS Dynamic Report System and has been familiarized with the performance measures it tracks and the data elements maintained within it. Additional training will be sought from the system managers and will include Officers who supervise placement cases, as well as others who do not work directly with placement cases but who may benefit from it because of their role in data management and statistical measurements. This will be coordinated with additional training on the CFSR.

OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION

In Fiscal year 2018/2019 Santa Barbara County did not experience any layoffs or significant budget cuts that affected staffing levels. However, like most child welfare agencies, staff attrition and the challenge of finding qualified employees affected CWS's ability to stay fully staffed. CWS also had at least one social worker and supervisor out on maternity leave at any given time, and most often there were multiple staff out on leave. While this is a positive reason for staff to be away from the job, the reduced staffing levels during those leave times added its own challenges. During any staff shortage, progress on the SIP strategies can be difficult to sustain, but this second year of the SIP cycle saw many action steps implemented in spite of staffing deficits. The leadership teams at Child Welfare Services are committed to involving staff at all levels on the SIP strategy implementation. This will hopefully help to maintain progress even during lean staffing periods.

The implementation of new state initiatives like Continuum of Care Reform (CCR) takes resources and manpower to operationalize. While initiatives like this are aimed at improving outcomes for the families we serve, these efforts can pull away attention from other SIP strategies and goals. While many of the CCR elements are aligned with Santa Barbara County's SIP, any new initiatives in the coming years may not be so closely associated and this could affect future implementation of SIP strategies.

PROMISING PRACTICES/OTHER SUCCESSES

As mentioned in the analysis section, CWS is partnering with the Chadwick Center's Advancing California's Trauma-Informed Systems (ACTS) project. The goal of this collaboration is to: "Create an intentional model for how managers and supervisors address secondary traumatic stress (STS) in order to reduce STS among the workforce." This collaboration began in May 2019 and is projected to last for nine months. In phase one of this project, CWS and the ACTS team looked at various models and methods of training supervisory staff on STS. It was decided that the best fit for Santa Barbara County would be to have the ACTS team train all CWS staff on STS, and then have a break out session for supervisors and managers. Specifically, supervisors and managers would focus on ways to support the workforce during the critical first three months of staff onboarding. Currently, CWS and ACTS are in phase two of this project where supervision policies

and procedures and hiring practices are reviewed with a trauma informed lens. CWS management will decide on any changes to these policies and practices based on the review. Phase three of this project, which is the staff training, is expected to take place in September. Santa Barbara County reconfigured its CFSR Case Review Unit this year to include two full time social worker/case reviewers who will be solely dedicated to case reviews. They are supervised by the CFSR case review Quality Assurance (QA) person. This is an improvement over the last configuration where Department Business Specialists were assigned to do case reviews in addition to other duties. This resulted in only a few cases being reviewed each quarter as staff were routinely pulled away on other duties. It is anticipated that all or nearly all of the cases assigned to the county for review will now be completed each quarter. This will result in a greater database of information to use in the county's CQI processes.

In order to improve the timeliness and accuracy of the Katie A assessment process, two mental health practitioners from the Department of Behavioral Wellness were co-located with CWS staff in August 2019. These practitioners are available on site to meet with CWS staff and families, to attend CFTs, and to respond quickly to any necessary reassessment of a child's mental health needs. By responding more accurately and timely to a child's needs, services can be put in place to help that child and their caretaker manage any issues that may arise. It is anticipated that this will promote placement stability and timely permanency for a child.

Santa Barbara County CWS continues to have success using Safety Organized Practice (SOP). This approach to case work was first introduced to the county in 2013, and its use has continued to expand. There are monthly meetings of the Core Practice Model/Safety Organized Practice Implementation team. This group is responsible for overseeing the county's efforts to integrate SOP into the social work practice and to decide on the use of resources like contracted trainers and coaches. The use of SOP has benefitted CWS across all of the outcome measures as it helps to focus work on evidence based risk and safety assessments and involves the family and their support system in decision making to keep children safe from abuse and neglect.

The county has two co-located Foster Youth District Liaisons, who are a part of the Santa Barbara County Education Office Transitional Youth Services. These liaisons work closely with CWS social work staff to make sure that foster youth have proper educational placement and enrollment. They also assist the youth and their caregivers when the youth is transferring from one school or

district to another. Making sure that records, credits and grades are all properly transferred and that needed educational supports are in place is an enormous help in easing a child/youth into a new placement. This assistance and expertise is beneficial to a child/youth's placement stability and thus the outcome 3-P5 Placement Stability.

CWS also has two co-located Public Health nurses who contribute significantly to keeping the agency abreast of a child/youth's medical needs. They support the healthcare needs of children in foster care, ensure that health related information is accurate and up to date in the child's case records, and also assist in the field with social workers. The nurse can accompany a social worker on an investigation or a visit to a child in an open case to give insight into a medical condition, make recommendations for further medical care, or collect all pertinent medical records. This expertise also contributes to improvements in outcome 3-P5 Placement Stability as it gives Resource families insight and assistance into a child/youth's particular needs.

In April 2018, Santa Barbara County CWS hired a CSEC Coordinator to work with CWS staff and outside agencies to organize and manage the efforts being made county wide to address CSEC youth. This coordinator assists on every case where a CSEC youth has been identified. She sets up the Multi-Disciplinary Teams (MDTs), acts as a point of contact between involved agencies, represents CWS on the Human Trafficking Task force, provides support and guidance to the social work staff, connects families to needed services, provides training to the community and collects data. This is one of the efforts to stabilize the CSEC youth's placement and get them services to treat their unique needs. The efforts of the CSEC Coordinator will also contribute to an improvement in 3-P5 Placement Stability.

OUTCOME MEASURES NOT MEETING STATE/NATIONAL STANDARDS

The table below shows the data for Q4 2018 for Child Welfare Services and Probation. CWS is in compliance with all outcome measures not already addressed in the SIP. Probation was out of compliance with the following outcome measures not already addressed in the SIP:

- 3-P2 Permanency in 12 months (in care 12-23 months)
- 3-P4 Re-entry to foster care in 12 months
- 3-P5 Placement Stability
- 2F Monthly visits (out of home)

Figure 17: Santa Barbara County CFSR Summary Data (Quarter 4, 2018)

Santa Barbara County Summary of CFSR Data Child Welfare Services and Probation Quarter 4, 2018							
Measure	Federal Standard	Child Welfare Services' Performance		CWS: Percent of Standard Met	Probation Performance		Probation: Percent of Standard Met
		Percent	Count		Percent	Count	
3-S1 Maltreatment in foster care	<8.5%	7.13%	7/98, 183	119.2%	0%	0/7, 215	>100
3-S2 Recurrence of maltreatment	<9.1%	6.7%	28/421	136.8%	N/A	N/A	N/A
3-P1 Permanency in 12 months (entering foster care)	>40.5%	35.4%	62/175	87.5%	36.0%	9/25	88.9%
3-P2 Permanency in 12 months (in care 12-23 months)	>43.6%	65.3%	32/49	149.8%	33.3%	2/6	76.5%
3-P3 Permanency in 12 months (in care 24 months or more)	>30.3%	32.9%	23/70	109.0%*	40.0%	2/5	132.0%
3-P4 Re-Entry to foster care in 12 months	<8.3%	8.1%	5/62	102.9%	8.3%	1/12	99.6%
3-P5 Placement stability	<4.12%	3.96%	143/36, 112	104.0%	4.45%	4/899	92.6%
2B Timely Response (Immediate response compliance)	>90.0	100.0%	173/173	111.1%	N/A	N/A	N/A
2B Timely Response (10 day response compliance)	>90.0	98.7%	882/894	109.6%	N/A	N/A	N/A
2F Monthly Visits (out of home)	>95.0	99.0%	3,006/3,036	104.2%	89.7%	165/184	94.4%
2F Monthly Visits in Residence (out of home)	>50.0	91.4%	2,747/3,006	182.8%	81.2%	134/165	162.4%

Data Source: Quarter 4 2018-http://cssr.berkeley.edu/ucb_childwelfare Extract Date: Quarter 1, 2019

*Safe Measures data extract: 8/1/19

Probation Outcomes Not Meeting Standard

Priority Outcome Measure or Systemic Factor: 3-P2 Permanency in 12 months (in care 12-23 months)

Of all the children in care on the first day of the 12-month period who had been in care between 12 and 23 months, what percent discharged to permanency within 12 months?

Figure 18: 3-P2 Permanency in 12 months (in care 12-23 months) Probation

2017 Quarter 1 (baseline)	2018 Quarter 4 (current)	National Standard
50.0 (114.7% of standard)	33.3 (76.5% of standard)	43.6%

Data Source: CWS/CMS 2018 Quarter 4 Extract

Data Analysis:

The Department’s compliance with this measure can be affected by the actual number of youth under consideration. The baseline performance is derived from four (4) youth reaching permanency out of eight (8), while the Quarter 4 2018 performance is derived from two (2) youth reaching permanency out of six (6) total. A change in circumstances for one other case resulting in permanency would have put the Department into compliance. Few probation youth remain in care for longer than 12 months. For those who do it is often because they have transitioned from a congregate care program to a supported living arrangement or relative care, which can subsequently result in them remaining in care beyond 24 months. In these cases, the total time in care may exceed 12 or 24 months because of the combination of the initial group care and subsequent participation in a qualifying independent living environment or relative care. Additionally, permanency may not be achievable for some youth as reunification – the most likely permanent plan for probation youth – may not be realistic or achievable because of family dynamics. Many youth also enter into non-minor dependency as probation youth in care tend to be older.

While timely reunification remains the Department’s goal with youth in care, many youth will enter into non-permanent arrangements that will greatly impact compliance with this measure, especially as the number of youth under consideration remains relatively low. The Department

has prioritized the use of resource home caregivers, especially relatives, over congregate care. While this is consistent with best practices and the intent of CCR, the use of relative caregivers may lengthen a youth’s time in care and as a result impact compliance with the measure.

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

Of all children who enter care in the 12-month period who discharged within 12 months to reunification or guardianship, what percent re-enter foster care within 12 months?

Figure 19: 3-P4 Re-Entry to Foster Care in 12 months (Probation)

2017 Quarter 1 (baseline)	2018 Quarter 4 (current)	National Standard
16.7 (49.8% of standard)	8.3 (99.6% of standard)	8.3

Data Source: CWS/CMS 2018 Quarter 4 Extract

Data Analysis:

The Department continues to exceed the baseline performance measure for re-entry to care and continues to perform well against the national standard even though there was a marginal change in the compliance with the standard from Quarter 4 of 2017. Probation youth rarely re-enter care once they are reunified and the one occasion in this period where that was the case is clearly the sole reason the Department is right at the national standard or only technically slightly below it.

Priority Outcome Measure or Systemic Factor: 3-P5 Placement Stability

Of all children who enter care in the 12-month period, what is the rate of placement moves per day?

Figure 20: 3-P5 Placement Stability (Probation)

2017 Quarter 1 (baseline)	2018 Quarter 4 (current)	National Standard
2.4 (179.6% of standard)	4.45 (92.6% of standard)	4.12

Data Source: CWS/CMS 2018 Quarter 4 Extract

Data Analysis:

The Department is near the national standard for this measure, but is well above the baseline performance. There was a 2,930 decrease in the number of possible days from Quarter 4 of 2017. This is a nearly 77 percent decrease to the current quarter under review. There was a 50 percent decrease in the rate of placement moves per day during that same period. This suggests that the Department's compliance with the national standard and performance against the baseline performance can be impacted greatly by a small number of moves. The Department has reduced its use of placement programs, especially congregate care, and has limited its use to only those cases where it is truly necessary. As a result, youth that are placed in placement programs often represent the youth with the greatest risks and needs. These include youth with significant mental health deficits and emotional problems, as well as youth involved in human trafficking and who have significant histories of family violence and trauma. It is not uncommon for some of them to abscond from programs and then be returned to the same program or another program. This pattern can continue until permanency is achieved or, more likely, another arrangement is found. A handful of youth in this cycle can impact outcomes and performance against this measure.

Through the use of assessments and team meetings such as CFTs, the Department focuses on identifying programs that are best situated to provide needed services as well as increase the likelihood that a youth will remain in a program until permanency can be achieved. For older youth, permanency is often not achieved through reunification and instead they enter other programs as a step-down. This includes transitional housing or independent living, and residing with a relative caregiver. While these changes can be beneficial to a youth and provide a pathway to independence and long term support, they can also impact placement stability as they are moved between programs.

The advent of CCR has also put greater emphasis on programs making greater efforts to not eject youth from programs despite problematic behavior. The expectation is that programs will continue to work with youth through difficulties while in their care and provide additional assistance and services to increase the likelihood a youth can remain in the program. The higher level of care incorporated into STRTP programs should eliminate removals for behaviors that historically might have prompted a removal, such as defiance and certain forms of acting out.

The Department is also expecting that certain types of assaultive or threatening behavior will be managed appropriately and not result in immediate removal.

Lastly, the Department will be focusing on a family’s ability to have a youth returned to their care and will be incorporating into a youth’s case plan the planning and services that will increase the likelihood of a youth’s successful reunification. This includes lining up appropriate services ahead of a youth’s return to prevent any gaps in service that may cause the reunification to falter. Programs such as Wraparound are already used for this purpose and will continue to be used.

Priority Outcome Measure or Systemic Factor: 2F by Month – Timely Monthly Caseworker Visits (Out of Home)

These reports calculate the percentage of children in placement who are visited by caseworkers.

Figure 21: 2F Timely Monthly Visits (Out of Home)(Probation)

2017 Quarter 1 (baseline)	2018 Quarter 4 (current)	National Standard
85.1 (89.5% of standard)	89.7 (94.4% of standard)	95%

Data Source: CWS/CMS 2018 Quarter 4 Extract

Data Analysis:

Probation Placement Officers see youth in foster care programs a minimum of once every 30 days. Visits are planned in advance so that the requirement for a timely visit can be met and contact with a youth in care is consistent and regular. Since they are scheduled in advance there is a high likelihood that a face-to- face visit with a youth can be made. Travel complications can sometimes interfere with plans for visits as probation youth are often placed out of the county or the state, however this is infrequent. The Department also modified its data entry practices so that compliance with this measure wouldn’t be compromised because of relevant information not being entered in a timely fashion. In the three months comprising Quarter 4 of 2018, there was one visit missed out of 25 required visits and this was because one (1) youth was in “Runaway” status and could not be visited.

CHILD WELFARE/PROBATION PLACEMENT INITIATIVES

Santa Barbara County has been actively implementing the current state and federal initiatives aimed at improving outcomes for the county's children and families. These initiatives will continue to provide Santa Barbara County with a framework for reaching our SIP goals. These initiatives are described below and the extent to which the Child Welfare and Probation Departments are using them.

RESOURCE FAMILY APPROVAL (RFA)

Santa Barbara County was one of the pilot counties to implement the RFA process. Since its inception, the Santa Barbara County RFA unit has worked diligently to implement and improve the RFA process and procedures. Some of the highlights and successes of this program are:

- Over the last 5 years, Santa Barbara County has increased first placements with Relatives/Non-Related Extended Family Member (NREFM) by 34.1% and placement stability has improved by 9.4%
- Buildings and grounds, clearance checks and Live Scans are conducted on the first visit to the home when an Emergency Placement request is received by the RFA unit. This allows for the RFA unit to expedite the RFA process and obtain paperwork and clearance in a timely matter, instead of waiting for placement to obtain the paperwork necessary to begin the RFA process. This helps with meeting the 90-day approval timeframe.
- Families are being referred to Community Based Organizations (CBO) during the first RFA visit to begin the family evaluation process. Families are better prepared, feel less pressure from the process with having the more in-depth portions of the process explained and resolved upon the first visit.
- On average Santa Barbara County RFA unit is approving homes with emergency placements in 84 days which is within the 90-day timeframe for approval per RFA Written Directives.
- Since January, 2019, the RFA unit has received a total of 4 complaints on approved RFA homes. The amount of complaints have significantly been reduced by pre-investigating and reviewing the family file prior to going out and calling it a complaint. The determination is made by the RFA supervisor and is staffed in the field if it rises to the

level of a complaint.

- In January 2019, Santa Barbara began the use of the Binti Placement Module. The use of this module allows for the county to easily search for homes that are accepting placements, have placements and have placement of siblings.
- Recruitment efforts have yielded approximately a 500% increase in community resource families from 2016 to date.

Additionally, we have a robust recruitment and retention program which includes the County's initiative, 'Our County. Our Kids.' media branding, resource and outreach in support of youth and families within our county. Our County. Our Kids. is an initiative of the Santa Barbara County Department of Social Services that is actively seeking allies to improve the continuum of care for children and families in the Foster Care system. The initiative focuses on building empathy for children, youth and teens who hope to be part of a supportive household while they are separated from their parents. The goal is to ensure that children are placed with quality resource families who are ready to raise them with loving, committed and skilled care and to support their goals and dreams. Recruitment of resource families is the main focus of activities; however, Our County. Our Kids. also works to ensure that children and youth are supported on the path to reunification with their biological parents whenever possible.

Partnerships with allies are increasing recruitment opportunities and supporting the development of programs to assist resource families and the children in their care. Current allies include faith communities, medical centers, community non-profits, school districts, community colleges and local media. They are helping with outreach efforts, distributing recruitment information and developing ideas for providing practical support. The faith community is soliciting congregational support for children and the resource families who take them in. Nonprofits are providing beds, high chairs, car seats and other essentials; they have offered assistance with child care and college scholarships. Community colleges are providing continuing education for resource families so that they are prepared to respond to the complicated needs of the children in their care. The Santa Barbara County Foster Parent Association provides mentoring and ongoing support. Local media have worked collaboratively with the initiative to highlight the needs of children and youth in foster care by running feature stories on resource families, adoptive families and former foster youth.

Additionally, Santa Barbara County has partnered with Pacific Pride Foundation for LGBTQ+ education, support and mental health services for youth and families alike.

Significantly, the rising number of sibling groups including large sibling groups of 3 or more is impacting the county's ability to keep them placed together when relative placements are not available. In regards to Santa Barbara County's ability to support and place large sibling groups, during our recruitment process we continue to encourage and educate resource parents on the utility and positive outcomes that are had when siblings are placed together.

COMMERCIAL SEXUALLY EXPLOITED CHILDREN (CSEC)

Under Senate Bill 855 (2014), Santa Barbara County has developed and implemented an interagency protocol MOU to provide a multi-disciplinary approach to serving youth at risk for or victims of commercial sexual exploitation. This MOU includes CWS, Probation, Public Health, Behavioral Wellness, Juvenile Court, DA/Victim Witness, and local Rape Crisis Centers. A CSEC Steering committee oversees the MOU and provides oversight and leadership for the CSEC Program. The CSEC Steering Committee is currently coordinating training for all potential first responder agencies on the use of screening/identification tools and protocols. Child Welfare Services is currently screening referrals and cases using the Commercial Sexual Exploitation-Identification Tool (CSE-IT), validated by the West Coast Children's Clinic.

Additionally, when children and youth enter the Juvenile Hall, they are screened for CSEC, and if determined to be a victim, they are offered the option of participating in the Helping Achieve Resiliency Treatment (HART) Court. The HART Court is a collaborative court in session every other week in the Santa Maria Juvenile Court. The HART partners include Behavioral Wellness (RISE), Probation, Victim Witness, CWS, the DDA, and the Public Defender. These partners meet for bi-weekly staffing meetings to engage the youth in wraparound services with a primary goal of creating and sustaining a life away from exploitation when they are no longer under court probation or supervision.

In November 2018, Santa Barbara County partnered with the Center for Justice and Reconciliation to present the Know More event to over 250 community members, resource families and foster youth. This event was an interactive, multimedia presentation and training on human trafficking awareness and prevention. The event was such a success, with overwhelming

positive feedback from the community, that another event is being planned for late 2019 or early 2020.

In May 2019, Allan Hancock College hosted a very successful day long conference titled “Solutions for the Future: Fighting Exploitation with Empowerment” featuring the speaker Carissa Phelps, Founder and CEO of Runaway Girl, Inc. This event was open to the public and was co-sponsored by Santa Barbara County’s Our County. Our Kids program.

Additionally, Santa Barbara County also offered continuing education classes for resource parents called CSEC 101. These classes presented information to the resource parents on how to recognize the signs of sexual exploitation and where to seek help if needed.

Santa Barbara County CWS staff and partner agencies were also offered CSEC 101 training online, followed by a full day CSEC 102 in person training. These trainings are mandatory for CWS staff and encouraged for partner agencies.

Santa Barbara County CWS also produced and distributed over 450 pocket size CSEC awareness and resource cards to law enforcement, resource families, foster youth, and community partners and members.

CONTINUOUS QUALITY IMPROVEMENT (CQI)

CWS has adopted the CQI model and it has played a vital role in our work and practice. Santa Barbara has developed a successful CQI system, which includes case reviews that helps to identify challenges and strengths in our practice pieces. Staff at all levels engage in discussions regarding data and outcomes and ways to improve practice through the utilizations of actions teams and trainings. Feedback from staff is sought through the Social Work Practice Team, regional meetings and surveys.

The CWS Program Support and Development Unit staff work closely with the Unit’s Division Chief and the CWS Deputy Director. This unit provides multifaceted program support including policy and procedure development, legislative analysis, fiscal oversight, Resource Family recruitment and support, CFSR case reviews, computer systems support and data analysis. This unit is comprised of 6 Department Business Specialists (DBS) who are assigned to program areas, e.g., Emergency Response, Court and Ongoing, Permanency, Resource Family Recruitment and Training, etc. In addition to general program assignments, the DBS staff also have assignments

based on program initiatives or other functions, i.e. Katie A., Continuum of Care Reform, Core Practice Model/Safety Organized Practice. The DBS staff also conduct the CFSR Case Reviews. This unit has primary responsibility for developing CQI processes within their assignment areas and making recommendations to the management team.

QUALITY PARENTING INITIATIVE (QPI)

The Quality Parenting Initiative (QPI) began in California in 2009 as a collaborative effort with the California Department of Social Services (CDSS), the County Welfare Directors Association of California (CWDA), and the California Youth Law Center to rebrand foster care.

QPI is a methodology to improve foster care by providing caregiver, birth families, and agencies voices in the process. Through the use of formed networks to share information on how to improve parenting, recruit and retain excellent families and develop policies and procedure to support skilled loving parents to ultimately support children and youth. Santa Barbara County has continued to participate in the Quality Parenting Initiative at the local level since September of 2014.

CWS has continued quarterly QPI steering committee meetings comprised of Resource Parents and CWS staff. QPI activities have ramped up and participation in the QPI initiative has expanded to include attending monthly phone calls managed by QPI, in person steering committee and workgroup meetings. Action items around recruitment, retention, communication, and training have been prioritized and workgroups formed to develop strategies.

SAFETY ORGANIZED PRACTICE (SOP)

In 2013, Santa Barbara CWS began using the Safety-Organized Practice (SOP) framework to improve overall outcomes. SOP combines good social work principles with the Structured Decision Making® (SDM) risk assessment instruments, and approaches families from a trauma-focused perspective. Further, it focuses on family involvement, community engagement, and equitable decision making in developing plans to ensure our children and youths' safety.

The overview of SOP has been followed with monthly staff training modules for early adopters, and coaching to begin skill building with staff in their work with families. Field based mentors also promote SOP training and tools in their work with both established and new social work staff in

an effort to continuously hone the SOP practice throughout the agency. All supervisory and managerial staff attended monthly SOP learning circles to develop proficiency in supervision using SOP principles. The management staff were also given on the job coaching to help in their acquisition of SOP skills.

FOSTERING CONNECTIONS TO SUCCESS/AFTER 18 PROGRAM

In 2012 Santa Barbara County began implementation of AB12/ Extended Foster Care in compliance with the federal law Fostering Connections to Success and Increasing Adoptions Act of 2008. The California bill extended foster care eligibility to youth in foster care from age of 18 to 21. Training was provided to staff, community partners, Court, CASA staff, youth and caregivers in preparation for implementation. New policies were developed regarding this new area of casework and services. Existing contracts serving emancipated youth were adapted to include services to non-minor dependents. In FY 2017/18 there were over 60 youth taking part in extended foster care in Santa Barbara County.

KATIE A

Santa Barbara County CWS has continued to engage a variety of stakeholders as part of the Core Practice Model (CPM), working closely with the Children's System of Care and implementation of the requirements associated with the Katie A settlement. Services provided throughout the Children's System of Care are provided in a manner which integrates service planning, delivery, coordination and management among all agencies/systems and persons involved in the child's life in congruence with the values outlined in the Core Practice Model.

CONTINUUM OF CARE REFORM (CCR)

Assembly Bill (AB) 403, amended June 1, 2015, implements Continuum of Care Reform (CCR) recommendations to better serve children and youth in California's Child Welfare Services (CWS) system. The Continuum of Care Reform (CCR) draws together a series of existing and new reforms to child welfare services, probation and mental health programs designed out of an understanding that children who must live apart from their parents have better outcomes when cared for in committed nurturing family homes. The CCR seeks to further improve California's

child welfare system and its outcomes by using comprehensive initial child assessments, expanding the use of child and family teams (CFT), increasing the availability of services and supports in home-based family care settings, reducing the use of congregate care placement settings, and creating faster paths to permanency resulting in shorter durations of involvement in the child welfare and juvenile justice systems. CWS implementation of CCR continues to occur in stages between the present time and 2021. In order to meet the challenges of CCR the Department has formed internal and interagency workgroup structures to develop a framework for cross-agency teaming in order to serve children and families.

Similarly, the Probation Department is implementing the requirements of CCR in stages, and will focus on the use of relative caregivers and decreasing reliance on group care programs. Further, Placement Officers will focus on returning youth from group care to their homes or lower levels of care when safe to do so and with services in place to support a transition. The Department is exploring recruitment options, work with FFAs, and implementing CFTs. The Department does not have the capacity to dedicate staff resources to CCR implementation exclusively, but instead will have to rely on sworn and non-sworn support staff to collectively implement it.

5 Year Strategy Chart
Performance Goals
Child Welfare Services

Priority Outcome or Systemic Factor:

3-P1 Permanency in 12 months (entering foster care)

Of all children who entered foster care in the 12 month period, what percent discharged to permanency within 12 months?

National Standard: >40.5%

CSA Baseline Performance (Quarter 1, 2017): 32.8% (81% of the national standard)

According to the Q1 2017 Data Report, 61 of the 186 children who entered foster care between April 1, 2015 and March 31, 2016 were discharged to permanency within 12 months. To meet the National Standard for this quarter, an additional 15 children would need to have achieved permanency in that time frame.

Target Improvement Goal:

According to first quarter 2017 data, Santa Barbara County Child Welfare Services improved on measure 3P1, and 2015-2016 had the best outcome for this measure in the last 13 years. While this progress is encouraging, Santa Barbara County Child Welfare Services intends to improve its performance on this measure to meet the National Standard of 40.5.

If the number of children entering foster care remains static at 186, Santa Barbara County will need to increase the number of children achieving permanency in 12 months by the following:

Year 1:

No target for Year 1 due to focus on development and implementation of strategies

Year 2:

- Increase by 2 children
- 33.8%

Year 3:

- Increase by 4 children
- 36.0%

Year 4:

- Increase by 4 children
- 38.0%

Year 5:

- Increase by 5 children
- 40.8%

Data Source: CWS/CMS 2017 Quarter 2 Extract

Systemic Factor – Staff, Caregiver, and Service Provider Training – Emphasis on staff

In order to develop a trauma informed workplace that ensures a healthy and competent workforce, we will utilize two main strategies: focusing on addressing secondary trauma and staff recruitment and retention. In order to measure change, we will use both the 2017 CalSWEC Workforce study results and the attrition rate study completed in 2017 for the social worker job classes.

National Standard: N/A

CSA Baseline Performance:

1. **CalSWEC Workforce Study:** This study included 35 responses, which was a 50% response rate and included both line staff and supervisors located in all three geographical regions. Although this study covered 25 scales, we will be focusing on the Personal Stress and Burnout scales for strategy 1 and the Commitment to Agency, Communication, and Job Satisfaction scales for strategy 2. Our baseline performance on these scales* is as follows:
 - a. Personal Stress: 4.03 (↓)
 - b. Burnout: 2.88 (↓)
 - c. Commitment to Agency: 3.26 (↑)

d. Communication: 2.84 (↑)

e. Job Satisfaction: 3.81 (↑)

*The scales are from 1 (strongly disagree) to 5 (strongly agree)

2. **2017 Social Worker Attrition Study:** This study, completed in September 2017, looked at the social worker job class series attrition rate over a three year period, i.e. FY 14/15- FY 16/17. The attrition rate for the social worker job class was consistently higher than the department wide average. In 2017, the average attrition rate for the social work job class was 10.59% (department average=7.11%).

Target Performance:

Years 1 and 2 of the System Improvement Plan will focus on evaluating and implementing strategies and we do not anticipate significant change from our baseline.

The CalSWEC Workplace study will be given on a yearly basis starting in 2018. Additional questions will be added to the survey to deepen focus on the mitigation of secondary trauma and improvement of workforce wellness. While we expect to see some improvements on the scales listed above, we do not expect significant improvement until Years 3, 4, and 5.

Year 3: We anticipate a 1% decline in the attrition rate to 9.5%.

Year 4: We anticipate a 1% decline in the attrition rate to 8.5%.

Year 5: We anticipate a 1% decline in the attrition rate to 7.5% to mirror the department average.

Priority Outcome or Systemic Factor:

3-P5 Placement Stability

Of all the children who entered foster care in the 12 month period, what is the rate of placement moves per day?

National Standard: <4.12

CSA Baseline Performance (Quarter 1 2017): 4.54 (90.7% of the national standard)

According to the Q1 2017 Data Report, of the 30,159 foster care days for all children who entered foster care the 12 month period, there were 137 placement moves. This number is expressed as a rate per 1,000 days (4.54). To meet the national standard for this quarter, placement moves would need to decrease by 9.4% for a total of 124 placement moves.

Target Improvement Goals: According to first quarter 2017 data, Santa Barbara County Child Welfare Services has steadily shown improvement on measure 3P5 over the last 10 years. However, Santa Barbara County Child Welfare Services will improve its performance on this measure to meet the National Standard of 4.12

If the number of foster care days remains static at 30,159, Santa Barbara County will need to decrease the number of placement moves by the following:

Year 1: No target placement stability outcome during Year One due to focus on development and implementation of strategies.

Year 2: Decrease placement moves to 134 (4.44)

Year 3: Decrease placement moves to 131 (4.34)

Year 4: Decrease placement moves to 128 (4.24)

Year 5: Decrease placement moves to 124 (4.1)

5 Year Strategy Chart
Performance Goals
Probation

Priority Outcome or Systemic Factor:

3-P1 Permanency in 12 months (entering foster care)

Of all children who entered foster care in the 12 month period, what percent discharged to permanency within 12 months?

National Standard: >40.5

CSA Baseline Performance (Quarter 1, 2017): 23.8 (58.8% of the national standard)

According to the Q1 2017 Data Report, 10 of the 42 children who entered foster care between April 1, 2015 and March 31, 2015 were discharged to permanency within 12 months. To meet the National Standard for this quarter, an additional 8 children would need to have achieved permanency in that time frame.

Target Improvement Goal: According to first quarter 2017 data, Santa Barbara County Probation Department's performance on this measure has varied widely over the last 10 years. This is due, in large part, to the relatively small number of youth who enter a placement through the juvenile justice system and the variety of dynamics that can influence individual cases and their outcomes. Nonetheless, Probation has not met the Federal standard of 40.5% since 2001. Santa Barbara County Probation Department strives to achieve and maintain compliance with this measure, and intends to improve outcomes during this SIP period to reach the Federal standard of 40.5.

Data Source: CWS/CMS 2017 Quarter 2 Extract.

If the number of children entering foster care remains static at 42, Santa Barbara County Probation will need to increase the number of children achieving permanency in 12 months by the following:

Year 1: No target for Year 1 due to focus on development and implementation of strategies.

Year 2:

- Increase by 2 children
- 28.6%

Year 3:

- Increase by 2 children
- 33.3%

Year 4:

- Increase by 2 children
- 38.1%

Year 5:

- Increase by 2 children
- 42.9%

Priority Outcome or Systemic Factor:

Youth Placement Prevention

National Standard: N/A

CSA Baseline Performance: In Fiscal Year 2016-2017, 257 youth became wards of the Juvenile Court. From those 257 youth, 19 were removed from the home and placed into a foster care program. This represents 7.39 percent of youth who became wards of the Juvenile Court.

Target Improvement Goal:

Year 1: Complete data is not available for FY 2017-2018 and efforts toward this systemic factor are developing and being implemented.

Year 2: Maintain the number of youth entering foster care programs at 19 to allow for variances associated with implementation efforts.

Year 3: Decrease the number of youth entering foster care programs by three (2) youth.

Year 4: Decrease the number of youth entering foster care programs by two (2) youth.

Year 5: Decrease the number of youth entering foster care programs by one (1) youth.

Priority Outcome or Systemic Factor:

Staff, Caregiver, & Service Provider Training (Emphasis on Staff)

National Standard: N/A

CSA Baseline Performance: In FY 2017-18, one (1) person had access to SafeMeasures but had not received formal training for it; seven (7) persons were provided orientation training to CWS/CMS; one (1) person has familiarity with the outcome measures database maintained by U.C. Berkeley.

Target Goal Improvement:

Year 1: Increase access to SafeMeasures by two (2) persons; increase access to CWS/CMS by (1) person; increase use of and familiarity with the U.C. Berkeley database by (1) person.

Year 1 Progress:

- The NCCD provided initial orientation training on SafeMeasures to 12 staff including end users, supervisors, administrative support staff, researcher, IT person, and executive staff. All have individual access.
- Acquired access to CWS/CMS for one end user (who was assigned to Placement Unit within the last year) and the Placement Unit Supervisor who was assigned within the last six months.
- Provided internal orientation to the UC Berkeley site to the Placement Unit Supervisor, including the various measures tracked through it.

Year 2: Increase access to SafeMeasures by two (2) persons and provide training on it to five (5) persons; increase access to CWS/CMS by (1) person; increase use of and familiarity with the U.C. Berkeley database by two (2) persons.

Year 3: Increase access to SafeMeasures by one (1) person; increase access to CWS/CMS by (1) person and provide orientation training on it to two (2) persons; increase use of and familiarity with the U.C. Berkeley database by two (2) persons.

Year 4: Increase access to SafeMeasures by one (1) person; provide refresher CWS/CMS training to seven (7) persons; increase use of and familiarity with the U.C. Berkeley database by one (1) person.

Year 5: Provide orientation/refresher training on SafeMeasures to seven (7) persons.

Outcome measure: 3-P1 Permanency in 12 months (CWS)

Goal #1: Strengthen engagement of children/youth, families and stakeholders in case planning and decision making processes across the life of the case to improve timely reunification and other permanency outcomes.

<p>Strategy 1: Improve family engagement through the implementation and increased use of Child and Family Team (CFT) meetings that use strength based collaborative strategies aligned with the Core Practice Model</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A	<p>Applicable Outcome Measures and/or System Factors 3-P1 Permanency in 12 months (entering care)</p> <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps	Implementation Date	Completion Date	Person Responsible
<p>A. Develop a comprehensive CFT policy that is aligned with the California Core Practice Model framework and train supervisors and social work staff on the policy</p>	<p>October 2017</p>	<p>Ongoing Completed January 2018</p>	<ul style="list-style-type: none"> ▪ Child Welfare Services Program Support and Development ▪ Staff Development
<p>B. Train and coach staff on the facilitation of CFT meetings</p>	<p>January 2018</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> ▪ Staff Development ▪ Central California Training Academy
<p>C. Develop a tracking system to monitor the staff compliance with CFT policy and provide training and coaching as needed</p>	<p>March 2018</p>	<p>March 2018 - Completed</p>	<ul style="list-style-type: none"> ▪ Child Welfare Services Program Support and Development
<p>D. Develop and employ a CQI process to ensure that CFTs are aligned with Core Practice Model framework</p>	<p>January 2019</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> ▪ Child Welfare Services Program Support and Development ▪ Staff Development
<p>E. Incorporate a system for families to give feedback about their experiences with CFTs</p>	<p>January 2020</p>	<p>January 2020</p>	<ul style="list-style-type: none"> ▪ Child Welfare Services Program Support and Development
<p>F. Develop a CFT utilization report for Child Welfare Management to be used on an ongoing basis</p>	<p>January 2020</p>	<p>January 2020</p>	<ul style="list-style-type: none"> ▪ Child Welfare Services Program Support and Development

Outcome measure: 3-P1 Permanency in 12 months (CWS)

Goal #1: Strengthen engagement of children/youth, families and stakeholders in case planning and decision making processes across the life of the case to improve timely reunification and other permanency outcomes.

<p>Strategy 2: Improve the quality of case worker visits to better support children/youth, parents and resource families</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A	<p>Applicable Outcome Measures and/or System Factors 3-P1 Permanency in 12 months (entering care)</p> <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps	Implementation Date	Completion Date	Person Responsible
<p>A. Review and update the monthly case worker visitation policy to include best practice guidelines for visits with parents, children, and caregivers</p>	<p>January 2018 June 2019</p>	<p>January 2019 December 2019</p>	<ul style="list-style-type: none"> ▪ Child Welfare Services Program Support and Development
<p>B. Train and coach staff on the use of Core Practice Model (CPM)/ SOP principles and practices for case planning and family engagement</p>	<p>January 2019</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> ▪ Child Welfare Services Program Support and Development ▪ Staff Development ▪ Central California Training Academy
<p>C. Train and Coach CWS Supervisors using the CPM Supervision/Coaching Guide and Quality Supervision Tool so that they may facilitate TOL and support their workers efforts at improving casework visits</p>	<p>January 2019</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> ▪ Child Welfare Services Program Support and Development ▪ CCR Team ▪ Staff Development ▪ Central California Training Academy
<p>D. Develop a case reading tool to be used by Child Welfare Supervisors to monitor the quality of case worker visits and fidelity with CPM/SOP framework.</p>	<p>January 2018</p>	<p>August 2018 June 2020</p>	<ul style="list-style-type: none"> ▪ Child Welfare Services Program Support and Development ▪ NCCD Consultant

Action Steps	Implementation Date	Completion Date	Person Responsible
E. Use the CFSR case review process, specifically using items 14 & 15, to assess for CPM outcomes, monitor quality of visits, and make suggestions for improvement	January 2020	Ongoing	<ul style="list-style-type: none"> ▪ Child Welfare Services Program Support and Development
F. Utilize the CQI process to monitor the progress of quality case worker visits and make adjustments to policy, training, and coaching as needed	January 2020	Ongoing	<ul style="list-style-type: none"> ▪ Child Welfare Services Program Support and Development

Outcome measure: 3-P1 Permanency in 12 months (CWS)

Goal #1: Strengthen engagement of children/youth, families and stakeholders in case planning and decision making processes across the life of the case to improve timely reunification and other permanency outcomes.

Strategy 3: Enhance collaboration and engagement with Juvenile Court partners to ensure that Court proceedings are timely and efficient and lead to the best outcomes for children/youth and families	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A	Applicable Outcome Measures and/or System Factors 3-P1 Permanency in 12 months (entering care) <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps	Implementation Date	Completion Date	Person Responsible
A. Schedule monthly brown bag meetings with the North and South County Courts	October 2017	Ongoing	<ul style="list-style-type: none"> ▪ CWS Court Services Manager and staff ▪ Juvenile Court Judge and Dependency Attorneys
B. Disseminate information through the brown bag meetings to the Court partners on state and local CWS initiatives such as CCR, CFT, RFA,QPI, and the Core Practice Model	January 2018 July 2018	Ongoing	<ul style="list-style-type: none"> ▪ CWS Court Services Manager and staff ▪ Child Welfare Services Program Support and Development
C. Provide shared educational and training opportunities to Court partners and CWS staff on topics such as SOP, behaviorally based case plans, and quality parent visitation	June 2018 June 2020	Ongoing	<ul style="list-style-type: none"> ▪ CWS Court Services Manager and staff ▪ Staff Development ▪ Central California Training Academy
D. Arrange for a Visitation Specialist to train Court partners and CWS staff on the importance of meaningful visitation	January 2019	January 2019 October 2019	<ul style="list-style-type: none"> ▪ CWS Court Services Manager and staff ▪ Staff Development ▪ Central California Training Academy

Outcome measure: 3-P1 Permanency in 12 months (CWS)

Goal #2: Improve the safety, permanency and well-being of children/youth and families served by Child Welfare Services by increasing both the access to and the quality of needed services

Strategy 1: Increase support and services to parents in order to achieve healthy and safe relationships with their children	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A	Applicable Outcome Measures and/or System Factors 3-P1 Permanency in 12 months (entering care) <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project		
Action Steps	Implementation Date	Completion Date	Person Responsible	
A. Increase conjoint trainings for parents, resource families and staff, focusing on mutually shared topics like the effects of trauma and the benefits of co- parenting	June 2018 June 2019	December 2018 December 2019	<ul style="list-style-type: none"> ▪ Child Welfare Services Program Support and Development ▪ RFA unit ▪ QPI Team 	
B. Increase opportunities for co- parenting between birth parents and caregivers through icebreakers, and planned transitions	January 2019	January 2020 December 2019	<ul style="list-style-type: none"> ▪ Child Welfare Services Program Support and Development ▪ RFA unit ▪ QPI Team 	
C. Explore the use of orientation and support groups for parents involved in the Child Welfare System	January 2020	January 2021	<ul style="list-style-type: none"> ▪ Child Welfare Services Program Support and Development 	
D. Increase the availability of and access to culturally responsive services	June 2019	June 2020	<ul style="list-style-type: none"> ▪ Child Welfare Services Program Support and Development 	
E. Monitor the progress of the goals using a CQI model that includes parent, social worker and community feedback about their experiences with CFTs	March 2020	Ongoing	<ul style="list-style-type: none"> ▪ Child Welfare Services Program Support and Development 	

Systemic Factor: Staff, Caregiver, and Service Provider Training (Emphasis on Staff) (CWS)

Goal #1: Develop a trauma informed workplace that ensures a healthy and competent workforce

<p>Strategy 1: Develop trauma informed strategies to create a healthy workplace and address secondary trauma in Child Welfare Services social workers and other staff</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A	<p>Applicable Outcome Measures and/or System Factors Staff, Caregiver, & Service Provider Training (Emphasis on Staff)</p> <p><input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project</p>	
Action Steps	Implementation Date	Completion Date	Person Responsible
<p>A. Review the findings of the CalSWEC 2017 Santa Barbara County Workforce Study to use as a baseline for recommendations, specifically the Personal Stress and Burnout scales</p>	<p>January 2018</p>	<p>March 2018 Completed</p>	<ul style="list-style-type: none"> ▪ Child Welfare Services Program Support and Development
<p>B. Incorporate new questions concerning secondary trauma into the existing CalSWEC survey, and administer the survey to staff on a yearly basis</p>	<p>August 2018 November 2018</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> ▪ Child Welfare Services Program Support and Development
<p>C. Develop and implement a plan to incorporate trauma informed strategies into the workplace culture.</p>	<p>October 2018</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> ▪ Child Welfare Services Program Support and Development ▪ Staff Development ▪ CWS Managers and Supervisors-CPM/SOP Team
<p>D. Utilize community based therapists and agencies that specialize in dealing with trauma to work with CWS staff</p>	<p>October 2018</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> ▪ Child Welfare Services Program Support and Development ▪ Staff Development
<p>E. Provide training to staff on secondary trauma including how to identify and manage the effects</p>	<p>June 2019</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> ▪ Child Welfare Services Program Support and Development ▪ Staff Development ▪ Central California Training Academy

Action Steps	Implementation Date	Completion Date	Person Responsible
F. Use different forums such as focus groups and unit meetings to engage staff in discussions of secondary trauma and how to identify and meet the staff's needs, and evaluate effectiveness of trauma informed strategies.	June 2020	Ongoing	<ul style="list-style-type: none"> ▪ Child Welfare Services Program Support and Development ▪ Staff Development
G. Use the findings of the yearly administration of the CalSWEC Workforce study to evaluate and adjust strategies as needed.	October 2020	Ongoing	<ul style="list-style-type: none"> ▪ Child Welfare Services Program Support and Development

Systemic Factor: Staff, Caregiver, and Service Provider Training (Emphasis on Staff) (CWS)

Goal #1: Develop a trauma informed workplace that ensures a healthy and competent workforce

Strategy 2: Develop and implement staff recruitment and retention strategies	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A	Applicable Outcome Measures and/or System Factors Staff, Caregiver, & Service Provider Training (Emphasis on Staff) <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps	Implementation Date	Completion Date	Person Responsible
A. Review the findings of the CalSWEC 2017 Santa Barbara County Workforce Study to use as a baseline for recommendations, specifically the Commitment to Agency, Communication and Satisfaction scales	January 2018	March 2018 - Completed	<ul style="list-style-type: none"> ▪ Child Welfare Services Program Support and Development
B. Continue to expand the Social Worker Practice Team to enable line staff to have more direct input into agency decisions	March 2018	Ongoing	<ul style="list-style-type: none"> ▪ Child Welfare Services Program Support and Development
C. Improve new staff satisfaction by developing approaches such as meet and greets and mentoring to help staff become acclimated to the agency	June 2018	Ongoing	<ul style="list-style-type: none"> ▪ Child Welfare Services Program Support and Development ▪ Staff Development
D. Develop and implement strategies where offices and units can create a supportive, positive atmosphere and staff can feel recognized and appreciated	January 2019	June 2019 – Completed	<ul style="list-style-type: none"> ▪ Child Welfare Services Program Support and Development ▪ Staff Development ▪ CWS Supervisors and Managers
E. Conduct employee exit and stay interviews and track trends and results to better inform retention strategies	January 2020	Ongoing	<ul style="list-style-type: none"> ▪ Child Welfare Services Program Support and Development

Action Steps	Implementation Date	Completion Date	Person Responsible
F. Enhance recruitment and selection practices aligned with the California Core Practice Model and using feedback from staff focus groups in order to obtain high quality staff	January 2021	June 2021	<ul style="list-style-type: none"> ▪ Child Welfare Services Program Support and Development ▪ Staff Development
G. Monitor progress on a yearly basis by having CalSWEC administer the survey, and track the survey results. In addition, analyze attrition rates for the social worker job class	October 2018	Ongoing	<ul style="list-style-type: none"> ▪ Child Welfare Services Program Support and Development

Outcome measure: 3-P5 Placement Stability (CWS)

Goal #1: Enhance practices and strategies that result in more children/youth having permanent homes, stable placements, and connections to community, culture, and important adults

<p>Strategy 1: Enhance coordinated placement practices and processes in order to reduce the number of placement moves for children and youth in foster care</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A	<p>Applicable Outcome Measures and/or System Factors 3-P5 Placement Stability</p> <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps	Implementation Date	Completion Date	Person Responsible
<p>A. Continue to monitor and analyze data to determine which groups are most at risk of placement disruption and develop targeted placement resources specific to high risk groups</p>	<p>October 2017</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> ▪ Child Welfare Services Program Support and Development
<p>B. Use child specific and targeted recruitment strategies to ensure the best placement match using the principles of the extreme recruitment model</p>	<p>October 2017</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> ▪ Child Welfare Services Program Support and Development ▪ QPI Team
<p>C. Develop a multi-agency placement staffing process that actively involves stakeholders and foster family agencies for youth who are difficult to place and/or have a history of placement disruption</p>	<p>January 2019</p>	<p>June 2019 Completed</p>	<ul style="list-style-type: none"> ▪ Child Welfare Services Program Support and Development ▪ QPI Team
<p>D. Review and update the Concurrent Planning policy and train and coach staff to optimize the concurrent planning process</p>	<p>January 2019</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> ▪ Child Welfare Services Support and Development ▪ Staff Development ▪ CWS Supervisors and managers
<p>E. Monitor placement stability data and use CQI methods to make adjustments as needed</p>	<p>January 2018</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> ▪ Child Welfare Services Support and Development

Outcome measure: 3-P5 Placement Stability (CWS)

Goal #2: Improve Resource family support strategies in order to increase the caregivers' capacity to understand and help the children in their care and thus decrease the number of placement disruptions.

Strategy 1: Increase resources, trainings and support for Resource Parents	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A	Applicable Outcome Measures and/or System Factors 3-P5 Placement Stability <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps	Implementation Date	Completion Date	Person Responsible
A. Review current Resource Parent support strategies using information gathered from the QPI, foster parent association groups, staff and results of the CFSR case reviews item 12C to make recommendations to CWS teams about desired changes	January 2018	June 2018 - Completed	<ul style="list-style-type: none"> ▪ Child Welfare Services Program Support and Development ▪ QPI group ▪ Foster Parent Association ▪ Resource Family Recruitment and Retention Work Group
B. Amend the Resource Parent support strategies to align with the findings identified in Step A, and present these strategies to the CWS teams for implementation	July 2018	December 2018 Completed	<ul style="list-style-type: none"> ▪ Child Welfare Services Program Support and Development ▪ Resource Family Recruitment and Retention Work Group
C. Adopt new strategies and methods of support for resource families, such as respite care, Child Care Bridge Program, and transportation assistance	June 2018	September 2018 - Completed	<ul style="list-style-type: none"> ▪ Child Welfare Services Program Support and Development ▪ Resource Family Recruitment and Retention Work Group
D. Promote peer support activities among Resource Parents such as support groups, newsletters and family friendly events	January 2019	Ongoing	<ul style="list-style-type: none"> ▪ Child Welfare Services Program Support and Development

Action Steps	Implementation Date	Completion Date	Person Responsible
E. Hire a Resource Family Support Specialist who will provide advocacy and support to Resource Families through phone calls, visits, and information sharing	October 2017	Ongoing March 2019	<ul style="list-style-type: none"> ▪ Resource Family Recruitment and Retention Work Group ▪ -CWS management
F. Establish co-training opportunities and activities with Resource families and Child Welfare staff to increase interaction and familiarity	January 2020	Ongoing Completed June 2018	<ul style="list-style-type: none"> ▪ Resource Family Recruitment and Retention Work Group ▪ Staff Development
G. Increase the continuing education opportunities for Resource families to include both trauma informed and wellness training	January 2018	Ongoing Completed June 2018	<ul style="list-style-type: none"> ▪ Resource Family Recruitment and Retention Work Group
H. Continue to build community relationships and involvement through the Inspire Program which recruits businesses to give discounts to Resource families	January 2018	Ongoing Completed July 2018	<ul style="list-style-type: none"> ▪ Resource Family Recruitment and Retention Work Group
I. Monitor the progress of the programs and strategies using CQI methods and make adjustments as needed.	December 2018	Ongoing	<ul style="list-style-type: none"> ▪ Resource Family Recruitment and Retention Work Group ▪ Child Welfare Services Program Support and Development

Outcome Measure: 3-P1 Permanency in 12 months (Probation)

Goal #1: Enhance the Probation Department’s strategies and practices in order to improve timely reunification and other permanency outcomes for youth in care

<p>Strategy 1: Develop short-term treatment interventions designed to limit a youth’s time in care (emphasis congregate care).</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A	<p>Applicable Outcome Measures and/or System Factors 3-P1 Permanency in 12 months (entering care)</p> <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps	Implementation Date	Completion Date	Person Responsible
<p>A. Survey programs to determine treatment interventions used and their relation to time in care.</p>	<p>September 2018</p>	<p>Completed September 2019</p> <p>Ongoing for new programs.</p>	<ul style="list-style-type: none"> ▪ Placement Unit DPOs and support staff. ▪ Behavioral Wellness clinicians. ▪ Program staff
<p>B. Align program services and interventions with needs and strengths identified in risk assessment.</p>	<p>March 2019</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> ▪ Placement Unit DPOs ▪ Behavioral Wellness clinicians ▪ STRTP program staff
<p>C. Develop treatment plan that identifies goals and a timeframe for meeting them.</p>	<p>July 2018</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> ▪ Program treatment providers
<p>D. Use Child-Family Teams to assess progress and inform case plan.</p>	<p>September 2018</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> ▪ Placement DPOs ▪ STRTP program staff
<p>E. Monitor the progress of strategy implementation using a CQI model that includes assessment of youth’s time in placement</p>	<p>March 2020</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> ▪ Placement SPO and Manager

Outcome Measure: 3-P1 Permanency in 12 months (Probation)

Goal #1: Enhance the Probation Department’s strategies and practices in order to improve timely reunification and other permanency outcomes for youth in care

Strategy 2: Develop reunification strategies for parent to ensure successful reunification.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A	Applicable Outcome Measures and/or System Factors 3-P1 Permanency in 12 months (entering care) <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps	Implementation Date	Completion Date	Person Responsible
A. Develop orientation for parents that describes the purpose of care, roles of various persons, and expectations.	April 2019	December 2019	<ul style="list-style-type: none"> ▪ Placement DPOs
B. Obtain assessment tool to determine parent capacity and readiness for meeting case plan goals.	April 2019	December 2019	<ul style="list-style-type: none"> ▪ Placement Unit DPOs ▪ Behavioral Wellness clinicians
C. Develop process for identifying and engaging family members and support persons to assist parent.	November 2018	May 2019	<ul style="list-style-type: none"> ▪ Probation Court Services DPOs ▪ Placement Unit DPOs
D. Use meeting schedule, including Child-Family Team meetings, to determine parent progress with strategies for reunification.	January 2019	October 2019	<ul style="list-style-type: none"> ▪ Placement Unit DPOs ▪ Behavioral Wellness clinician ▪ Parent, family members ▪ -Program staff ▪ -Other CFT participants
E. Develop protocol for reporting parent progress and participation for court review hearings.	October 2018	April 2019	<ul style="list-style-type: none"> ▪ Probation Court Services DPOs ▪ Placement Unit DPOs
F. Monitor the progress of strategy implementation using a CQI model that includes assessment of time to reunification	March 2020	Ongoing	<ul style="list-style-type: none"> ▪ Placement SPO and Manager

Systemic Factor: Youth Placement Prevention (Probation)

Goal # 2: Increase the Probation Department’s capacity to provide community and evidence-based interventions to youth and families to limit the likelihood that youth will enter care and align organizational practices to emphasize community programs.

Strategy 1: Create new and improve upon existing organizational practices to negate the need for or limit entry into foster care	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A	Applicable Outcome Measures and/or System Factors Youth Placement Prevention <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps	Implementation Date	Completion Date	Person Responsible
A. Provide Wraparound information to parents when a youth is made a ward.	July 2018	Ongoing	▪ Probation Court Services DPOs
B. Incorporate into case plans family needs and strengths as assessed by risk instrument.	March 2019	August 2019	▪ Probation Court Services DPOs
C. Incorporate into court reports family needs and strengths as assessed by risk instrument.	March 2019	October 2019	▪ Probation Court Services DPOs ▪ Placement Unit DPOs
D. Establish protocol for using cross-disciplinary teams to match family and youth needs with community interventions.	July 2019	December 2019	▪ Probation Court Services, Supervision, and Placement DPOs ▪ Behavioral Wellness staff
E. Monitor the progress of strategy implementation using a CQI model that includes assessment of entries into placement	March 2020	Ongoing	▪ Placement SPO and Manager

Systemic Factor: Staff, Caregiver and Service Provider Training (Emphasis on Staff) (Probation)

Goal # 3: Increase organizational capacity to ensure compliance with various measures by improving staff access to and familiarity with various information systems and databases that concern foster care activities.

Strategy 1: Increase staff access to and knowledge of foster care information and programs to achieve and maintain compliance with measures.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A	Applicable Outcome Measures and/or System Factors Staff, Caregiver, and Service Provider Training (Emphasis on Staff) <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps	Implementation Date	Completion Date	Person Responsible
A. Obtain access to and training for staff in SafeMeasures.	January 2019	August 2019	<ul style="list-style-type: none"> ▪ Placement Unit SPO and Manager ▪ CWS and/or CDSS staff
B. Develop policy and practice for the use of CWS/CMS.	June 2019	December 2019	<ul style="list-style-type: none"> ▪ Placement Unit SPO and Manager
C. Schedule periodic initial and refresher training on CWS/CMS.	October 2018	Ongoing	<ul style="list-style-type: none"> ▪ Placement SPO and Manager
D. Provide training on the requirements of the Child Family Services Review.	April 2019	February 2020	<ul style="list-style-type: none"> ▪ Placement SPO and Manager
E. Provide training on the performance measures database maintained by U.C. Berkeley.	March 2019	December 2019	<ul style="list-style-type: none"> ▪ Placement SPO and Manager
F. Develop a CQI oversight team that will utilize acquired data training and skills to monitor and evaluate remaining strategies	March 2020	Ongoing	<ul style="list-style-type: none"> ▪ Placement SPO and Manager