

California - Child and Family Services Review

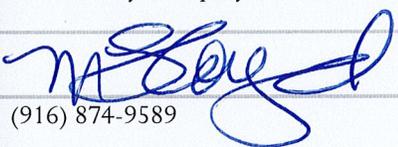
Annual SIP Progress Report

Year 2 (2019)



California – Child and Family Services Review Signature Sheet

For submittal of: CSA SIP Progress Report

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SIP Period Dates	June 1, 2018-May 30, 2019
Outcome Data Period	2018 Quarter 3
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Introduction

In 2001, the California State Legislature passed Assembly Bill (AB) 636, the Child Welfare System Improvement and Accountability Act, which established the California Outcomes and Accountability Systems (COAS). In an effort to improve child welfare outcomes for children and families, COAS required all 58 counties to develop a System Improvement Plan (SIP). This process allows agencies to objectively measure county performance in administering child welfare services, assess needs and strengths to improve that performance, and plan for continuous improvement.

Principal participants in the California Child and Family Service Review (C-CSFR) process include representatives from Sacramento County Department of Child, Family and Adult Services, Child Protective Services Division, Sacramento County Probation Department, California Department of Social Services, and other local community stakeholders. The C-CSFR has three components: the County Self-Assessment (CSA), which includes a Peer Review process, the System Improvement Plan (SIP), and the SIP Annual Progress Report. In 2017, Sacramento County submitted the SIP for the time period of June 2017 to May 2021. The Sacramento County Board of Supervisors approved the SIP on February 27, 2018. This report is the annual SIP progress report for Year 2 covering the period of June 1, 2018 through May 31, 2019.

The Sacramento County 2019 Annual SIP Progress Report will provide a written analysis of the performance toward the SIP improvement goals as compared to the baseline data of Q3 2016 of the UC Berkeley California Child Welfare Indicators Project. The report will provide an analysis of the status and progress of strategies and action steps. Additionally, it will include an analysis of obstacles, systemic issues, and environmental conditions that may be contributing to outcome improvement or decline; it will describe any other successes and promising practices that have led to consistent positive performance within specific Outcome Data Measures. Lastly, it will contain a SIP chart with necessary updates to reflect the County's performance, current status of implementation strategies, and any revision to the time frames.

SIP Progress Narrative

STAKEHOLDER PARTICIPATION

Child Welfare

On January 16, 2019, Sacramento County Child Welfare and Probation held a SIP Community Stakeholder Session. The goal of the session was to engage with stakeholders and obtain their input from a community perspective regarding the progress of the outcome measures, share progress in the current SIP (and specifically in year 2), and report out on outcome data. At the event, 91 individuals, including community stakeholders, interagency partners, and Sacramento County Child Welfare and Probation participants, were present. The meeting included breakout sessions, during which participants chose three focus outcome areas in which to participate in discussions and provide input. Stakeholders were also encouraged to join one of the ongoing SIP outcome workgroups if they had not already done so. Stakeholders noted some positive highlights of the meeting included:

- Hearing the resources available from other agencies
- Dedication of Probation to their outcome measures
- Hearing about Child and Family Team (CFT) meetings that occur
- Partnerships among Child Welfare and other agencies
- The comfort level of all participants in sharing input and providing feedback
- Partners are willing and able to collaborate
- Child Welfare is a good partner to agencies
- The focus on prevention

Stakeholders also reported they liked that the meeting location was accessible, the meeting was well organized, a Referee from Dependency Court was present, the diversity of the providers present and that the CDSS/OCAP liaisons were present, the opportunity to hear the work of Child Welfare and other agencies, and that there was sufficient time to discuss the topics in the groups. Stakeholders noted in the future, they would like to see more bench officers, youth, and parents at the meeting.

Sacramento County child welfare will focus on improving the partnerships with youth, parents, and caretakers in year three of the SIP. Child welfare plans to examine the options available to acquire feedback from these groups with valuable input, including the potential to add these participants as members of the on-going Strategy workgroups.

Strategy Workgroups:

Strategy 1, implementation of Child and Family Team (CFT) meetings, to address Outcome Measures S2 and P4, met together with internal and external partners in January 2018, February 2018, and July 2018. At the July 2018 stakeholder workgroup meeting, a decision was made to separate the S2 and P4 workgroups to ensure focus was on each team's specific outcome measure. After July 2018, the S2 group met in September 2018, December 2018, February 2019 and March 2019. The P4 workgroup met in October 2018 and January 2019. External partners for Outcome S2 consist of My Sister's House, WEAVE, Bridges, Inc., Hope for Health Families, and Child Abuse Prevention Center (CAPC). At the January 16, 2019 Sacramento County Child Welfare and Probation SIP Community Stakeholder Session, WellSpace Health, Alcohol and Drug Services, and Sacramento Children's Home joined the S2 workgroup. External partners for Outcome P4 consist of County Counsel, Alternative Family Services, and Koinonia Family Services. In addition, at the January 16, 2019 Sacramento County Child Welfare and Probation SIP Community Stakeholder Session, additional community partners from Lilliput Families, Stanford Home Solutions, and the Department of Behavior Health Services (DBHS) joined the P4 workgroup.

Strategy 2, to address Outcome Measure P3, has continued to meet to address the strategy of Intensive Family Finding. The group, including internal and external partners, has met on five occasions since the writing of the last progress report, and on one additional occasion the group attended the Board of Supervisors System Improvement Plan Annual Report presentation. Since its inception, the group has consisted of internal CPS managers and supervisors, Lilliput Families, Saint John's Program for Real Change, CASA of Sacramento, and Sierra Forever Families. The group recently added partners from Sacramento County Probation, community partner Chicks in Crisis, a former foster Youth Advocate who works with our Extended Foster Care youth, as well as a Concurrent Planning Social Worker.

Strategy 3, to address Outcome Measure P5, has continued to meet to address the strategy to increase support for resource families. The group of internal and external stakeholders met six times in 2018. Three additional meetings were held with the internal partners to develop and conduct case reviews. In August 2018, two new co-chairs were identified to lead the group. The group consists of CPS Permanency, RFA, Emergency Response and Program Administration Program Managers, CPS Program Planners, a CPS Program Specialist and one social worker intern. Community partners include UC Davis, Lilliput Families, CASA of Sacramento, and American River College. Some of the community partners participated in the SIP Community Stakeholder Session on January 16, 2019. At this meeting, representatives from Behavioral Health, Wind Youth Services, Chicks in Crisis, Children's Law Center (CLC), Better Life Foster Family Agency, Sierra Forever Families, Koinonia Foster Family Agency, Stanford Youth Solutions Foster Family Agency, and Sacramento County Office of Education, expressed an interest in joining the group.

Strategy 4, implemented to address Outcome Measure S1, Maltreatment in Foster Care, is to convene and utilize a workgroup to discuss the data findings in order to better understand the demographics, and address the factors contributing to trends of maltreatment in foster care. This strategy was approved into the SIP as part of the Year 1 Progress Report and, as such, the workgroup convened for the first time on June 14, 2018. Since its inception, the workgroup has met in June, August, and October 2018, and February 2019. The workgroup includes extensive participation from stakeholders. In addition to Sacramento County CPS representatives from the Emergency Response, Informal Supervision, Program Administration, Resource Family Approval (RFA), and Child Placement Support Unit (CPSU) bureaus, external partners from Child Abuse Prevention Council (CAPC)/Birth & Beyond (B&B) Family Support Collaborative, Women Escaping a Violent Environment (WEAVE), Obid Foundation, Koinonia Family Services, Environmental Alternatives Family Services, CPS Oversight Committee, Sacramento County Probation, and Sacramento County Department of Human Assistance (DHA) are members of the workgroup. At the workgroup meetings, the status of the strategy and action steps are discussed, including progress toward meeting implementation and completion dates. The workgroup has standing meetings every two months. In addition, stakeholders were involved in the SIP Community Stakeholder Session on January 16, 2019, during which time many individuals from various partner agencies provided feedback from a community perspective into Outcome Measure S1. Further, at the meeting, representatives from UC Davis CAARE Center joined the workgroup, and Wind Youth Services expressed interest in joining the workgroup.

Probation

Probation collaborates and partners with Department of Child, Family and Adult Services (DCFAS), Behavioral Health Services (BHS), Community Based Organizations (CBO) and Foster Family Agencies (FFA). The partnership and collaboration is instrumental in our strategy to increase the number of children placed in non-congregate care settings.

In an effort to engage stakeholders, strengthen our internal partnerships and obtain input regarding the SIP, DCFAS collaborated with Probation and hosted an annual Community Stakeholder Session. During the Community Stakeholder Session on January 16, 2019, DCFAS and Probation provided an overview of Sacramento County progress toward improving outcomes, reviewed highlights from Year 1 Progress Report, discussed the outcome areas identified as needing improvement and obtained input from stakeholders during small group dialogue. Probation also participated in multiple collaborative meetings, workgroups and committees such as Probation Advisory Committee, Cross Systems Wraparound meetings, FFA and STRTP Directors meetings, Foster Youth Partnership meetings, SIP workgroups and Therapeutic Foster Care workgroups designed to improve outcomes for youth and families.

CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS

The County's official data source for outcomes is UC Berkeley California Child Welfare Indicators Project (UCB CCWIP). The County's performance is measured as defined by the CFSR 3 outcomes and methodology. The baseline performance for each outcome measure is Quarter 3 of 2016. All current performance is based on 2018 Quarter 3 data.

Child Welfare

S1: Maltreatment in Foster Care

The national standard for Outcome Measure S1, Maltreatment in Foster Care, is 8.5 or lower. As reported from UCB CCWIP, the baseline performance from Q3 2016 (October 1, 2015 - September 30, 2016) was 8.74. During the Progress Report for Year 1 for the time period of October 2016 to September 2017, Sacramento County's performance declined to 12.34. In Q3 2018 (October 2017- September 2018), Sacramento County's performance is 16.25, which is an 86% decline in performance from the baseline.

A systemic issue that contributed to a decline in performance is the protocol for investigating Commercially Sexually Exploited Children (CSEC). The CSEC protocol for investigating allegations of this nature went into effect in September 2015. Since that time, Sacramento County's performance in Outcome Measure S1 has declined and has not met the national standard. The SIP Year 1 Progress Report detailed the findings of a qualitative case review of three years of Outcome S1 referrals, and how many of those incidents of maltreatment were CSEC related. The data showed the number of CSEC incidents increased over the years. In addition, during this reporting period, Sacramento County Child Welfare conducted another qualitative case review of Outcome S1 referrals for Q2 2018; cases were identified from SafeMeasures in order to obtain case specific information. The data showed that of the occurrences of maltreatment in foster care, 64% were CSEC related. CSEC occurrences continue to contribute to the increase in maltreatment in foster care. The specifics of the qualitative case review will be discussed in more detail in a later section regarding the status of strategies and action steps.

In addition, another systemic factor that may be contributing to the increase of maltreatment in foster care is a strengthened quality assurance process regarding complaints on resource family homes. Sacramento County CPS maintains a Quality of Care Inbox, which is an email mailbox to which complaints/concerns regarding resource family homes can be sent for follow up. For approximately the past two to three years, the staff who manage the Quality of Care Inbox have been trained to carefully screen the emails, and to cross-report to the child abuse intake hotline if any concerns appear to rise to the level of requiring a CPS investigation for abuse or neglect.

Also, at the SIP Community Stakeholder Session held on January 16, 2019, stakeholders identified potential systemic issues that, if improved, may contribute to improvement in performance in Outcome Measure S1. The identified systemic issues include enhanced communication between child welfare social workers and foster family agency social workers working with resource parents, increased supports (such as respite) for resource parents, and regularly assessing resource parents' needs and capabilities.

S2: Recurrence of Maltreatment

Sacramento County's current performance in Outcome Measure S2, Recurrence of Maltreatment, has declined 12.7% since the baseline. As reported from UCB CCWIP, the baseline performance from Q3 2016 (October 1, 2014 - September 30, 2015) was 10.2%, wherein 444 children of 4,341 had another substantiated maltreatment allegations within 12 months of their initial report. According to the UCB CCWIP, the current performance in Q3 2018 (October 1, 2016 – September 30, 2017) is 11.5%, wherein 413 children of 3,593 had another substantiated maltreatment allegation within 12 months of their initial report. This reflects an increase in the proportion of the children who have a subsequent substantiated allegations, however not an increase in actual number of children. The number of children with at least one substantiated allegation decreased by 748, a 17.2% decrease. The number of children with a subsequent substantiation decreased by 31, a 7% decrease. For the current period, the change needed to meet the national standard of less than or equal to 9.1% is a decrease of 87 children.

Sacramento County also utilized SafeMeasures to review Q3 2018 data get client level data that cannot be retrieved from the UCB CCWIP. SafeMeasures allows the county to determine if the clients who experienced another substantiated maltreatment allegation within the 12-month period were Emergency Response or Court involved cases. A quantitative data report utilizing SafeMeasures for Q3 (October 1, 2016 to September 30, 2017) with an abstract date of February 10, 2019 revealed that not all 416 youth were in a case on the day of the recurrence referral. The table below reflects that 72.8% (303 children) were not in an open case and 27.2% (113 children) were in an open case when another substantiated allegation occurred during the 12-month period.

Case Status at 2nd Referral	# of Youth	% of Youth
No Open Case at Time of Referral	303	72.8%
In an Open Case at Time of Referral by Program Function	113	27.2%
➤ Informal Supervision	63	15.1%
➤ Court	5	1.2%
➤ Permanency	37	8.9%
➤ Adoption	5	1.2%
➤ Guardianship (Continuing)	2	0.5%
➤ Guardianship (Intake)	1	0.2%

At the request of the SIP Workgroup, data was further drilled down to determine which children had a substantiated initial allegation that received a disposition of “situation stabilized” resulting in no promotion to a case. The data revealed that 211 of the 416 children fell into this group. A subcommittee of the SIP Workgroup will perform a qualitative case review on the 211 referrals to capture any trends regarding demographic information and intervention strategies. The qualitative case review will examine the following:

- Demographic data (age, gender, ethnicity, zip code location)
- Trends in allegation type
- Were the first and subsequent allegation the same or different
- Evidence of Safety Organized Practice
- Identified interventions and services provided
- Family participation in Prevention CFT and other teaming outcomes
- Safety Plan
- Safety Network

Sacramento County looked further at Q3 2018 data to determine if the way referrals were being opened up for a subpopulation of children identified as Commercial Sexual Exploitation of Children (CSEC) contributed to the percent change. During this time frame, 13 referrals had a CSEC special project code associated with both the initial and subsequent allegations. The current practice is to not open a referral for a CSEC allegation about a child who is currently in an open case and already identified as a CSEC youth. The practice was changed due to an error in Sacramento County’s interpretation on how to handle reports called in for a child identified as CSEC. Had the current process been in place for Q3 2018, 12 of the 13 subsequent allegations would not have been opened for an Emergency Response investigation.

Sacramento County’s strategy to improve recurrence of maltreatment is the implementation of Child and Family Team (CFT) Meetings throughout the continuum of Child Welfare. It is too soon to provide an analysis of obstacles, systemic issues, and environmental conditions pertaining to CFTs that may contribute to the improvement of this outcome measure, since full implementation of CFT meetings recently began in January 2019. However, Sacramento County saw an increase of utilization of Prevention CFT meetings with substantiated referrals before closure. The chart below lists our Prevention CFT meeting baseline percentage from January 1, 2017 through December 31, 2018.

<u>Baseline</u>	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Q4</u>
2.8% (1/1/17 to 12/31/17)	2.6% (1/1/18 to 3/31/18)	3.9% (4/1/18 to 6/30/18)	5.3% (7/1/18 to 9/30/18)	6.3% (10/1/18 to 12/31/18)

P3: Permanency in 12 Months for Children in Care 24 Months or More

Sacramento County's performance in Outcome Measure P3, Permanency in 12 Months for Children in Care 24 Months or More, has improved 25% since the baseline. As reported from UCB CCWIP, the baseline performance from Q3 2016 (October 1, 2015 - September 30, 2016) was 28.3%. The current performance in Q3 2018 (October 1, 2017 - September 30, 2018) is 33.3%, which is above the National Standard of 30.3%. While Sacramento has improved from the baseline of 28.3%, we have experienced a slight dip from last year, when we were at 35.3% for Q3 2017 (October 1, 2016 to September 30, 2017).

Although Sacramento County has met the goal of reaching and remaining above the National Standard in the last year, Sacramento County has continued to work with our partners on our strategy of Intensive Family Finding to help us continue to maintain our standing, as well as continue to try to improve this outcome area. In the last year, we have used the lessons learned from our data digs, case reviews, real time efforts with youth in our system, mapping our current system strengths and gaps, and networking with Los Angeles County to understand their efforts, to assist us in developing our continuum of family finding and intensive family finding efforts. The goal of all of this is to impact our outcome area, but also to impact children's permanency before they become part of this outcome area.

Through feedback sessions with internal and external partners, much of the success in this area is generally attributed to the focus Sacramento has had on family finding and permanency for several years. This has come in the way of internal efforts, such as continued focus on Permanency Case Reviews, work with our partners who do deeper family finding for youth in this outcome area, and the use of Destination Family Social Workers who not only do more intensive engagement and family finding, they work with our community partner for family finding when there are no viable relatives. We have also started to see the benefits of Resource Family Approval and our ability to identify relatives and get them certified within the required time frames, aiding in earlier placement with relatives as part of our goal is to have fewer youth end up in this outcome area.

As our group has been working on the family finding model, we have been able to implement pieces of the model. Sacramento County has taken advantage of opportunities to create new positions and to allocate them as Relative Engagement Specialists in Emergency Response to do engagement and family finding to support connections and placement when needed, which has helped build out the front end of our permanency continuum. We have a dedicated staff person

to go in-person and have concurrent planning conversations with caretakers building toward permanency for a broader population of youth. We have also had continued focus on Safety Organized Practice for the purpose of engagement and identifying and building supports, which aids in connections and placements when needed, and we believe has an impact on moving youth to permanency more quickly. We have also been able to stabilize our workforce, reduce our vacancy rates and decrease our youth in out of home care population from 2,334 youth in out of home care on October 1, 2016, to 1,879 youth in out of home care on October 1, 2018 (UC Berkeley Q3 2018 extract). We believe that social workers having fewer youth on their caseloads provides them more time to engage with each youth and to focus on permanency. We will continue to keep our focus on moving youth to permanency and reducing our numbers in this outcome by working to finalize our full continuum, identify and train any staff as needed, and focus our efforts on monitoring our progress.

The workgroup and our county are aware that while we are meeting and exceeding the national standard, we have dipped from last year. Through feedback with our stakeholders, there is thought that since we have reduced the number of youth in care and have impacted our other permanency outcome areas, it is possible the youth now represented in this outcome area are a population of youth with significant trauma and needs and thus, harder to find permanency for. The group will continue to monitor our progress and evaluate this in the next year.

P4: Reentry to Foster Care

Sacramento County's performance in Outcome Measure P4, Reentry to Foster Care, has improved since the baseline. As reported from UCB CCWIP, the baseline performance from Q3 2016 (October 1, 2013 - September 30, 2014) was 14.7%. The current performance in Q3 2018 (October 1, 2015 - September 30, 2016) is 13.2%. While performance has fluctuated, the current performance is an improvement of 10.2% from the baseline.

Continued interventions that may have contributed to performance improvements include: parents being engaged within 15 days of their Detention Hearing by a Dependency Social Worker to improve timely linkage to services and visitation for the children and families; Safety Organized Practice (SOP) and effective family engagement practices; strengthening safety and aftercare plans; focusing on the importance of safety networks to support families; emphasizing team meetings at decision points of return home, reunification, and termination of dependency for Permanency, Informal Supervision, and Emergency Response programs; extending family finding efforts for children to be placed with relatives and non-related extended family members; and Birth and Beyond (B&B) expanding their in-home parenting program to children through age 17 beginning in January 2015 for both Prevention and Aftercare services.

P5: Placement Stability

Sacramento County's performance in Outcome Measure P5, Placement Stability, has declined since the baseline. As reported from UCB CCWIP, the baseline performance from Q3 2016 (October 1, 2015 - September 30, 2016) was 5.2 placement moves per 1,000 days in care. The current performance in Q3 2018 (October 1, 2017 - September 30, 2018) reflects a decline to 6.04 placement moves per 1,000 days in care. Sacramento County continues to perform below the national goal of 4.12 or less placement moves per 1,000 days.

The current SIP goal for this measure is to achieve the national standard of 4.12 by the end of the five-year cycle, which would be a decrease of 20.8% from the baseline rate of 5.2. There were 907 placement moves in the most recent time period. In order to achieve the national standard, Sacramento would need to have 289 fewer placement moves.

An inherent systemic factor identified through the case reviews conducted by the placement stability workgroup is that not all placement moves are for negative reasons. Case reviews were conducted on a random sample of 15% of children who had one or two placement moves. Of the 70 cases reviewed, 29 children moved from their initial placement to a relative.

In addition, during feedback sessions with internal stakeholders (CPS Executive Leadership Team and Permanency Supervisory Team) held on November 30, 2018 and January 17, 2019, respectively, a systemic factor identified that may impact Outcome P5 was possible errors in the process used to submit placement home licensure changes and placement moves. It was noted in some cases, due to the information submitted by the assigned worker and subsequent entry of information, changes in approvals of licensures for relative caregivers were processed as placement moves rather than a change in the certification type, despite the child not moving to a different home. Training of data entry staff has occurred to ensure information is entered correctly and additional training of Foster Family Agency (FFA) staff and county social workers will be conducted to ensure workers provide correct information to ensure placement stability counts are correct.

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Another identified systemic issue was the lack of support to caregivers from the assigned social worker and the lack of response/engagement of caregivers to support a child in maintaining placement. At times when caregivers are having challenges with a child in their care and they call the assigned social workers for support, the assigned workers will not call the caregivers back to identify the needed supports to maintain the child's placement. Additionally, the lack of staff's skills regarding engagement, conflict resolution, and the use of removal prevention strategies, results in some caregivers requesting removal of the children. The issue of caregivers not feeling supported was explored during the placement stability workgroup case reviews process and it was determined caregivers are not being asked, or if asked social workers are not documenting, what supports/services the caregiver needs to maintain placement, thus contributing to the

placement stability rates increasing. The goal is for staff development on engagement of caregivers as an integral part of the team and to increase staff's ability to fully assess the strength and needs of not only the child, but also of the caregiver throughout the life of the case, particularly during the initial placements to decrease or avoid future moves. Once Level of Care and Child Adolescent Needs and Strengths are fully implemented and workers fully assess not only the caregiver's needs and abilities to meet each individual child, but also each child, the needed supports/services should be put in place early in the placement of a child.

Another identified factor in the case review process was the lack of preventative teaming efforts prior to the child's move. The reviews revealed in the majority of the cases a Team Decision Making (TDM), Child and Family Team (CFT), or a Multi-Disciplinary Team (MDT) Meetings did not take place to explore possible removal prevention strategies or supports/services to maintain the placement. Although CFT meetings have been required as of 2017, the full implementation of the on-going CFT meetings only began in January 2019; therefore, it is possible this contributed to the decline in performance.

An additional factor that may have contributed to the decline in performance was the number of requests to remove children due to the caregiver's lack of readiness and skills to care for children exposed to various levels of trauma. Although RFA requires caregivers to be trained on the impact trauma has on children, it was reported caregivers often have unrealistic expectations, in that they may believe the children for whom they take placement will require the same level or type of care the caregiver used when raising his/her own children. Additionally, the family and social supports generally present while caring for biological children are not readily available or absent when caring for unrelated children.

Another system issue that may have contributed to the decline in Sacramento's performance is related to the decreased number of children and caregivers who were referred and participated in PC-CARE. In Quarter 3 (Q3) (4/18-6/18), 106 children were removed and there were 112 placements, and of those, 53 PC-CARE referrals were received. In Quarter 4 (Q4) (7/18-9/18), there were 130 children removed and 136 number of placements, of which only 34 referrals were received, a notable decrease in the number of referrals. For Q4, the noted barrier for participation was the inability to maintain a steady stream of referrals for services. Additionally, it was noted another systemic issue was social workers not filing placement change paperwork timely and, therefore, not being able to identify children changing placements to initiate a referral. Although the PC-CARE referral process had been established, not all eligible caregivers and children were referred as planned. In addition, although information was being provided by Sacramento County to the caregivers, many of the caregivers declined to participate. With collaboration between UCD and CPS to problem-solve the decrease in referrals, in November 2018, the referral process was streamlined to the UCD PC-CARE Intake Coordinator to make direct contact with the caregivers of all eligible children to inform and encourage participation in

PC-CARE. Since UCD now connects with the caregivers directly, more caregivers accepted to participate in the program. Subsequently for Q1 (10/18-12/18), 82 children were removed and there were 93 placements, with 93 referrals made to PC-CARE.

Also, at the SIP Community Stakeholder session held on January 16, 2019, stakeholders identified several systemic issues that may have contributed to the decline in performance in Outcome Measure P5 that will require further analysis and monitoring:

- Data analysis to review number of all children with placement moves to identify trends regarding placement moves and whether moves were positive (step down from congregate or higher level of care or move to relative care)
- Lack of consistent and quality home visits with children and caregivers (brief, last minute, not completed by assigned social worker, caregivers' needs not assessed/supported, etc.)
- Staff lack skills to address caregiver's needs and supports, conflict resolution, and removal prevention strategies
- Lack of staff response/engagement/support for caregivers. Caregivers not being asked and cases not reviewed to determine reasons for placement moves and whether move could have been prevented
- Children placed with caregivers that cannot meet the needs of a child, better matching of initial placements for children and caregivers and placement of children in homes willing to provide permanency should reunification efforts fail
- Consistent early scheduling and participation in CFT meetings to address possible placement moves and explore removal prevention strategies
- Ensure all CFT participants fully engage in the planning and implementing of action steps and that members are accountable for their assigned tasks
- Lack of consistency if CFT meeting facilitation process, not all facilitators are skilled in facilitation, conflict resolution and mediation to effectively facilitate meetings.
- Children are not being consistently or appropriately assessed for identified mental health services needs and once identified, linking of services are delayed

Probation

P1 Permanency In 12 Months-Probation

UC Berkeley data for baseline performance in Q3 2016 (10/1/14-9/30/15) shows 15 out of 114 (13.2 %) of Probation placement youth achieved permanency within 12 months of entry. The national standard is 40.5%. Comparison data for Q3 2018 (10/1/16-9/30/17) shows 14 out of 56 Probation placement youth achieved permanency within 12 months of entry (25.0%). As referenced in the SIP annual progress report for year 1, Probation continues to see significant

decrease of Probation placement youth in foster care for comparison baseline data and in the current reporting period. The decrease may be attributed to Probation's diligence in using all available resources while maintaining youth in the home and therefore reducing the need for removal. Community-based services including Multi-Systemic Therapy (MST), Functional Family Therapy (FFT), and Wraparound services continue to be instrumental in providing youth at risk of out of home removal viable resources and services to improve stability and support treatment needs while maintaining the youth in the home. In the reference period, we substantially exceeded our goal of 5% increase by 47%. Using a rate of 131.5 per 1,000 Probation placement youth (baseline) and 250.0 per 1,000 Probation placement youth (Q3 2018) for the comparison, we achieved an increased rate of 52%.

Action steps initiated during our SIP 2012-2017 may have contributed to our increased rate of 52% in Q3 2018. In November of 2014, Probation developed a Placement Intake Unit consisting of a Supervising Probation Officer, a Senior Deputy Probation Officer and a Deputy Probation Officer. The Intake Unit is responsible for interviewing Probation foster youth and family members to identify the youth's strength and placement needs and services. Utilizing information from their interview and analysis of the youth's case, the Intake Officer is better equipped to match the needs of the youth with appropriate treatment programs. The initial matching of the youth's strength and treatment needs to the right program assists in reunifying youth with family within 12 months of entry into foster care.

In January of 2018, the Placement Intake Unit expanded their procedure to incorporate the facilitation of Child and Family Team meetings (CFTM). After the Juvenile Court orders a disposition of out of home removal to placement, the Placement Intake Officer convenes the youth, family, and their identified support with a multi-disciplinary team and engages through a team-based process to identify the strength and needs of the youth and their family in order to achieve positive outcomes for safety, permanency and well-being. Incorporating the Child and Family Team in the evaluation and decision making process strengthens the ability of Placement Intake Officer to locate a Short Term Residential Therapeutic Program (STRTP), Foster Family Agency (FFA), or Resource Family that can meet the complex individualized needs of the youth and provide services to reunify the youth with their parents or guardians as quickly as possible.

Placement Supervisors continue to utilize the monthly reports showing days in current placement to assist with monitoring permanency. In October 2018, Supervisors began conducting detailed conferencing of cases at the 6, 9 and 12 month milestones to determine the progress of youth and families toward achieving rehabilitative and permanency goals. During case conferencing, concurrent plans and transition plans are developed. It is still too early to determine the outcome of this action step; however, we anticipate improved outcomes in measure P1 as a result of the additional oversight and accountability to ensure fidelity with reunification efforts.

Challenges to P1 Permanency in 12 Months

As reported in the SIP Progress Report for year 1, barriers to achieving permanency in 12 months from entry into foster care continues to be attributed to our population of Juvenile Sex Offender, youth nearing the age of majority and Extended Foster Care (EFC) eligibility and youth on warrant/abscond status in foster care.

Juvenile Sex Offender treatment programs continue to exceed 12 months in duration making it nearly impossible to achieve the Permanency timeline in P1. It is not uncommon for treatment to extend from 18-24 months depending on individualized treatment needs and services. Many adjudicated Juvenile Sex Offenders rarely return home following completion of their treatment in a group home or STRTP due to no contact orders and victim protection when their victims are siblings or relatives residing in the home. Analysis of the data in Q3 2018 revealed our Juvenile Sex Offender population accounts for approximately 10 % of cases in P1 (within 12 months); approximately 40 % of cases in P2 (in care 12-23 months); and approximately 85 % of cases in P3 (in care 24 months or longer) that did not achieve permanency within 12 months.

In many cases where permanency can be achieved in 12 months with family reunification, the youth's defense attorney will request and the Court will often grant extension of the Placement order allowing youth to reunify (return to the parent's physical home) with parents until age 18 while placement findings and orders remain in full force and effect, to wit: 1. Placement is necessary and appropriate; and 2. returning the youth to the care and custody of the parent would create a substantial risk to safety. This practice has an adverse effect on achieving permanency in 12 months for youth nearing the age of majority; and the order is conflicting. The Court has found by operation of law that living in the home creates a risk yet allows the youth to reside in the parent's residence. The concern has been brought to the attention of our County Counsel.

Youth in foster care who have absconded from placement and have active warrants create another barrier to achieving permanency within 12 months of entry. Youth on warrant status are subjected to the same timeline as youth who are not. The timeline does not stop for youth on warrant status and youth may have multiple episodes of absconding which affect achieving permanency within 12 months of entry into foster care. Analysis of data for Q3 2018, revealed approximately 40 % of youth who did not achieve permanency within 12 months of entry into foster care were on warrant status. Probation understands the need to identify commonalities and reasons why youth abscond from placement services. Probation collected and analyzed data from a survey conducted with youth having abscond status while in care from 2014 to 2017. Common reasons disclosed by those youth include: wanting to be home due to missing their friends and family; fear of consequence for unruly program behavior or misgivings; and belief that their needs were not being met in the program. Probation understands the importance of

addressing the needs, emotions, fears and trauma of placement foster youth in order to stabilize them in their treatment and prevent absconding. Although not a direct strategy as a result of our findings, Probation Officers in Placement Services convene the Child and Family Team to identify strength, needs, treatment services and resolutions to overcome barriers to permanency. The CFT informs the development of a strength-based youth and family centered case plan. The case plan establishes rehabilitative and permanency goals and objectives required to achieve those goals. The CFT convenes at various interval of the youth's case beginning with the initial removal order and as often as needed while in foster care to maintain placement stability. While Probation strives to facilitate a child and family team meeting as often as needed, we are not able to convene a child and family team meeting for every triggering event due to lack of staffing resources. Still the convening of Child and Family Team meeting whenever possible to stabilize placement is expected to assist with preventing youth from absconding and improve our outcomes in P1.

Another challenge in achieving permanency in 12 months of entry into foster care lies with the methodology in timeline calculation. The timeline for removal begins when the youth does not rest their head in their own home. For Probation youth, the removal date is the date of arrest and booking into detention. Court proceedings will follow and often times the youth remain in custody for a variety of reasons ranging from safety to self and citizens in the community while awaiting resolution of their proceedings. Analysis of cases during this reporting period revealed an average of 107 days before a resolution or disposition was determined from date of removal (arrest/booking date). This is significant because during the period pending Court proceedings the youth has not been ordered into foster care and therefore is not working towards achieving their rehabilitative and permanency goals. Systemically, Court proceedings create a delay by approximately 3 months.

Lastly, the individualized needs of the Probation foster youth may create a challenge with timelines in P1 when reunification may not be in the best interest of the youth. Educational services and Extended Foster Care services are the two most common needs that can make reunification within 12 months of entry challenging. Although Probation foster youth meet the qualifications for reduction of required credits to graduate pursuant to Assembly Bill (AB) 167 and 216, many Probation foster youth enter foster care highly credit deficient. When this occurs, Probation foster youth or their parents/guardian will request the youth remain in their residential treatment program to achieve their educational goal and obtain their high school diploma even though they have met all other program requirements. Another reason a Probation foster youth may elect to remain in their program rather than pursue timely reunification with their parents/guardian is to receive Extended Foster Care services pursuant to AB12. Many youth who enter foster care through the Juvenile Justice System are older teens and approaching the age of majority. While reunification within 12 months of entry is attainable, several Probation foster

youth remain in care beyond 12 months of entry in order to receive services as offered through AB12. These are services they would otherwise be ineligible for if reunification occurred prior to their 18th birthday. Although there are many cases where permanency can be achieved in 12 months with family reunification, the Court extends the Placement order so the placement findings and orders for Extended Foster Care eligibility remain in full force and effect. These Court practices, while advantageous for the youth, do adversely impact the outcomes in P1.

4B Least Restrictive (Entries First Placement: Group Home)-Probation

According to the Q3 2016 data report, the initial placement for 95.5% of Probation placement youth was in a group home. 2.5% were placed initially with relatives and no Probation youth were initially placed in foster homes or with foster family agencies. Comparison data for Q3 2018 (10/1/17-9/30/18) reflect the initial placement for 94.7% of Probation youth was in a group home, and 1.8% were placed initially with relatives, 1.8% were initially placed in foster homes or with foster families and 1.8 with other.

Point in time least restrictive data has decreased slightly. On 10/1/17, 1.22 % of youth were placed with relatives, none were placed in foster homes, and 1.22% were placed with foster family agencies. On 10/1/18, 1.36 were placed with relatives, none were placed in foster homes, and none were placed with foster family agencies.

Our goal is to achieve a 2% percent increase annually in Measure 4B for the 5 Year SIP. Overall, the outcomes remain close between 2017 and 2018. Systemic issues that make home-based care as an initial placement or step-down option for Probation foster youth an ongoing challenge continue to persist. Several surrounding states will not accept Probation as a “placing agency”. Therefore, when a relative is located out of state and is willing to provide care for the Probation youth, the receiving state will not accept placement of the youth through the Interstate Compact on the Placement of Children. Additional systemic factors include the rigorous requirements to be approved as a Resource Family, particularly for youth nearing the age of majority.

Resource family approval is still relatively new to Probation and is in the implementation phase. In Fiscal Year 2018-2019, the Foster Parent Recruitment Retention and Support Plan (FPRRS) was revised by Probation due to reduction in funding allocation. The FPRRS plan is a strategy to reduce our department’s reliance on the use of congregate care settings by increasing our capacity and inventory of resource families willing to care for Probation foster youth either as an initial placement or as a stepdown into home based care after completing a Short Term Residential Therapeutic Program (STRTP). Components of the plan include intensive family finding, caregiver support, outreach and community collaboration, media campaign, training and technical assistance in recruitment and retention of resource families.

Probation designated two Officers to perform intensive family finding and to recruit and retain resource families. The Officers search for and locate family members or non-relative extended family members of Probation youth to recruit as resource families and to provide the youth with lifelong connections. The Officers engage and collaborate with community and faith based organizations, Foster Family Agencies (FFA), educational services, BHS, and DCFAS. The goal is to bring awareness of the need for resource families for Probation youth, educate about the process, dispel myths and address concerns associated with Juvenile Justice involved youth, and explain the role Probation Officers play in supporting resource families. The outreach occurs at community convening's, community events, multi-disciplinary team meetings, conferences and training sessions. As a result of intensive family finding and recruitment efforts by the Officers, Probation recruited a total of 8 resource families including FFA willing to provide care for Probation foster youth since implementation of the revised FPRS plan in September 2018. For FY 2018-2019, we increased our overall inventory by 400%, from 2 to 10 resource families and FFA.

Sacramento County was selected by CDSS as a pilot site to participate in the Denise Goodman Project. Sacramento County Probation entered into a Memorandum of Understanding with the California Department of Social Services effective July 1, 2018. The purpose of the Memorandum of Understanding was to provide Sacramento County Child Welfare and Probation with assistance for recruitment and retention of resource homes from Dr. Denise Goodman, a nationally recognized consultant and child professional. The desired result of the project is the increased capacity and supports of resource families in the county with the use of onsite training and technical assistance by Dr. Goodman. Dr. Goodman has provided five onsite training sessions to Sacramento County. Technical assistance was provided via telephone on 9/6/18, 11/9/18, and 1/30/19. During the onsite and technical assistance work, Probation presented our Recruitment/Retention Plan, developed "talking points" for community outreach presentations, and engaged in specific case discussions for difficult to place youth. As of January 16, 2019, there are 4 county approved Resource Families that will take placement of youth served by Probation within Sacramento County. This is a 300% increase from the beginning of Fiscal Year 2018-2019.

STATUS OF STRATEGIES

Child Welfare Services Strategies

Strategy 1: Implement Child and Family Team (CFT) Meetings (aimed at Prevention, Reunification, and Aftercare)

S2 – Recurrence of Maltreatment and P4 – Re-Entry to Foster Care are the identified outcome measures for this strategy. Sacramento continues not to meet the national standard for both Measures S2 and P4. Currently, outcome measure S2 is at 11.5%, which is a performance decline of 12.7% (when compared to the baseline in Q3 2016), and P4 is at 13.2%, which is an

improvement of 10.2% since the baseline. Child and Family Team (CFT) Meetings were recently fully implemented in January 2019; therefore, it is too soon to assess their impact and effectiveness in respect to these outcome measures.

Action Step A, Identify Key decision points during a referral or case where a CFT meeting can be held, was completed in May 2017. Action step B1 specifically pertains to S2 Recurrence of Maltreatment. This action step, Analyze baseline data/population further to determine triggering events to convene a CFT meeting, was completed in October 2017. Both Action Steps A and B1 were addressed in detail in the SIP Year 1 Progress Report.

During this reporting period, action steps B2, C, F, G, and I were scheduled for implementation.

Action Step B2 specifically pertains to P4 Reentry to Foster Care. This action step, Analyze baseline data/population further to determine triggering events to convene a CFT meeting, was completed in November 2018. In February 2018, the internal P4 SIP Strategy Team began developing a qualitative referral/case review tool. Stakeholder feedback and approval was acquired in April 2018 prior to finalizing the tool in May 2018. Commencement of referral/case study reviews occurred in June 2018 and were completed in August 2018. Results were shared and discussed with stakeholders at a P4 workgroup meeting on October 22, 2018. The value of teaming and building a strong Child and Family Team (CFT), as well as the importance of having behavioral objectives tailored to the individual that are unique to their situation and needs, and developed and supported with parent and CFT feedback, was emphasized. Also highlighted, was ensuring, when appropriate, that behavioral objectives are created for children related to risk and safety. Analysis of the referral/case study review results were finalized in December 2018 and provided to the internal team members and executive leadership team in December 2018 and to stakeholders at a P4 workgroup meeting on January 28, 2019.

A summary of the methodology and results of the P4 referral/case study reviews are as follows:

Methodology:

Twenty (20) “No Reentry” and 20 “Reentry” referrals/cases were randomly selected from the January 1, 2015 to December 31, 2015 specific cohort list obtained from Safe Measures, and eight internal workgroup members conducted the referral/case study reviews. The study focused on three major areas: behavioral objectives to address ongoing safety and risk issues; teaming practices; and child, parent, and family characteristics/vulnerability factors.

Results:

There were 25 behavioral objectives for parents and significant others revealed among the 40 samples in the study. Below were the findings:

- “Alcohol and other drug related” and “domestic violence” behavioral objectives were the most prevalent in both the Reentry group and No Reentry group.
- Twenty-two parents (79%) in the Reentry group had the same behavioral objectives at the time of Entry and Reentry.
- The No Reentry group achieved more behavioral objectives than the Reentry group (64.3% versus 9.6%); they received services adequate to meet their identified behavioral objectives (80% versus 54.2%), completed services at a higher rate (53.3% versus 20.8%), and achieved more behavioral changes and identified behavioral objectives (56.7% versus 12.5%).
- Few children had behavioral objectives related to risk and safety (one [1] child in the No Reentry group and three [3] children in the Reentry group).

In both the Reentry and No Reentry groups, social workers predominantly addressed children’s discharge from foster care through identification of natural supports, developing the case plan, and identifying community resources. Team meetings occurred in 15% of the No Reentry group and 20% of the Reentry group. Due to the small sample size and infrequent team meetings in both groups, it is unknown if there is a correlation between team meetings as an intervention and outcome measure P4.

The Reentry and No Reentry groups shared similar child, parent, and family characteristics with most prevalent being Housing Loss/Instability and Domestic Violence History. Slight differences were found in the following areas:

- More children in the Reentry group (8) had significant behavioral challenges than in the No Reentry group (1)
- More “Parent 1” in the Reentry group (7) lacked social support than in the No Reentry group (4)
- More “Parent 2” in the No Reentry group (10) were incarcerated than in the Reentry group (4)
- More families with multiple children were found in the No Reentry group (10) versus the Reentry group (5).

Of the 20 Reentry cases, 85% (17) had continuous child welfare Involvement from the time of discharge from foster care to the time of reentry, which consisted of 10 ongoing court cases, 4 ongoing Informal Supervision cases, 2 ongoing Emergency Response referrals, and 1 open Emergency Response referral that turned into a court case.

Limitations for this case study included the small sample size of 40 cases (20 No Reentry and 20 Reentry) and the qualitative review being reliant on documentation and chronological notes entered in CWS/CMS.

Action step C, establishing identified targeted CFT meetings at key decision points, was completed in January 2019. Key decision points to conduct a Prevention CFT meeting are for Law

Enforcement protective custodies, imminent risk of removals, return home from a Protective Emergency Placement Services (PEPS), and families being considered for and participating in Informal Supervision. The focus of Permanency CFT meetings will be ensuring families have regular and ongoing teaming meetings with natural supports, service providers, and other identified community supports, especially at key decision points such as when a child/youth is returning home. Following Continuum of Care Reform (CCR), CFT meetings are mandated to be held within 60 days of entering foster care, at least every 6 months or when determined by the Child Family Team (CFT), and at least every 90 days for children/youth receiving Sacramento mental health intensive care coordination (ICC) services such as Wellness Recovery Action Plan (WRAP) or Flexible Integrated Treatment (FIT) services. Per (WIC) Section 16501.1, CFT meetings shall also be held prior to case plan development for all open Informal Supervision and Court cases. Additionally, per Sacramento County's policy, a CFT meeting shall be convened at least every 90 days for children/youth identified as Commercially Sexually Exploited Youth (CSEC) or Crossover Youth Practice Model (CYPM).

To monitor our performance in ensuring CFT meetings are being held, a CFT Meeting Monthly Report is being provided by the Program Administration bureau to assist program staff in identifying cases for which a CFT meeting is needed. Program Administration is also providing program managers and supervisors with a numerical and percentage breakdown report of their respective program/unit's performance. Additionally, in an ongoing effort to correct data, a CFT Meeting Data Clean-Up report was generated for youth with CFT meetings completed after January 1, 2018 that were incorrectly documented in the contact notebook of CWS/CMS.

Action Step D, develop criteria for Prevention CFTs and Permanency CFTs meeting structure to improve S2 and P4 outcome measures was completed in April 2018, and Action Step E, explore training needs internally and with external partners was completed in October 2017.

Action Step F, to develop a CFT policy and procedure, continues to be under development due to ongoing implementation decisions that occurred during 2018 in relation to facilitators, meeting structure, training, and finalizing key decision points that would trigger a CFT meeting. A revision to this action step will be made to the completion date from December 2018 to December 2019 to allow additional time for vetting and edits.

Action Step G is training to the CFT policy and procedure and is directly related to Action Step F - developing a CFT policy and procedure. This timeline will also need to be extended to allow for the CFT policy and procedure to be finalized and approved. Implementation for training will be extended from January 2019 to February 2020. Completion of Child Welfare staff training will be changed from February 2019 to June 2020 for 50% staff trained and from April 2019 to September 2020 for 100% of staff trained. In the interim, in November and December 2018 staff

received training focused on practicing and developing skills for creating and participating in the CFT meeting process, and additional makeup dates for this training are scheduled in March 2019.

Action Step H is implementing CFT meetings during identified key decision points specific to reducing reentry to foster care and specific to reducing recurrence of maltreatment. Added to this action step was “and CCR timelines” to clarify and include requirements for Continuum of Care Reform (CCR) CFT meetings. In February 2018, team-meeting facilitators for Emergency Response and Informal Supervision programs officially shifted from Team Decision Making (TDM) facilitators to Prevention CFT facilitators, and serviced all CPS programs until Permanency facilitators (Uplift Family Services) were up and running. Permanency CFT meetings were fully implemented in January 2019 after a five-month testing period with four Permanency units (beginning in July 2018) and a three-month testing period with the Court Services program (in late September 2018). A soft launch occurred with the remainder of Permanency units in December 2018 followed by a hard launch on January 2, 2019.

Adhering to the identified key decision points and creating an agency culture and infrastructure that will standardize and sustain CFT meeting practice will be the priority for Sacramento County toward continued CFT meeting implementation. Ongoing supervisory and manager level oversight will be important to ensure teaming is occurring as well as finalizing and training to the Child and Family Team Policy and Procedure, maintaining and supporting our partnership with our permanency Child and Family Team (CFT) meeting provider, Uplift Family Services, keeping Prevention Child and Family Team (PCFT) meeting facilitators and unit operational, maintaining accurate data regarding CFT meetings in CWS/CMS and the Efforts to Outcomes (ETO) database, and emphasizing Continuous Quality Improvement (CQI). It is hoped that CFT meetings will lead to a strong support system for the family, behavioral objectives related to risk and safety, and sustainable action oriented plans, which will improve outcomes for children and family.

Action Step I is to develop a CQI mechanism/model to determine the effectiveness of the CFT meeting strategy. In order to determine if the CFT meeting as a strategy is effective, Sacramento County will need to conduct a deeper study involving a specific Outcome Measure S2/P4 cohort (who received the CFT meeting as an intervention) from SafeMeasures and do a match with meeting-level data collected from ETO and case level data from CWS/CMS. The outcomes of this cohort would need to be connected with the outcomes of those children/youth in the baseline study. The hypothesis would be that the cohort who received the CFT meeting intervention would have lower percentage rates of reentry/recurrence than the baseline cohort.

Sacramento County is utilizing the Efforts to Outcome (ETO) database to capture Prevention and Permanency CFT meeting data that CWS/CMS is unable to track. ETO offers the ability to track the recommendation and outcome at the conclusion of the CFT meeting including case planning, safety planning, aftercare planning, permanency planning, recommendations to return home or

remove, less or more restrictive placement, and support services that were discussed at the meeting. Additionally, ETO can reveal themes and patterns regarding meeting types and recommendations, participant key roles, and meeting times and other logistic information. A subgroup of the CFT Implementation team is working with ETO to build reports including a monthly CFT meeting management report that captures both Prevention and Permanency CFT meeting data. A possible barrier is that the ETO database is not utilized for CFT meetings facilitated by mental health providers specific to children/youth receiving Sacramento mental health intensive care coordination (ICC) services such as Wellness Recovery Action Plan (WRAP) or Flexible Integrated Treatment (FIT) services. Sacramento County is currently exploring data collection for CFT meetings facilitated by ICC-CFT meeting providers.

Permanency CFT meeting facilitators have been utilizing a satisfaction survey for all participants since August 2018. The survey uses a Likert scale score of 16 questions, ranging from 1 to 5, which inquire of the participant's experience with the Uplift Family Services CFT facilitator and CFT meeting in general. There are also questions requesting additional comments/feedback. Uplift Family Services and Sacramento County Child Welfare will use this data to monitor participants' experiences and look for opportunities to improve the process. An overall success is that feedback from Permanency CFT meeting participants has been primarily positive. The average score on the satisfaction survey is approximately 4.5. Additionally, comments from youth and families about their CFT experience have included positive reactions to the facilitators, feeling heard, appreciation of a neutral party facilitating, and gaining a better understanding of the process and expectations. Comments from social workers have included positive reactions to the facilitators, inclusiveness of the team, and gaining insight into the family's experience. Comments have also included feedback about some meetings lasting too long or being held later in the evening to accommodate the family. The data is continually being used to monitor participants' experiences and look for opportunities to improve the process. Prevention CFT meetings are in the process of reinstating a satisfaction survey to inquire about participants' experience as well.

Action Step K, working with our contracted community prevention partners to modify on-going annual program evaluations to include data related to CFT meeting participation, is ongoing annually. Child Welfare collaborated with our community partners to establish criteria for participation and their role in CFT meetings. Birth & Beyond staff will be invited when there is a placement change, seven-day notice with placement, emergency placement, imminent risk of removal from parents, reunification, and Dependency closures. Training for Birth & Beyond staff has also been developed so they better understand the purpose of the meeting, their role, and how they can best participate so they better understand the purpose of the meeting. As mentioned in the previous action step, Sacramento County is using the ETO database system to capture data for both Prevention and Permanency CFT meetings. The data provides information

pertaining to types and roles of professional supports present at the meetings; however, it does not delineate if they are one of CPS' contracted community prevention partners such as Birth & Beyond, Women Escaping a Violent Environment (WEAVE), or My Sister's House.

Successes with Strategy 1:

Significant success occurred in 2018 regarding the implementation of CFT meetings in general. In July 2018, the CFT implementation team commenced Permanency CFT meeting testing with four Permanency units with existing cases that were past the Disposition hearing. Then in September 2018, all units in Court Services were included to test meetings for new Dependency cases, pre-Disposition, in order to obtain input from the CFT on the initial case plan. The slower pace of the testing phase was successful in orienting our staff and CFT facilitators to the process, and allowing for course corrections as needed, such as changes to the referral process, action plan, or meeting format. "Soft-launch" implementation of Permanency CFT meetings occurred in mid-December 2018 with a "hard-launch" occurring in January 2019. The CFT meeting dialogue structure was developed by UC Davis Northern CA Regional Training Academy. The meeting structure was trained to in July 2018 and incorporates Safety Organized Practice (SOP). In November 2018, SOP was also added to the CFT meeting referral form to include the Safety Goal and other SOP tools used, and to the action plan to include the Safety Goal, "What's working well?" and "What needs to happen to address what worry?" Additionally, in October, November, and December 2018, an all-day training, "Skills and Action in Child and Family Teaming," was provided to social workers, supervisors, and managers to enhance skills for engagement, creating, and participating in the CFT process, understanding needs and strengths, and developing solid action plan with families. This training is offered again in March 2019 for staff who were unable to attend in 2018.

Another success has been seen in the collaboration between Sacramento County Child Welfare and Behavioral Health. A team of five Senior Mental Health Clinicians from Sacramento County Behavioral Health have been identified and certified to complete the California Integrated Practice Child and Adolescent Needs and Strengths CA IP-CANS for all children ages 0-5 and for children in Permanency programs (Court Services, Permanency, Adoptions, Extended Foster Care) who are not linked to a mental health provider. While Sacramento County phases in CANS, the clinicians are attending CFT meetings to provide resources and information related to mental health services. Meeting participants and the CFT facilitators have given positive feedback regarding the support and information the clinicians have provided. As our workforce continues to receive training on CANS, and the clinicians and CFT facilitators collaborate to integrate CANS into CFT meetings, the clinician's role will focus on the completion of the CANS and attending CFT meetings to support the CANS discussion, while continuing to offer support and resources to the team.

Challenges Being Addressed With Strategy 1:

Identified challenges pertaining to this strategy include the utilization of the recommended Release of Information (ROI) provided by CDSS/DHCS attached to ACL 18-09. The form was confusing to parents and youth, as all the parties were listed on one ROI form; therefore, it was unclear who was releasing what information to the team. New versions of the ROI were developed with the CPS Program Planner and Deputy County Counsel, in collaboration with our internal Prevention CFT team, Behavioral Health, and children and parents' attorney firms. The final result is an ROI for each parent and youth separately, as well as an explanation of why an ROI is needed in family-friendly language. Through collaboration with children and parents' counsel, the hope is to have clear and upfront communication so children, youth, and parents understand the process. The new process and forms are pending finalization.

Another challenge occurred in January 2019 during the full implementation of CFT meetings. There was approximately 30-35% increase in the number of requests for meetings. A challenge in the increase in referrals has been the provider's ability to schedule the meetings, as their program structure only included one scheduler. To address this challenge, Sacramento County CPS has provided additional clerical support to assist with scheduling CFT meetings until other long-term position changes can be addressed. Capacity for meeting facilitation has not yet been reached; however, this is being closely monitored.

Sacramento child welfare has not identified additional needs from the State, nor do we anticipate any significant reductions in funding that would impact this strategy.

Strategy 2: Intensive Family Finding

During this reporting period, action steps A through I were scheduled for implementation.

Regarding action step A, the P3 Outcome Workgroup has continued to meet regularly and is comprised of internal and external stakeholders. We have utilized these meetings to review each action step and continue to move the work forward. This year we were able to add a Sacramento County Probation partner and a community partner, Chicks in Crisis, a Concurrent Planning Social Worker with Sacramento County child welfare, as well as a former foster Youth Advocate to the group. This action step requires no changes or additions at this time.

Action step B had two components, a literature review and identification of jurisdictions with best practice activities. The literature review has been completed around best practices for family finding and was addressed in the System Improvement Plan. In reviewing other counties' information, our group identified a promising practice in Los Angeles County for which we wanted to obtain more information, the Permanency Partners Program (P3). The group had a conference call between our P3 Outcome group and the manager from the LA P3 program on

July 31, 2018. The LA P3 program shared the LA program has been in existence for 15 years and focuses on family finding and kin placement as their primary goal, along with connections and maintaining family involvement. They did this initially in their permanency programs with dedicated staff focused on family finding and engagement. They use primarily retirees from child welfare so there is a familiarity with the work, but they are not case carrying so they have the time to do deeper searches and engagement of those kin who are located. They have also expanded this to their front end to address placement needs with kin as soon as detention. While funding precludes us from implementing the LA practice as it was shared with us, we were able to receive a lot of program specific information to utilize in our own planning process and to determine what elements we can incorporate into our practice. We will continue to review other best practices as we become aware of them, but at this time, both components of Action step B have been completed as of July 31, 2018.

Action Step C

For action step C, we have compiled a matrix of our family finding efforts for both internal and external partners. This information has been utilized by the workgroup to better understand our systemic strengths and gaps and to help us further define our family finding model and definitions. Through this effort, the group created a definition of terms and philosophy for family finding. The most significant highlight is defining the difference between Family Finding and Intensive Family finding, as the two are sometimes used synonymously. The main difference for our purposes is that in Intensive Family Finding, we see that those efforts usually involve a designated staff person focused on family finding efforts toward a particular youth. This helped clarify our work as we moved forward to develop our model and record it on our matrix. In doing so, we were able to establish the Family Finding efforts across or continuum of services, as well as denote our engagement, support and Intensive Family Finding efforts. This allowed us to recognize that while we have efforts in every area, it is not surprising that the Intensive Family Finding efforts, particularly useful to our specific population, are where we have the most limited efforts. We know that a challenge in this area is resources to fund the intensive efforts and will be an area the group continues to focus on as we move forward. This action step is completed.

Action step D has two components, to understand the outcome measure and to dig deeper into the data to understand the population. The first component was completed in year one of our SIP work and enabled the group to move on to deeper understanding. Building on the data review of our prior year of doing case reviews on 43 youth in this outcome area, the group looked at an additional 52 youth in this outcome measure who had been in their placement for two to three years. Upon deeper review, of the 52 youth, 11 of the youth had turned 18 years of age and/or exited to permanency, 21 of those youth were assigned to an adoption or guardianship program, 1 youth was not in a placement and no longer met criteria, and 3 were assigned to Destination Family social worker for family finding. This left 16 youth for continued follow-up in

program. In this instance, a lesson learned is it is relevant to dig deeper into the data to refine what looked like 52 youth still in this outcome measure, which in reality became 16 youth the group will continue to look at and review their progress. The group hopes that by looking into these case specifics we can continue to evolve our practice and intervene earlier on to secure permanency for youth, reduce barriers and look for gaps in our family finding model. This action step completion date should be extended to June 2019 to enable the group to follow-up on the remaining 16 youth.

The data digging and case reviews have provided our group with valuable information in terms of clarifying our practices and understanding the need to intervene earlier and have deeper conversations with youth and caretakers around permanency options. While the action step had a completion date of August 2018, and much of the work has been done, the focus on continuous review of the data and digging down to the individual level is in and of itself a lesson for our system and we will continue to use data to drive our progress and decisions.

Regarding action step E, based on the work the group has done thus far around understanding the data and identifying our resources and gaps, we have been able to synthesize all of our information into a high level map of family finding for our county, as well as a more detailed description which depicts time frames, program staff, and the tasks to be carried out. In addition, we have developed working definitions and values for Family Finding and Intensive Family Finding, which help us identify the efforts on behalf of internal and external partners in this area of work. These documents are the culmination of digging into the data to understand the story, literature review for best practice, learning about Los Angeles' promising practice, as well as our own systemic review and discussion of all of these factors with our partners. These documents are attached as Attachments A-C. Due to the level of complexity in our system and identifying all of our internal and external partner efforts, the model as presented here remains in draft form to further vet and define our early intervention efforts.

The group has only been able to meet on five occasions in the last reporting period and as such, we will need to adjust the completion date for this action step. While we have much of the detail to work with, the group needs to come together to review the documents, focus on our areas where we have some gaps in services and have discussion regarding our resources available and the approach we want to take. The current completion date was August 2018, and we are suggesting the timeframe be adjusted to June 2019 to allow for review, resource discussion, and finalization.

Action step F was to identify staffing needs to implement our family finding model. In child welfare, we are often tasked with doing the work while also planning how to do the work in a system that is dynamic and constantly changing, as well as experiencing shifts in funding. As a result of this, while the work has been ongoing to map out and identify our family finding model,

an area of success is we have been able to identify staff in areas that will support and enhance the work, as well as be folded into our model, and we had a unique opportunity to allocate resources to this area of work. As such, in CPS, we have created three full-time, non-case carrying social workers in our Emergency Response (ER) Program who will be Relative Engagement Specialists (RES), focused on working alongside our ER staff to identify and engage relatives early on for the purpose of family support and connections, preventative temporary placements, and placement upon removal. This moves family finding to the forefront of our practice and to the very onset of a family's interaction with our agency and adds to our continuum of family finding services. These staff have been on-line since March 2018 and as of January 2019 have identified 1,076 relatives, assessed 628 relatives, completed 77 home assessments, and placed 103 children with a relative, who would have otherwise been placed out of home with a resource family.

Sacramento County has also created one full-time, non-case carrying concurrent planning social worker position in our Permanency program, which is also part of our continuum of family finding. This social worker has recently come on board, and the current areas of focus will be to engage new and existing RFA families in a deeper discussion to expand their readiness to be open to providing permanency to youth of all ages, versus just for younger children. The social worker will also be reading detention reports and communicating with social workers when there is no indication of an identified relative or kin so that concurrent planning can be active from the beginning. In addition, the concurrent planning social worker's supervisor is connecting with supervisors from our placement and adoption programs to better coordinate our internal efforts around matching for youth. As we are in the initial phase of utilizing this resource, the role of the concurrent planning social worker will likely evolve as we learn more about the needs. For our next steps, we have identified and secured funding for six (6) full-time social workers to act as support to caretakers; however, those positions are currently on hold due to budget factors.

In regard to our partner agencies, Sierra Forever Families staffs their Destination Family Program to conduct family finding and intensive family finding on behalf of Sacramento County youth referred to the program. As we move on and finalize the model in action step E, if any specific staffing positions are identified, it will be part of the ongoing work of the county and incorporated as such. As this is a continuous effort, we would like to align this date with the change in date for action step E and move it from December 2018 to December 2019, giving us 6 months from the completion of our model to identify any additional staffing needed and/or can be funded.

In action step G the task was to identify training needs based on the model. As previously stated, our model is still in draft form with some work still needing to be done around early implementation, so no specific steps have been taken around training regarding the model. As such, we would move the completion date from June 2019 to December 2019.

However, family finding, engagement and support are larger focus areas and some work has been done around training in this area we would like to highlight. As was stated in Action Step F, we have three new Relative Engagement Specialists working in our front end Emergency Response and all have attended a training through the UC Davis Training Academy, Family Search and Engagement to better enable them to carry out family finding. In regard to our Concurrent Planning Social Worker, Sacramento County experienced a success in that we were fortunate to find a candidate to hire who previously worked at an agency that did both Resource Family Approval and Adoptions, and his focus there was permanency and engagement. He came to us with a background in engaging youth around life domains that provides a platform to really understand the youth in the context of those domains and to better focus on family finding and permanency. As we identify additional relevant trainings, they will be offered to these staff.

There are also many areas in child welfare that overlap and provide opportunities for family finding and engagement. The implementation of Child and Family Teams (CFT) is one such area. As with many other jurisdictions, Sacramento has been planning and implementing CFT meetings and social workers, supervisors and managers participated in a full day CFT training focused on engagement and support of families. We have been testing CFT's in our Permanency program since June of 2018, with a final go live date of January 1, 2019. As of March 15, 2019, we have held 214 CFT's, with 148 occurring since our go live date. Another area of training focused on engagement is our efforts toward Safety Organized Practice (SOP). This practice comes with tools focused around engagement, safety planning, and support. Our county has been involved with SOP for several years and this has also involved coaching at the supervisory and social worker level, and most recently, focused work for our Emergency Response Hotline Staff regarding inquiry and engagement at the point of the first call.

We also work with our partners, Sierra Forever Families and Lilliput Families, who provide training for our newly hired social workers and meet regularly with our program staff around family finding and engagement. All of these efforts keep the strategy of family finding and support present in our day-to-day practice.

Regarding action step H, as a result of other action steps time frames being adjusted, the group has not yet been able to address the identification of data points to measure success and to begin monitoring outcomes. The group will begin having this conversation alongside the finalization of the model and requests the time frame be adjusted to December 2019.

Action step I is the final step and is the monitoring stage. The group has been monitoring the overall status of the outcome area, however; this step will be put into action once action step H is completed. The time frame for completion is appropriate.

Sacramento child welfare has not identified additional needs from the State at the time to successfully implement the strategies and action steps. There is a potential loss of funding for

family finding conducted via partner agencies, due to the possibility of the Title IV-E waiver ending in 2019.

Strategy 3: Increased Support for Resource Families

During this reporting period, action steps A through I were scheduled for implementation.

Action step A was to review and analyze placement stability data to evaluate performance. During this past reporting period, the P5 workgroup met five times. Upon the group establishing a common understanding of the interpretation of the data, the group determined 80% of the children entering care had an initial placement other than at the Children's Receiving Home (CRH), which is sometimes utilized for placement pending identification of a placement for youth. Since the majority of the children had initial placements in a foster family agency home, county foster family homes, or with relatives/NREFMs, the group decided to conduct a deeper qualitative analysis of these cases. The group worked on the development of a case review tool. For the assessments of strength and needs, the group used the Family Strengths and Needs (FSN) Structured Decision Making Tool that includes the following domains: physical health/disability, emotional/behavioral, education, substance abuse, peer/adult relationships, and delinquent behavior. Additionally, the group reviewed the caregiver assessment used in the Resource Family Approval process and the caregiver assessment tool used by one of our Foster Family Agency partners. The review revealed both processes included assessments with similar categories: childhood/adult trauma, Alcohol and Other Drug (AOD), criminal history, understanding of child development, mental health history, parenting history, and relationship history. Additionally, both used the psychoeducational assessment of the proposed caregiver to determine any additional caregiver needs/supports such as parenting, therapy, etc. The case review tool helped to identify whether strengths and needs assessments were completed for the child and caregiver, how the assessments were completed, whether the child and caregiver were linked to supports/services, who linked the child and caregiver to supports/services, and whether a teaming or other intervention was used prior to the placement move.

Out of the 463 cases, the group randomly selected and reviewed 70 cases (15%). The findings of the reviews showed in the majority of the cases, the needs of the child were assessed and the child was linked to a medical and/or mental health service or other support/service. In the majority of the cases there were no removal prevention interventions implemented or documented prior to the placement move, nor was there any type of teaming; however, it was noted, during the time of these moves the agency was experiencing a shortage in TDM facilitators. The review also revealed unlike the assessment of a child's needs, in nearly half of the cases, the needs of the caregiver were not assessed or not documented in the case records.

Further analysis was conducted to determine whether the first and second placement moves were considered positive (moves to relative/NERFM or move to a permanent home). The

findings revealed of the 70 cases reviewed, 10 children had initial placements with relatives/NREFMs and the remaining 60 were placed in either a foster family resource family home or county resource family home. Of the 60 children, 29 had a second placement move to a relative/NREFM as their second placement. Further analysis was conducted of the 29 children to determine the length of time it took to move to a relative/NREFM home. Of the 29 children that moved to relatives/NREFM, 9 moved within seven days or less, 17 moved in less than 60 days from their initial placement, 12 moved after 60 days and 8 moved after 120 days or more. Although the completion date for this step was May 2018, this step was completed in August 2018 due to the depth of the qualitative reviews. This action step will remain as further study needs to be conducted regarding how to best address the findings. At this time there do not appear to be any barriers to the implementation of this action step.

Action Step B is to research and identify best practice from other counties on caregivers' resources and supports to increase placement stability. The group continued to research similarly sized counties' performance rates in the placement stability outcome. The research revealed Alameda (2.93), Riverside (2.96), San Bernardino (3.04), San Joaquin (2.81) and Santa Clara (4.34) were exceeding or close to meeting the national performance standard of 4.12. The group reviewed Alameda, Contra Costa, Riverside, Fresno and Santa Clara County System Improvement Plans (SIP) to determine what strategies those counties used to address placement stability. Although only Riverside County identified placement stability as an outcome needing improvement and the strategies were not specifically identified to address placement stability, many of the identified strategies likely contributed to placement stability. The review revealed other counties attributed their outcomes performance to TDM, RFA, increased placements with relatives/NREFMs, resource parent capacity building, social worker training on cultural competency, Wraparound services, behaviorally based case plans, Safety Organized Practice, Continuous Quality Improvement, Child and Family Team Meetings, and Family Finding and Engagement. This action step will remain and Sacramento County will reach out to the other counties to determine whether those counties provide similar resources and supports to caregivers or other innovative resources and supports. At this time there does not appear to be any barriers to the implementation of this action step.

Action step C is to research existing resources/services to support caregivers and develop a resource guide with information such as school resources and food closets by region of the county for resource parents to be provided upon placement of a child. The guide is to include agency and community partner trainings available for resource parents to include trauma informed parenting, mental health education and child development. The Strategy 3 workgroup only recently began to address this step since identification of a staff to assist in the research and eventual development of the guide was delayed due to limited resources. The workgroup members collaborated to identify and provide additional agency, community, video and web-

based trainings on trauma informed parenting resources. A preliminary list of resource categories was established that will include, but will not be limited to, child care, clothing, crisis and emergency lines, education, financial assistance, food security multi-cultural support services, and transportation. At this time, there appear to be no barriers to the implementation of this action step.

Action step C.1 is to identify staffing needs to develop the resource guide. As previously mentioned, work on this action step was delayed until a staff was identified who could assist in the research and development of the guide. In late September 2018 a social work intern was identified as the lead on this project. As mentioned previously, the staff has been working diligently in obtaining resources from not only the workgroup, but from other staff and partners in order to move the work forward on the guide development. As part of this work, a survey is being developed that will be provided to resource families to help identify the appropriate and most often needed caregiver resources and supports. The implementation date for the action step was December 2018; however, this action step was implemented and completed in September 2018.

Action step D was omitted from our chart during the last progress report.

Action step E is to use resource parent mentors. Although the plan was to work on recruitment, training and retention of resource parent mentors, currently there are no formal mentors. Instead, during trainings, resource parents have started to build their own support networks by exchanging telephone numbers. During the RFA orientation and trainings, resource parents are continually encouraged to reach out and develop their own informal and formal support networks. In order to successfully recruit, train, match and fully support the mentors, an implementation team and plan needs to be developed and maintained to ensure not only retention, but on-going monitoring. At this time, Sacramento has determined it currently does not have the resources to adequately staff a resource parent mentor program; therefore, this action step will be omitted from the chart.

Action step F is to incorporate an overview of respite care and Level of Care in conjunction with respite care, encourage development and use of social supports versus use of respite care in training for caregivers to prevent burn out and financial stress. During this reporting period, caregivers continued to receive information regarding respite and Specialized Care Incentives during the RFA orientations. Additionally, during the RFA assessment process, caregivers were encouraged to develop and use personal and social support systems instead of relying solely of formal supports. This action step will remain the same and there are no barriers to continue implementation of this action step.

Action step G is to provide an overview to caregivers and social workers on PC-CARE (Parent-Child) Program available from UC Davis (UCD) for caregivers and children ages 1-5 to help stabilize

placement. PC-CARE is a six week, in-home intervention designed to improve the quality of the resource parent-foster parent child relationship and to work with resource parents to support the new placement. Therapists teach and coach caregivers to increase positive parenting skills to help find behavior management strategies when a need is identified. As part of this action step, the assigned PC-CARE CPS Program Planner met with UCD six times to discuss progress, streamline the referral process and to discuss data collection issues. Additionally, the Planner conducted quarterly searches for UCD to identify children who participated in PC-CARE and to verify placements. In addition, the Planner assisted in providing updated placement information on cases where the child experienced a placement move.

Ongoing training of social workers took place in March, April, and May 2018 during unit meetings. Training was also provided to Foster Family Agency administrators in April 2018. Hearts4kids public health nurses and other staff were also trained on the available resource in August 2018. Subsequently, in October 2018, training was provided to the Relative Engagement Specialists. The goal was to have social workers encourage caregiver participation in this service. In addition, in October 2018, the Planner trained the prevention and on-going Child and Family Team meeting facilitators on this available resource. The RFA trainers also provided an overview of PC-CARE to all caregivers during the last Pre-Approval training session. Additionally, UCD conducted outreach to educate partners on this available resource. This action step will remain unchanged and there do not appear to be barriers to implementation; however, because the RFA team and not the CPS training team provide the RFA trainings, a change to reflect this was made to the chart. At this time, no there are no barriers to continued implementation of this action step.

Action step H is to refer resource parents of children ages 1-5 years to the PC-CARE Program. During this reporting period, although referrals to PC-CARE continued, there were some challenges affecting the number of referrals to UCD as not all eligible children and caregivers were referred as expected. There were some systemic issues related to the delay between a child moving to a new placement, and the submission of the needed documentation (CS 1173 forms) to data entry for processing, which in turn affected the report generated that lists all children who experience a placement move. If the move/child was not on the list, a referral to PC-CARE was not submitted timely, or until such time the move/child was on the list. Additionally, the staff assigned to make the referrals, upon receipt of the list spent a great deal of time researching the case, moves and verifying if the child was still in the same placement when the child's name appeared on the report, which delayed the referral process or the referral not made. To address this issue and to increase participation, in November 2018 the referral process was modified to ensure UCD is able to contact all caregivers of all eligible children to provide information and encourage participation in the program. This action step will be modified to reflect the new referral process that will list UCD PC-CARE Staff as the responsible staff for the referral process.

Action step I is to develop a tracking mechanism to ensure resource parents of eligible children ages 0-5 are referred to the PC-CARE Program and to review information on a semi-annual basis to determine if participation or non-participation by caregivers had an impact on placement stability. Sacramento County developed a tracking tool and used it to track the caregivers who participate, complete, or decline participation in the PC-CARE Program. This action step was modified to reflect the tracking mechanism would be maintained. This action step will be modified again to reflect that data will be maintained by UCD and continue to ensure data is provided to Sacramento County. UCD conducted a review of the referral data on a quarterly basis and provided written reports to Sacramento County. The next step is to continue to collaborate with UCD in the exchange of information to allow for the maintenance of referral data. UCD conducted an analysis of placement stability rates for children who participated in PC-CARE compared to the rates of those who did not participate. In the first Quarterly Report (10/1/18-12/30/18) UCD reported since beginning to provide PC-CARE to 1-5 year old children entering foster care, 579 children entered care and PC-CARE was provided to 120 out of the 147 resource parents accepting services (81.5%); 3 were waiting for treatment; 27 never started treatment (58% were because there was a placement change prior to UCD contacting the caregiver or the child reunified with a parent.) At the 1-month follow-up contact, 85% of the children still lived in the same resource home and the remaining 15% had been reunified with a parent (11%) or moved to a permanent placement (4%). In comparison, among the 25 children who either never started or terminated treatment early, 39% were in the same placement after a month of leaving PC-CARE, 39% reunified with a parent or moved to a permanent placement and the remaining 22% had changed to a new resource home. At the 6-month follow up contact, 50% were reunified with a parent, 29% were still in the same home, 20% changed placements. Of the 34 children completing PC-CARE and eligible for a 6-month post PC-CARE follow up contacts, 50% of the children reunified with a parent or moved to a permanent placement since the month follow-up contact; 29% were in the same placement. The remaining 20% had moved to different resource families. Of the 23 children not completing treatment, like those completing treatment, approximately 52% of the children reunified with a parent or moved to a permanent placement, 30% children were still in the same resource home and 18% moved to a different resource home. Also, all of the 120 children participating in PC-CARE services were screened for mental health and developmental needs. Of the 120 children screened, 22 were referred for services (18 referred for mental health and 4 referred to developmental services). By the end of treatment, caregivers and providers of the remaining 82% of children did not see a need for further mental health services. This action step will remain the same.

One lesson learned while implementing the action steps under Strategy 3 is that using data to study outcomes is invaluable, but it requires a great deal of time and a deep understanding about the methodology and the variables affecting each of the outcomes to interpret the data. Looking at data in isolation can lead to basic interpretation. The basic lesson learned is that everyone

looking at the data must have the same understanding on what the data represents. Additionally, another lesson learned is that although other similarly sized counties have implemented similar strategies (TDM, SOP, Wrap, etc.) as Sacramento, and other counties are performing well in their placement stability outcome, Sacramento must evaluate the causes in the decline in performance specific to our county. Furthermore, another lesson learned is the importance of Sacramento working and developing staff to ensure proper evaluation of not only children, but also caregiver services and support to ensure children experience placement stability.

Successes for this and the previous reporting period are the on-going teaming of the workgroup members, as well as the consistent participation of our partners and their willingness to collaborate and provide feedback on how Sacramento can improve its performance in placement stability.

Regarding Strategy 3, there are no additional needs from the State, nor do we anticipate any significant reductions in funding that would impact this strategy.

Strategy 4: Convene and utilize a workgroup to better understand the demographics, and address the factors contributing to trends of maltreatment in foster care.

During this reporting period, action steps A through D, and F, were scheduled for implementation.

Action Steps A and A.1 are to review data entry into the Child Welfare Services/Case Management System (CWS/CMS) and to develop an ongoing CQI process to monitor this area. Action step A is complete and action step A.1 has been started. As action step A.1 is still in progress, the completion date will be amended from October 2018 to June 2019.

As reported in detail in the SIP Year 1 Progress Report, a qualitative analysis of three years of occurrences of outcome S1, Maltreatment in Foster Care, was conducted in December 2017. The analysis included a determination if any data entry errors occurred that resulted in inaccurate counting of maltreatment in foster care. According to the previous analysis that was included in the SIP Year 1 Progress Report, of all of the occurrences of maltreatment in foster care from October 2014 through September 2017, 4% were actually not maltreatment in foster care but were recorded as such due to data entry errors.

In addition, Sacramento County conducted additional qualitative case reviews of outcome S1, Maltreatment in Foster Care, occurrences for Q2 2018. Cases were again identified via SafeMeasures so that case-specific information could be obtained. Of the 91 occurrences reviewed, three (3), or (3%) were counted as maltreatment in foster care inaccurately due to data entry errors.

Action step A.1 was started and is in progress. In order to develop a CQI process in the data entry unit, Human Services Program Planners in the Program Administration bureau met to discuss what a CQI process might look like. It was determined more information was needed about the data entry unit procedures and numbers of forms processed to determine a CQI process and sample size. In September 2018, the Program Planners consulted with the data entry unit Program Manager to review the data entry tracking mechanism for numbers and types of forms processed. Some questions regarding the numbers reported were generated, and it was determined follow up with data entry staff regarding how they record numbers in their tracking process was necessary. In addition, it was determined the data entry unit Supervisor would conduct a Plan, Do, Study, Act (PDSA) by conducting a qualitative review of a cross section of forms processed by data entry staff. The goal of the PDSA was to review the data entered on the CS 1172 (Child Removal Data Sheet), CS 1173 (Placement Change Document), and SOC 158A (Foster Child's Data Record and AFDC-FC Certification) forms in CWS/CMS for accuracy and to utilize the results of the findings to further inform the CQI process. Both the CS 1172 and CS 1173 forms are completed by social workers and used by CPS data entry staff to input placement information into CWS/CMS. The PDSA was completed in March 2019 utilizing a sample of 61 cases from October 2018. The CS 1172, CS 1173, and SOC 158A forms were compared to each other and were then compared to information contained in the CWS/CMS application.

Findings revealed the following issues sometimes occurred:

- Social workers submitted CS 1172 or CS 1173 forms with the following missing: demographics, placement start and/or ending dates, whether or not placement was confidential, and information pertaining to the care provider and their relationship to the child
- Social workers emailed but did not upload submitted CS 1172 or CS 1173 forms into CWS/CMS
- Data Entry staff did not accurately transfer information documented on the CS 1172 or CS 1173 to the SOC 158 forms
- Data Entry staff did not properly research CWS/CMS Resource Management tabs and update information in CWS/CMS
- Data Entry staff did not properly research Care Provider Relationship to Child and update information in CWS/CMS

The impacts to the aforementioned discrepancies in regard to processing of documents can cause difficulties in obtaining accurate information relating to children/youth's current placement, history of placement, or delays in payment to substitute care providers. These findings may also lead to a misrepresenting of our outcome performance, and specifically in maltreatment in foster care. As a resolution, the Program Administration bureau is discussing next steps regarding how to proceed with a data entry CQI process, as well as a strategy for refresher training to division

wide social workers to focus on proper completion, submission and uploading into CWS/CMS the CS 1172 (Child Removal Data Sheet) and CS 1173 (Placement Change Document) forms.

Further work done during this reporting period as part of efforts to implement a CQI process includes teaming between the CPS Program Administration bureau and the Sacramento County Department of Technology (DTech). In September 2018, the Program Administration bureau teamed with the DTech to investigate if automation could be implemented to streamline the placement change form processes and also include a quality assurance component. During the exploratory stage, it was discovered that no automation process could be put in place, due to the nuances and timelines of the process to input placement data into CWS/CMS. As a result, child welfare will focus on other areas for implementation of a CQI process.

Additional efforts to improve placement data accuracy were implemented by the Child Placement Support Unit (CPSU) supervisors. They initiated a QA process wherein clerical support ensures all placement paperwork is completed for youth who come through the CPSU for placement. In addition, checklists are available for CPSU social workers to use to remind them to complete initial and subsequent placement move paperwork. The CPSU is also exploring further processes to support social workers to ensure the placement paperwork is completed.

In addition, Sacramento County strengthened communication and teaming with the Department of Human Assistance (DHA). Since November 2018, the Sacramento County child welfare Program Administration bureau has been meeting with the DHA to discuss placement paperwork issues involving accuracy and missing documentation. Since that time, as issues are noted by the DHA, they are sent to a Program Planner in Program Administration to resolve the issues and identify if there are trends, as well as what steps can be taken to correct the trends. Further, In February 2019 a Placement Payment Summit was held with DHA and CPS staff, also with the goal to resolve placement paperwork and payment issues. As a result of the summit, points of contact (POC) in all CPS programs were identified to respond to DHA inquiries regarding the accuracy of paperwork and/or missing paperwork. The first POC meeting occurred in March 2019, and the POC process is expected to be fully implemented in 2019. While the POC process is being finalized, the Program Administration Program Planner will continue to be available to the DHA to discuss issues, and another Placement Payment Summit is expected to occur.

Action step A was completed, and action step A.1, the CQI process pertaining to action step A, is still in progress. As noted, action step A.1 will be extended to a completion date of June 2019. It is too soon to know what impact a CQI process around the data entry into CWS/CMS will have on outcome S1; however, there is potential for improvement given the small percentage of occurrences of maltreatment in foster care that are comprised of data entry errors. A success encountered as a result of action step A is due to the focus on the specific action step, the value

of implementing a CQI process specific to the data entry process has been reinforced and made a priority.

Action step B is to analyze the use of the Occurrence Date fields in referrals in CWS/CMS to ensure the fields are used with fidelity. As previously noted in the SIP Year 1 Progress Report, incorrect use of the Occurrence Date fields may result in inaccurate reporting of maltreatment in foster care. Analysis of the use of the Occurrence Date fields was completed via the qualitative case reviews of three years of Outcome S1 referrals (reported in detail in the SIP Year 1 Progress Report) and qualitative case reviews of Outcome S1 referrals from Q2 2018. Details regarding the findings from the Q2 2018 review are provided below in the update on action step E.

In addition, as part of the data sharing in the Strategy 4 workgroup, CPS Program Administration bureau pulled data regarding use of the Occurrence Date fields from SafeMeasures for the time period March 2017 through August 2018 and presented the data at the October 2018 workgroup meeting. The data showed improvement in the use of the Occurrence Date fields over the 18 month time period, from 7.4% of referrals with either the start and end dates or just the start date documented in March 2017, up to 44.3% in August 2018. In addition, SafeMeasures data from November 2018 reflects Sacramento's use of these fields has increased to 55.7%.

Also, as part of the analysis of the use of the Occurrence Date fields, the Emergency Response (ER) Intake program implemented an ongoing continuous quality assurance process to review use of these fields, with a breakdown by staff member. Further information regarding the ER Intake process is discussed below under the update on action step F.

Consistent, accurate use of the Occurrence Date fields in CWS/CMS is projected to improve Outcome S1. The qualitative review of Q2 2018 Outcome S1 referrals revealed that 7% of the occurrences actually did not occur in foster care, but were counted as such due to not having the Occurrence Date field completed in CWS/CMS. Action step B has been completed.

Action step C is to review the protocol for inclusion of siblings in ER referrals and to conduct a quality assurance review to ensure siblings are correctly identified as victims. Action step C was developed to ensure siblings are correctly listed as victims in referrals, and not solely because they are in the same home or a sibling to a child named as a victim. Action step C is due to begin in April 2019; however, in November 2018 a CPS Program Planner from the Program Administration bureau met with the Program Manager from the ER Intake bureau to begin discussions around this action step. In addition to analyzing Outcome S1 referrals for the number of siblings, it was decided the next step to address this action step is for Program Administration to analyze quantitative data. The data will focus on referrals with more than one victim. The drill down will analyze if the allegations for the children are the same, and how many allegations are substantiated versus unfounded for the different victims. The goal is to use those referrals for further qualitative review to determine if the victim with unfounded allegations was

appropriately listed in the referral. While unfounded allegations do not count as maltreatment in foster care occurrences, this approach will provide a way to focus the qualitative reviews and obtain a sample for review. An ER Intake Program Specialist will assist in completing the qualitative reviews.

It is too soon to know the impact of action step C in improving maltreatment in foster care, as this action step is in the early stages. During this reporting period, no obstacles or barriers have been encountered in the completion of this action step. The completion date for action step C is July 2019, and at this time there is no need to extend the completion date.

Action step D is to conduct analysis of Measure 2F, Timely Monthly Caseworker Out of Home Visits, in order to identify any barriers to social workers completing monthly face-to-face contact with children in foster care to assess safety. An analysis of the quality of the face-to-face contacts is a component of the Measure 2F case reviews. The implementation date for action step D is January 2019. At this time, action step D has started, and the methodology for completing action step D is being finalized. Preliminary analysis of data (Q3 2018) to look for trends to determine if some children are more likely to have a face-to-face contact consistently versus other children, reveals face-to-face contact with females and males is similar (87% for females, 88% for males). In addition, contacts with children by ethnicity is also similar: Native American, 86%; Black and White, 87%; and Asian/Pacific Islander and Hispanic, 88%. The Program Administration bureau will conduct further quantitative analysis to look for trends, including if any units or specific staff have higher face-to-face contact rates than other staff. In addition, the analysis will look to see if there is any connection between youth who are maltreated in foster care and the frequency of face-to-face contacts with the social worker. Other CPS workgroup members may be involved in completing a qualitative analysis, should one be necessary, to determine what other factors enable or hinder completion of face-to-face contacts.

The completion date for action step D is currently May 2019. In order to ensure sufficient time for completion of the quantitative and qualitative analysis, the completion date for action step D is extended to August 2019.

In addition to the aforementioned action steps, Sacramento County also began work on action step E (to conduct analysis into additional areas identified by the workgroup as potential to decrease maltreatment in foster care), which was originally scheduled for implementation in January 2020. However, due to the natural progression of the workgroup and rich discussion it generated regarding other areas that may impact maltreatment in foster care, action step E started in June 2018. The workgroup identified 27 action items for additional analysis. The follow-up action items were categorized into six areas: 1) conduct further data drilldown, 2) review placement dynamics, 3) face-to-face contact with children in foster care, 4) conduct research with other counties, 5) educational outreach and collaborate with other

agencies/groups, and 6) review CPS policies and procedures for clarification/points of input (Attachment D). Some of the items are already captured in the SIP action steps under Strategy 4. In order to focus efforts for follow up, the workgroup prioritized the top three categories for follow up at this time: face-to-face contact with children in placement, conduct research with other counties, and conduct further data drill down.

As noted in this report, action step D is to conduct analysis of Measure 2F to identify any barriers to social workers completing monthly face-to-face contact with children in foster care, and to include an analysis of the quality of the face-to-face contacts. This action step addresses the recommended follow up the by workgroup to do analysis of face-to-face contacts with children in placement. Therefore, the earlier section regarding the status of action step D provides further detail into this follow up area.

The next follow up recommended by the workgroup under action step E was conduct research with other counties regarding what practices or systemic issues impact their performance in meeting the standard for outcome measure S1. San Joaquin and Alameda Counties were contacted. Contact with San Joaquin County occurred on September 11, 2018, and contact with Alameda County occurred on November 9, 2018. Both counties reported they have not done a formal analysis of the outcome measure. Regarding the impact of CSEC referrals, San Joaquin reported they have small CSEC numbers because they try to respond only when the referrals meets criteria. Their ER Intake staff have meetings each morning to discuss and determine how to proceed with those referrals, which may include to evaluate out or override. In addition, Alameda County reported regarding the impact of CSEC referrals, that whether or not CSEC referrals are opened for investigation depends on if the referral is for existing/known CSEC concerns or is reporting new information. If the referral is for known concerns, the referral is referred for case management and evaluated out; however, if the report includes new information/concerns, it is assigned for investigation.

Finally, regarding conducting further data drill down, CPS Program Administration conducted a qualitative review of all Q2 2018 occurrences (N=91) of outcome S1, maltreatment in foster care, as identified in SafeMeasures. The review focused on areas for analysis as identified by the Strategy 4 workgroup, including: refugee or immigrant status of the victim child; the perpetrator of the abuse; where the child was placed when the abuse occurred; if the Occurrence Date fields were used in instances when the child actually was not in foster care; CSEC referrals; and if the abuse was actually not in foster care but was recorded as such due to data entry errors into CWS/CMS. The analysis resulted in the following findings:

- 11 of the 91 did not actually occur while in foster care
 - 6 did not use the Occurrence Date fields in CWS/CMS to reflect the abuse date as prior to foster care

- 3 were data entry errors into CWS/CMS with incorrect foster care dates
- 2 were unclear why they were on the list, but they were not abuse in foster care
- Excluding the occurrences that were not actually during foster care, there were 80 occurrences of maltreatment in foster care of 66 youth.
 - 55 youth with 1 occurrence
 - 9 youth with 2 occurrences
 - 1 youth with 3 occurrences
 - 1 youth with 4 occurrences

CSEC

- 64% of the occurrences of maltreatment in foster care were CSEC-related. There were 51 CSEC-related occurrences involving 37 youth.

Placement Types

- 48 (60%) of the occurrences took place when the youth were placed at group homes. 40 of these occurrences happened while the youth were runaway from the group home.
 - Placements at the Children's Receiving Home (CRH), which may have been intended as shelter care and not group home care, are also counted in the group home occurrences.
- 12 (15%) of the occurrences took place when the youth were placed at Foster Family Agency (FFA) homes.
- 9 (11%) of the occurrences took place when the youth were placed at county Resource Family Homes
- 9 (11%) of the occurrences took place when the youth were placed at relative/NREFM homes
- 1 (1%) of the occurrences took place when the youth was placed at shelter care
- 1 (1%) of the occurrences took place when the youth was placed into protective custody but not yet in a placement

Runaway/Visit Status of the 80 Occurrences

- 41 occurrences while runaway
- 5 occurrences while in foster care but on a visit with a parent
- 1 occurrence unknown if runaway because information regarding CSEC timeline unclear
- 1 occurrence unknown if on visit because relative caretaker and parent say each other responsible for abuse

Refugee/Immigrant Status

- None of the youth were identified as refugee or immigrant status

In addition, the CPS Emergency Response program evaluated the Sacramento County CPS protocol for CSEC referrals during this reporting period. Due in part to the increasing number of occurrences of maltreatment in foster care, a review of the process for opening CSEC allegations for investigation was conducted and adjustments were made to the process. The initial CSEC protocol implemented in September 2015 involved opening for investigation all allegations of CSEC, including for youth already identified as a victim of CSEC and dependent of the Sacramento County Juvenile Court. Initially beginning in July 2018 (and increasing over time as the process was refined), the current practice is:

- The referrals are sent to an ER CSEC social worker supervisor, a Human Services Program Planner assigned to CSEC work, or the acting Division Manager of the ER program for review to determine if they should be evaluated out. Only the CSEC supervisor or a manager can make the determination. Referrals are reviewed thoroughly to determine if they are appropriate to evaluate out.
- Generally, referrals that involve dependent youth already identified as CSEC are changed from an in-person response to evaluate out.
- As of this report, the practice in place continues to be evaluated and is subject to change.
- If the practice remains, the CSEC Program Planner will train the ER Intake (Hotline) program to the new practice of making qualifying CSEC referrals evaluate out.

The change to evaluating out some of the CSEC referrals if they meet evaluate out criteria is expected to decrease occurrences of maltreatment in foster care, as shown by the results of the qualitative case reviews discussed above.

In addition, regarding further data drill down, at the October 18, 2018 Outcome S1 workgroup meeting (as previously requested by the workgroup), CPS Program Administration presented trend data on outcome S1 over time from Q2 2015 to Q2 2018, as well as demographics of outcome S1 victims by age, ethnicity, and gender, which revealed the rate of maltreatment in foster care for females was 22.21, as compared to 6.11 for males. The age groups 11-15 years (rate of 20.97) and 16-17 years (rate of 47.23) had the highest rates of maltreatment in foster care. This data corresponds with the demographics of CSEC victims. Also, at the meeting CSEC occurrences information from outcome S1 referrals was discussed. Further, the workgroup previously requested more information regarding the approval process for Resource Family Homes (RFH), with the goal to look further into the potential to ensure all RFH are fully vetted prior to approval in order to maximize safety for children in foster care. These presentations were requested by the Strategy 4 workgroup as a means to drill down further into an area

(approval of Resource Family Homes) that relates to maltreatment in foster care. At the October 18, 2018 workgroup meeting, the CPS Resource Family Approval (RFA)/Child Placement Support Unit (CPSU) Program Manager presented on the RFA approval process requirements, and the Program Manager and CPSU Supervisor presented on the CPSU.

Action Step F is to conduct continuous quality improvement (CQI) via bi-annual quality assurance checks for improvement. Action step F was scheduled for implementation in March 2019; however, work began on this action step earlier in the reporting period. Regarding CQI of the use of the Occurrence Date fields in CWS/CMS, the ER Intake program implemented a process in April 2018. The intent of the CQI process is to increase the use of the CWS/CMS fields associated with allegations and thereby increase the accuracy of the occurrence of maltreatment in foster care, as well as overall CWS/CMS data. The ultimate goal is the screeners will complete the Occurrence Start Date field for every allegation. As part of the process, an ER Intake Program Specialist runs data from Business Intelligence (BI) on a quarterly basis on the use of the Occurrence Date fields. The data is broken down by screener (social worker). The ER Intake Program Manager analyzes the data and shares it with the Intake supervisors for follow up with the social workers. The supervisors remind the social workers, with low completion of the Occurrence Date fields, of the importance of completing these fields for every allegation. In addition, the ER Intake Program Manager also looks for trends in the data and discusses individual social worker data in monthly supervision with the Intake supervisors.

In addition, in November 2018 the ER Intake Program Manager spoke with all ER Program Managers regarding the importance of completing the Occurrence Date fields consistently and accurately. This information will be shared with all ER field social workers and supervisors so that they too are aware of the need to complete the fields in CWS/CMS, as sometimes the information is not completely known to ER Intake staff at the time a referral is called in to the Hotline.

Regarding a CQI process pertaining to the inclusion of siblings in ER referrals, at this time, it is too soon to know what the CQI process should look like, or if improvement in this area is needed, as a full analysis of siblings in referrals has not been completed.

At this time, no additional assistance is needed from CDSS to implement the strategies or action steps, and no significant reductions in spending are anticipated for programs noted in Strategy 4.

Probation Strategies

Strategy 1: Increase the number of children who achieve permanency in less than 12 months by utilizing training, policy and procedure, warrant execution, yearly program audits, yearly program meetings, 6 and 9 month supervisor reviews, and referrals to R.E.D.Y.---GO! and Wraparound Services.

Probation has seen improvement in achieving permanency in 12-months as outlined in Probation: P1 Permanency In 12 Months-Probation.

Action steps:

Action Step A: In January 2018, all Probation staff assigned to the Probation Placement unit received training on Case Plan requirements. Specifically, the topics of Permanency relative to Reunification, Adoption, Legal Guardianship, and Another Planned Permanent Living Arrangement were addressed. This training will recur annually. The annual update will occur on July 25, 2019.

Action Step B: Plans and strategies to revise/update the Policy and Procedure manual for the Probation Placement Unit specific to the requirements of the Manual of Policies and Procedures for Child Welfare Services (Division 31) and current practices of the Probation Department are in the preliminary planning phase with Probation Placement Administration.

Action Step C: Juvenile Field and Placement Services were reorganized into one division beginning April 2018. Evaluating and prioritizing resource to meet the needs of the division is a fluid process. Juvenile Field and Placement Services does not have sufficient staffing resources to implement this strategy completely; however, due diligence searches for placement youth who are identified as Commercially Sexually Exploited Children (CSEC) continues to be a priority. CSEC Probation youth who run away from placement are referred to Juvenile Field Officers in our CSEC Unit for the execution of the warrant per SB 794. The CSEC Unit increased staffing levels going from two Probation Officers to four in 2018. This allowed for additional assistance in due diligent searches for all CSEC identified Probation youth to include Placement youth who are in abscond warrant status.

Probation understands the need to identify commonalities and reasons why youth abscond from placement services to devise additional strategies to prevent absconding behavior. Probation collected and analyzed data for youth who absconded from placement services from 2014-2017. Probation plans to collect and analyze additional data to develop additional strategies aimed at preventing abscond incidence or behavior.

Action Step D: Probation continues to conduct yearly audits on the placement programs we utilize. An audit report is generated which specifically identifies each program's target

populations.

Action Step E: Probation is not yet able to facilitate yearly meetings with placement providers as reported in our last progress report; however, our Placement Monitors will bridge the gap until we are able to implement this action step. Our Placement Monitors review expectations with placement providers during their annual audits of programs. Placement Monitors communicate their findings on placement audits in detailed reports, as well as, report back on program responses to our expectations. The reports are valuable and assist Placement officers with assessing appropriate placement options for Probation foster youth.

Action Step F: Six and nine month Supervisor reviews on cases began in October 2018. A review sheet was created, and the codes needed for computer data entry were identified. Placement Supervisors conduct six and nine month reviews on all cases with out of home removal orders. The review involves detailed conferencing of Placement cases at the six and nine month duration to determine the progress of the youth and family towards achieving rehabilitative and permanency goals. During the case review, the Placement Supervisor and the Placement Officer discuss the strength and needs of the youth, case plan goals, concurrent and transitional planning and develop strategies to overcome barriers in achieving permanency within 12 months.

Action Step G: Placement Officers continue to refer all Probation youth in foster care who will reunify with a parent or guardian to REDY---GO! Reentry Development for Youth. REDY---GO! provides transition support services for Youth transiting from custody or Placement to their home. To date, REDY---GO! assisted with the reunification transition of 17 youth since 2018. Consistent collaboration and coordination between Placement Officers and the REDY---GO! Team has been instrumental in the success of providing Probation placement youth with transition support and services. Probation is exploring the development of early reentry development for all Placement foster youth to address their transitional needs prior to reunifying with parents/guardian, stepping down into home-based care, or entry into Extended Foster Care.

Probation continues to utilize Wraparound services during transitions to a lower level of care and/or reunification. In February of 2019, representatives from Wraparound services attended a monthly Placement unit meeting to describe their services and answer questions relative to Wraparound referrals and services for youth and family.

Strategy 2: Increase the number of children placed in non-congregate care settings by utilizing family finding, recruitment of Resource Families, and utilizing Foster Family Agencies.

Probation decreased the percentage of youth who were initially placed in a group home by .7% using home-based care as the initial placement in this reporting period compared to the baseline.

Action Step A: As referenced in the SIP Progress Report for Year 1, family finding is initiated at

the time of detention and continues through the Court process. In October 2017, internal family finding processes were revised. Prior to adjudication, when Probation is recommending the youth be removed from the home and ordered to out of home placement, Probation Officers in the Juvenile Court unit are requesting names and contact information of family members who may be able to provide home-based care. Identified family members are being sent a letter alerting them a child in their family is at risk of being removed from home as well as a Frequently Asked Questions sheet about foster care. Additionally, in March 2018, all Juvenile Court Probation Officers with existing access to Lexis Nexis received updated training as needed. Lexis Nexis is an electronic database for legal and public-records related information which assists with family finding. A Lexis Nexis search will also be required on cases where Probation is recommending the youth be removed from the home and ordered to out of home placement.

Action Step B: The Probation Department continues to utilize resources and training available to improve recruiting of resource families for our population. Probation, in conjunction with DCFAS, was selected as a pilot county to work with Dr. Denise Goodman for direct onsite training and technical assistance on recruitment, retention, and support of resource families. On July 1, 2018, Probation in conjunction with DCFAS entered into a Memorandum of Understanding between the state and Dr. Denise Goodman to begin the pilot project. Probation began receiving onsite technical assistance from Dr. Denise Goodman in August 2018. Technical assistance provided by Dr. Denise Goodman includes:

1. Assisting our recruitment team with developing talking points to message Probation's need for resource families willing to care for Probation foster youth
2. Feedback on Foster Parent Recruitment, Retention and Support plan developed by Probation
3. Input on recruitment materials, such as, pamphlets
4. Participating in case staffing for difficult to place youth, primarily our Juvenile Sex Offender population

For Fiscal Year 2018-2019, Probation implemented a strategy to reduce the reliance on the use of congregate care settings. Probation designated two Officers to perform intensive family finding to locate relatives and non-relative extended family members to recruit and connect to foster youth; provide support to caregivers to retain their service as resource families; conduct outreach and collaborate with community based organizations and stakeholders to message our need for resource families. A media campaign is currently in progress. Probation contracted with a local television station to produce a commercial and advertise our recruitment needs for resource families willing to care for Probation foster youth. The advertisement is scheduled to air throughout May 2019 during Foster Care month. Probation also utilizes our internal Communications Unit to help message our need and bring awareness through social media platforms.

Action Step C: Probation, in conjunction with Child Protective Services and Behavioral Health, continues to meet monthly with local Foster Family Agencies. Probation shares specific case examples at these meetings to emphasize our need for home-based care providers.

Action Step D: On June 30, 2018, contracts with Sierra Forever Families and Lilliput Families expired and were not renewed as a result of FRRS funding reductions. Representatives from Lilliput Families provided Placement Probation Officers with training in the area of family finding and supportive case management prior to the expiration of their contract. Referrals for youth in need of family finding services are now submitted to two Placement Probation Officers designated to perform the duties previously performed by our contracted partners. Upon receiving a referral, the Officers interview the youth, utilize family finding websites and data bases to search for relatives and non-relative extended family members, and make connections with relatives and non-relative extended and connect youth to family members and non-relative extended family members locally and throughout the United States. The Officers remain connected and provide support to the youth, relative or non-relative extended family member and the referring officer assigned to the case. The two Officers are also actively engaged in our Foster Parent Recruitment, Retention and Support plan.

OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION

Child Welfare

Strategy 1: Implement Child and Family Team (CFT) Meetings (aimed at Prevention, Reunification, and Aftercare)

At this time, there are minimal obstacles or barriers to future implementation of action steps not currently under implementation. Action step F and G are interconnected, and as previously stated, the CFT meeting policy and procedure continues to be under development (action step F) due to ongoing implementation decisions that occurred in 2018. As the completion date for finalizing the policy and procedure was extended to December 2019, training to the policy and procedure (action step G) was extended as well. The new dates are June 2020 to train 50% staff and September 2020 to train 100% staff. In the interim, staff received training in November and December 2018 focused on practicing and developing skills for creating and participating in the CFT meeting process, and additional makeup training dates are scheduled in March 2019. A possible barrier has been identified with Action step J, monitoring progress utilizing the developed CQI mechanism/model. The Efforts to Outcome (ETO) database (used to capture data and track recommendations and outcomes) is not utilized for CFT meetings facilitated by mental health providers specific to children/youth receiving Sacramento mental health intensive care coordination (ICC) services such as Wellness Recovery Action Plan (WRAP) or Flexible Integrated Treatment (FIT) services. Sacramento County child welfare has started a discussion in

collaboration with County Behavioral Health to address the possibility of this being a challenge in relation to monitoring progress of effectiveness of the CFT meeting strategy.

Strategy 2: Intensive Family Finding

The Strategy 2 workgroup has several action steps in progress and the action steps are interconnected. As stated earlier, there are some completion date changes for action steps D and E, moved to June 2019, and action steps F and G moved to December 2019. Action step H has a completion date of June 2019 and Action Step I is ongoing and remain appropriate. The group has not identified barriers to completing these action steps, however, it should be noted that the development of a truly comprehensive model is limited by funding restrictions, which has been factored into the development of the model.

Strategy 3: Increased Support for Resource Families

At this time, there are a few identified obstacles or barriers to future implementation of the actions steps. As previously stated, action step E is being omitted from the chart as Sacramento does not have the resources to adequately staff and monitor a resource parent mentor program. Action step H will be modified to reflect the new referral process that will list UCD PC-CARE Staff, CPS Specialist and Program Administration as the responsible staff for the referral process.

Strategy 4: Convene and utilize a workgroup to better understand the demographics, and address the factors contributing to trends of maltreatment in foster care.

At this time, there are no identified obstacles or barriers to future implementation of action steps not currently under implementation. The remaining action steps that have not begun are predicated on other action steps and are due to begin in the Year 3 reporting period. The remaining action steps are: 1) C.1, to share the results of the quality assurance review regarding siblings in referrals with ER staff and the workgroup and to train staff as necessary, and 2) D.1, based on the Measure 2F analysis, to train staff regarding the requirements for in person contacts and address systemic barriers to staff completion of contacts.

Probation

Strategy 1, addressing the entire warrant population as specified in Action Step C continues to be a challenge due to limited staffing resources. Probation continues to perform due diligence searches for Probation foster youth identified as CSEC pursuant to SB 794. CSEC probation youth who abscond from Placement are referred to our Juvenile Field CSEC unit consisting of highly trained and skilled CSEC Probation Officers. The CSEC officers perform due diligence searches to locate CSEC youth and bring them back to care.

Probation understands the need to identify commonalities and reasons why youth abscond from

placement services to devise additional strategies to prevent absconding behavior. Probation collected and analyzed data for youth who absconded from placement services from 2014-2017. Probation plans to collect and analyze additional data to develop additional strategies aimed at preventing absconding.

Strategy 2, Action Step D- The State FPRRS funding allocation is crucial to the FPRRS plan developed by our department. FPRRS funding has been available since 2016; however, the components of FPRRS are new to Probation and while we have designed a FPRRS plan towards sustainability, the work is still in its infancy and funding is necessary. We have only begun to delve into our revised recruitment and retention plan for Fiscal Year 2018-2019. Additionally, this specific funding stream will sunset June 30, 2019. Sustainability of this work is unknown at this time as local budget planning is underway for Fiscal Year 2019-2020.

OTHER SUCCESSES / PROMISING PRACTICES

Child Welfare

Outcome Measure P1, Permanency in 12 Months

Sacramento's performance for Q3 2018 was 46.7%, which is above the national standard of 40.5% for outcome measure P1-Permanency in 12 months.

A possible factor contributing to Sacramento continuing to perform well in this outcome is the efforts made to locate appropriate homes for children in care that are able to meet the children's needs as well as provide permanency.

An additional possible contributing factor is the focus placed on discussing permanency planning with caregivers and parents in the beginning of the case and throughout the reunification case, rather than waiting to have the discussions right before a recommendation for a permanent plan is made to the court.

Additionally, another factor is the emphasis of ensuring social workers are appropriately assessing recommendations to continue reunification services at a Welfare and Institutions Code 366.21(f) Permanency Review Hearing only when all legal requirements are met to justify continuation of reunification services sometimes resulting in delaying of permanency.

Outcome Measure 2F: Timely Monthly Caseworker Visits in the Client's Residence

Sacramento County consistently meets the standard that at least half of the contacts made are completed in the youth's residence. The average performance for the past four federal fiscal years is 80.8%, with the current completed federal fiscal year (October 2017-September 2018) performance of 79.8%. A factor that may be contributing to Sacramento County's continued success in meeting the standard in this area is the expectation that youth will be seen in their

placements unless a circumstance out of the ordinary necessitates a youth be seen outside of the residence.

Outcome Measure 8A: Outcomes for Youth Exiting Foster Care at Age 18 or Older (Employment, Completed High School or Equivalency, Permanent Connections)

Some areas of Measure 8A are at or above the state performance in the current reporting period (Q3 2018) and have increased since the baseline in Q3 2016. In the current reporting period, the percentage of exiting youth age 18 or older who obtained employment (68.2%) is an increase of 30% from the Q3 2016 baseline of 52.4%. Also, the percentage of youth with permanency connections is currently 100% for Q3 2018 and exceeds the state performance (93%). Child Welfare attributes this success to our continued utilization of THP+FC as a more supportive placement option. This placement option is now the most utilized placement in Sacramento County and now exceeds SILPS. We continue to host a quarterly meeting with both THP+FC and THP providers. This has continued to build our working relationships with our housing providers and as such has allowed for improved teaming practices that enhance the outcomes for our youth. Due to the more supportive nature of this placement option, youth are more stable in housing, are employed, and are provided more individualized support in preparation for independence. As a result, youth are experiencing better outcomes.

Another component of Measure 8A that has improved in performance is the percentage of exiting youth who completed high school or equivalency. In this area, Sacramento County child welfare was at 76% in the Q3 2016 baseline. Sacramento's performance for Q3 2018 is 77.3%, and while a slight improvement, this is above the current State performance of 70.6% and Sacramento's performance of 66.7% for the Year 1 Progress Report, Q3 2017 data.

We continue to find a higher rate of youth exiting care with a high school diploma and/or its equivalency for youth who complete all three years without interruption of EFC. In 2018, we found that for all youth who completed all three years of EFC and exited at 21, 82% exited with a High School Diploma, as compared to 73% for total number of youth exiting care.

In an effort to improve this area of performance, strategies were identified to increase youth engagement in the Independent Living Program through our work with the Youth Engagement Project (YEP). We have attributed successful outcomes in high school to engagement in ILP. In Sacramento County, we hold four contracts for ILP with four of the largest school districts' Foster Youth Services. Having youth connected to an ILP/Foster Youth Services worker allows youth to receive ongoing support in the schools and advocacy for the youth in achieving improved outcomes in education. In 2018, we went from 44% of our eligible ILP youth residing in Sacramento County assigned an ILP Social Worker to most recently, 80% of eligible youth assigned an ILP Social Worker. Our hope is that this will attribute to improved outcomes in the area of achievement of a high school diploma or its equivalency.

Additionally we have added a component of education in our Extended Foster Care orientations which SCOE provides that enhances youth's understanding of the importance of education, explains AB 167, and discusses graduation requirements. In addition, SCOE, in collaboration with Sacramento County ILP, developed a student planner that is given to all youth at their emancipation conference and/or at attendance at the EFC orientation that includes detailed information around graduation requirements and opportunities for higher education. SCOE has continued to fund the printing of these planners for the upcoming year.

Further, efforts are in place to ensure the appropriate ILP or foster youth liaison is included in CFTs with youth. This can also assist in identifying the needs earlier and ensuring the youth has supports in place to be successful.

Outcome Measure 2B: Referrals by Time to Investigation (10 Day Response)

During this reporting period, Sacramento County child welfare demonstrated positive performance in Outcome Measure 2B- Response to Referrals (10 day). The current performance of 95.3% for Q3 2018 is a 9.0% change from the baseline and is above the national standard. This success can be attributed to several factors. The goal for 2018 was to have an average caseload of 15 referrals or less per full time employee by the end of the month. Managers review ER staff availability at the beginning of each week and review a report on average caseload trends. Furthermore, central coordination of staff availability for each bureau assists managers in determining business needs when approving time off. In addition to monitoring caseloads, Sacramento County had a decrease in referrals for 10-days and immediate responses in 2018. At the same time, Sacramento County continues their efforts with ongoing recruitment and hiring events. As a result, the average caseload for ER social workers in 2018 dropped from 17 to 16, with the lowest average number of referrals being 14 referrals from July through December 2018. With lower caseloads, social workers are able to conduct timely investigations.

Another factor contributing to improvement is timely case assignments of 10-day referrals. In July 2018, Sacramento County started assigning referrals over the weekend with a goal of assignment of 10-day referrals within 24 hours.

Lastly, Sacramento County continues efforts to address timely response through referral and case reviews. For example, ER Program Managers review two cases per unit per month to examine practices and compliance. The case review guide was updated in 2018 to include the Safety Organized Practice model. Social workers and supervisors are expected to use SafeMeasures once a week to identify referrals that are due. Training on how to use SafeMeasures is provided on an on-going basis. Program Managers report supervisors are now more mindful of SafeMeasures' benefits. More efforts, however, are needed to encourage social workers to also use SafeMeasures as a tool for timely response of 10-day referral.

iFoster

A success in Sacramento County child welfare is iFoster. Sacramento County continues to participate in iFoster, which is a job readiness program for youth implemented for ages 18-24 (including ILP eligible youth). The goal of the program is to increase employment rates for youth exiting care. The following is a look at some outcomes to date, since the program launched in July 2017:

47 youth completed the training and participated in Assessment Day

- 37 of those youth are currently employed
- 3 of those youth are actively working on applications and interviewing for positions
- 7 currently unreachable

The first year with iFoster included extensive work around developing trainers and learning and understanding the curriculum, including logistics where the class takes place, how many hours, and which days of the week. Lessons were learned in these areas and adjustments were made as we progressed. In the second year, we addressed the barriers we have seen thus far for youth in many areas of follow through that have interfered with the opportunity for them to obtain employment and implemented strategies to address those barriers. For example, following assessment day, youth deemed “work ready” must complete applications to the various employers, many of which have to be completed online and are quite extensive. Although Sacramento County has always offered assistance at the ILP office, we now host pre-scheduled days in which youth can meet with iFoster staff at the ILP office to complete applications immediately following completion of the assessment, in an effort to keep the momentum going. This strategy in partnership with iFoster has proven successful. Application days are scheduled immediately following assessment day to ensure youth receive the support they need to complete the sometimes very detailed and lengthy online applications from our employers. We have determined that the smaller classes have proven to be more beneficial to the youth, as they receive more individual attention, become very cohesive as a group, and ultimately have a more supportive experience, which has led to improved outcomes. As a result, in an effort to reach as many youth as we can, our plan for 2019 is to host more frequent cohorts of a smaller number of youth. We are hopeful in 2019 that we can improve outreach strategies as well as increase the supportive services that need to be in place for the youth to be successful.

Sacramento County currently applies various outreach strategies to iFoster. We ensure the information is given to youth at all emancipation conferences. Information and applications are also given to youth who attend the EFC orientations, all ILP classes, and all ILP events. We participate in many resource fairs, with a recent event on January 30, 2019 at the new drop-in center hosted by Wind Youth Center. We have also been able to do various ILP trainings for our

staff at “Power Hours” trainings in all the regions to include information on how to get youth connected to iFoster. We provide regular updates about iFoster at the monthly ILP Collaborative meeting, THP+FC and THP Plus Provider meeting, as well as the Higher Education Collaborative meeting quarterly with all of our higher education liaisons for foster youth.

iFoster has thus far been a great partner and is committed to providing our youth opportunities they may otherwise not have for permanent employment that includes guaranteed hours, opportunities for advancement, and a competitive salary.

Relative Engagement Specialists

Beginning March 2018, Sacramento County bolstered family finding efforts in the early stages of families’ involvement with CPS by creating three full time Relative Engagement Specialist (RES) social worker positions. The RES social workers provide support to the Emergency Response and Informal Supervision social workers, by completing emergency home assessments on relatives and non-related extended family members, in order to decrease the number of entries into the child welfare system, reduce use of congregate care, and improves child welfare outcomes. Additionally, the RES social workers conduct intensive family finding by searching multiple databases, reviewing files and interviewing relatives/NREFMs in an effort to identify and locate natural supports (i.e. relatives and non-related extended family members [NREFM]). They also team with the Child and Family Team (CFT) to help build and/or develop a network of permanent connections for the child/youth to ensure ongoing supports are developed and maintained.

Concurrent Planning Social Workers

In an effort to maximize our permanency efforts, Sacramento County has allocated a full-time non-case carrying social worker position to assist with Concurrent Planning (CP) to remove barriers and delays in achieving permanency for children. As a strategy, the social worker will work closely with the RFA program, who will provide a list of families interested in adopting only infants, as well as those families considering infants/toddlers on the concurrent planning track. In an effort to increase the pool of children to be considered for placement, the CP social worker will schedule home visits with families from both lists. Utilizing Safety Organized Practice (SOP) engagement tools the social worker will discuss being more open to considering placement and providing permanency for youth who are older, youth with special needs, youth who are LGBTQ, of a different culture/ethnicity and sibling groups. The social worker will also work with the Emergency Response Relative Engagement Specialists to assist with immediate placement of children in a concurrent planning home, when there is not a relative or NREFM with whom the child can be placed. Since the position has recently been filled, the Department is continuing to develop ideas and strategies where the CP social worker can be effective in identifying children who are in need of home finding and permanency.

Black Child Legacy Campaign – Sacramento County Cultural Broker (SCCB) Program:

The Sacramento County Cultural Broker (SCCB) Program is a joint Child Protective Services (CPS) and community effort to implement strategies designed to:

- Reduce African American child deaths
- Reduce first-time entries and reentries of African American children into foster care
- Increase relative placements and connections for African American children
- Increase successful and timely reunification for African American families

Margaret Jackson, Founder of Cultural Brokers, Inc., (an evidenced-based program that provides Cultural Broker services for Fresno County CPS) facilitated a 42-hour Cultural Broker Certification Training program and continues to serve as a mentor and consultant to the SCCB program. Cultural Brokers have specific knowledge of the values, beliefs, and practices of the community they serve. They act as liaisons to engage African American families involved with CPS and help them navigate the child welfare system to improve outcomes for African American children and youth.

Beginning in November 2017, nine Cultural Brokers completed 42 hours of certification training and an additional 40 hours of CPS specific training to support their ability to advocate for African American families. Case assignments began in February 2018, and a total of 73 cases have been assigned in 2018. Cases were initially assigned in the Permanency program to improve timely reunification outcomes; however, Emergency Response case assignments were underway in late January 2019. Cultural Brokers can adequately manage an average caseload of 12 cases and the majority of cases remain open for one to three months. As CPS staff and the community gain more knowledge of the SCCB program, a possible barrier will be Cultural Brokers reaching caseload capacity and necessitating a wait list.

CPS staff and leads of three selected community agencies (Better Life Children Services, Sacramento Children’s Home, and Sierra Health Foundation) serving seven neighborhoods implementing the SCCB program hold monthly Implementation Team Meetings to monitor the quality of implementation, evaluate effectiveness, and report on progress. CPS staff and Cultural Brokers attend quarterly debriefing meetings for continuous quality improvement, ongoing trainings, and to share resources and success stories. Cultural Brokers also attended various division-wide CPS meetings to educate and expose CPS staff to the Cultural Broker program. They have successfully closed seven referrals, of which six had a 100% success rate of having the child return to either a parent or family member. The seventh case was a parent who was on the trajectory of having services terminated but was allotted more time to work toward reunification. Additionally, four of the five cases where visitation was listed as a concern, had a positive

outcome wherein the frequency of visits were increased or progressed from supervised to unsupervised, up to and including overnight visits.

Since February 2018, specific SCCB program outcomes have been tracked utilizing three point-in-time surveys geared to review practice progress and allow time for practice improvement, if needed. As of November 2018, the SCCB program has received satisfaction surveys for 90 percent of referred cases. One hundred percent of those surveyed either agreed or strongly agreed that they were satisfied with the services provided, gained a better understanding of safety concerns and risk factors, and gained better communication and increased trust with CPS.

Probation

The Probation Department has implemented other promising practices to help reduce the number of youth in need of out of home placement. We have several existing service contracts with community-based organizations to provide services to youth and their families in their homes including Multi-Systemic Therapy (MST), Functional Family Therapy (FFT), and Wraparound. We also operate the Juvenile Justice Diversion and Treatment Program (JJTDP), which provides a variety of mental health services and support to juvenile justice youth and youth displaying at risk behaviors. Through use of such services we have been able to support positive change within the family setting and in the community thereby allowing the youth we supervise to remain in their home.

Keeping youth and families together and engaged with services tailored to address their needs through a trauma informed and strength based approach is best practice and is the focus and goal of our Juvenile Operations. This is evident by the community based programs and approach noted above. However, there are circumstances where removal is necessary for the safety of the community. As we continue to watch trends with our Placement population in hopes of reducing reliance on the STRTP settings, there may still be a need for Probation to explore local innovative short term housing and treatment options with family-centered, trauma-informed and strength-based approaches to treatment in the near future. This is a strategy that Administration continues to consider, however, resources are an obstacle.

The Georgetown Crossover Youth Practice Model (CYPM) includes Probation, DCFAS and various system stakeholders working in partnership to reduce the occurrence of dependent children crossing over into the juvenile justice system. Although the contract and formal CYPM program is scheduled to end in June 2019, partners are currently working together in developing a sustainability plan that will include lessons learned from the CYPM which will catapult us to the next level of our united goal to keep youth out of the juvenile justice system whenever possible.

Sacramento County Probation entered into a Memorandum of Understanding (MOU) with the California Department of Social Services effective July 1, 2018. The purpose of the MOU was to

provide Sacramento County Child Welfare and Probation with assistance for recruitment and retention of resource homes from Dr. Denise Goodman, a nationally recognized consultant and child professional. The desired result of the project is the increased capacity and supports of resource families in the county with the use of onsite training and technical assistance by Dr. Goodman. Thus far, Dr. Goodman had five onsite visits with Probation from August 2018 to February 2019. Technical assistance was provided via telephone on 9/6/18, 11/9/18, 1/30/19 and 4/4/2019. During the onsite and technical assistance work, Probation presented our Recruitment/Retention Plan, developed “talking points” for community outreach presentations, and engaged in specific case discussions for difficult to place youth.

Finally, as more group homes become certified as Short Term Residential Therapeutic Programs (STRTP), we envision more intensive treatment within a shorter period of time (approximately 6-12 months) thereby reducing the amount of time to achieve permanency.

OUTCOME MEASURES NOT MEETING STATE/NATIONAL STANDARDS

Child Welfare

Outcome Measure 2F: Timely Monthly Caseworker Out of Home Visits

Sacramento’s performance for Q3 2018 was 85.9%, an increase in performance from the previous year’s 84.9%. Although Sacramento’s performance increased slightly, performance is similar and Sacramento continues not to meet the national compliance standard of 95%.

As previously mentioned in the section on strategy 4, action step D, an analysis of Measure 2F, Timely Monthly Caseworker Out of Home Visits is underway in order to identify what impacts social workers’ completion of monthly face-to-face contact with children in foster care to assess safety. For additional details, please refer to the Child Welfare Strategy 4, action step D section of this report.

Outcome Measure 8A: Outcomes for Youth Exiting Foster Care at Age 18 or Older (Housing)

One component of Outcome Measure 8A that has declined in performance and is currently lower than the state performance is the percentage of youth with a housing arrangement. The baseline performance for Q3 2016 is 92.9%, as compared to the current Q3 2018 performance of 86.4%, a decline of 7%. The current state performance is 89.9%. The denominator of youth in Q3 2018 is 22, of which 19 obtained housing and three did not. Given the small numbers involved, when just a few youth do not reach the desired outcome, the performance is impacted by larger percent change. Of the three youth who did not obtain housing, all three did not maintain communication with their assigned social worker at the end of their case, and thus, their housing arrangement could not be verified. In addition, one of the three youth declined the housing options available. Given Sacramento County child welfare’s history of performing well in this

area, it is too soon to say the lower performance in the recent quarter is a trend. We will monitor this outcome area in upcoming quarters.

Probation

The UCB Q3 2018 data shows Sacramento County Probation is not meeting the National Standard in Outcome Measure in P1 Permanency in 12 months (entering foster), P2 Permanency in 12 months (in care 12-23 months), P4 Re-entry into Foster Care in 12 months, and 2F Monthly Visits (out of home).

P2 Permanency in 12 months (in care 12-23 months)

The National Standard is 43.6%. In Q3 2018, Probation was performing at 21.4%. Performance in this measure was 31.4 % in Q3 2017. We believe this population of youth is primarily adjudicated sex offenders participating in intensive residential sex offender treatment, which typically extends from 18-24 months. The other population we see barriers in achieving permanency within 12 months (in care 12-23 months) are youth with abscond history, including those with multiple episodes while in care affecting the timeline in this category. Probation will continue to track both populations and identify strategies to improve outcomes in this category.

For Measures P1 and P2, thorough case reviews by Supervisors at the six and nine month duration of a Probation foster youth's case to identify strengths and needs; discuss progress toward rehabilitative and case plan goals; and develop strategies to overcome barriers to reunification is expected to improve our outcome.

For Measure P2, Supervisors will review each case with officers regularly (every 2-3 months) to ensure fidelity with reunification efforts.

P4 Re-entry Into Foster Care in 12 months

The national standard is 8.3 %. In Q3 2018, Probation was performing at 15.4 %. 2 of 13 youth re-entered foster care in 12 months during the reference period. A case review of 1 of the 2 cases revealed the youth was ordered removed from the home by the Court on June 16, 2016. Referrals were submitted to multiple programs and the youth was placed in a group home on July 1, 2016. The youth ran away from the group home the following day. A warrant was issued and the youth was arrested approximately 5 days later for the outstanding warrant and additional charges. The charges were subsequently filed as a violation of probation. On August 10, 2016, the Court terminated the placement order and released the youth directly to his sister with a stayed placement order despite Probation's recommendation the youth should continue with treatment services in placement. The minor initially adjusted well in the home of his sister; however, his progress declined despite interventions made by Probation, his family and a community counseling agency. The youth absconded from his sister's home on January 17, 2017 and the

youth's whereabouts were unknown to Probation until he was apprehended on March 23, 2017. The mother of the youth reported he was in the hospital on March 13, 2017 and was treated after being shot by a rival gang member. The mother reported she transported the youth home after the hospital discharged him. The youth absconded from home shortly thereafter. On March 23, 2017, the youth was subsequently apprehended for his outstanding warrant and additional charges. On April 7, 2017, the Court imposed the stayed placement order and removed the youth from the home again.

The youth in this case would have likely benefited from a referral to REDY ---GO! Transitional support services and Wraparound Services. At that time, REDY---GO! was in its early implementation phase and Placement Officers were not aware of the benefits. Additionally, a Wraparound referral was not submitted because the youth was pending Court proceedings and Probation anticipated the youth would be continued under a Placement order. When a Placement case is terminated in this manner, it does not allow the Placement Officer much, if any time to prepare an appropriate transition plan. This may explain why a Wraparound referral was not submitted by the Placement Officer. After being assigned to a Juvenile Field Supervision Officer, a case plan was developed with the youth and family to address additional needs identified through a risk needs assessment process.

Although keeping the youth in the home with his family is the goal of Juvenile Services, in this case Probation believed the individualized treatment needs of the youth could no longer be address in his home. Had the youth remained under a Placement order as recommended by Probation, treatment services to address the individualized needs of the youth; supports and services toward rehabilitative and permanency goal; and effective transitional planning could have prevented the youth's reentry into foster care within 12 months.

Probation was not able to review the other case involving re-entry into foster care within 12 months because the delinquency record of the youth was sealed by the Court.

2F Monthly Visits (Out of Home): The National Standard is 95%. In Q3 2018, Probation was performing at 91%. At the end of each month, a Supervising Probation Officer in the unit goes through caseloads to ensure all active cases have had their monthly contact entered into CWS/CMS. Our internal data system, in conjunction with SafeMeasures, alerts us when a CWS/CMS entry has not been made. We have become one of the highest performing counties in the State with measure 2F due to the strategies we implemented with the 2012-2017 SIP. The discrepancy can be accounted for by our active placement warrants. Although we make efforts to locate the youth, face to face contact cannot occur when the youth cannot be located. Probation Administration understands the need to identify commonalities and reasons why youth abscond from placement services to devise additional strategies in preventing abscond

behavior. Probation will continue to collect and analyze data to identify strategies to prevent youth from absconding.

State and Federally Mandated Child Welfare/Probation Initiatives

CHILD WELFARE / PROBATION PLACEMENT INITIATIVES

Child Welfare

Title IV-E Prevention

DCFAS/CPS continues to contract with Sacramento County Child Abuse Prevention Center (CAPC) to provide prevention services for families with children 0-17 years of age. These voluntary child abuse prevention and early intervention services utilize the Birth & Beyond Family Resource Centers (FRC). These FRC are located in nine neighborhoods across Sacramento County known to have the highest rates of poverty, no/late prenatal care, teen births, and incidence of child abuse and neglect. Per the most recent annual report dated March 2018, the number of families receiving services under this initiative increased from FY15/16 to FY16/17, especially the Home Visiting services (increased 29%, from 354 to 456). Crisis Intervention Services increased 13%, from 1,161 to 1,315, and the Enhanced Core Services component of FRC services increased 30%, from 670 to 872. For FY17/18, the number of families receiving Home Visiting services increased from 456 to 532, Intervention Services decreased from 1,315 to 1,238, and Enhanced Core Services increased from 872 to 1,941.

CPS, Birth & Beyond and CAPC continue to meet to improve communication and find ways in which Birth & Beyond can connect with CPS. Prevention Child and Family Team (CFT) training was developed for Birth and Beyond staff for when they attend the CFT meetings. However, this training has not occurred yet. The goal of the training is for Birth & Beyond staff to learn about the CFT process and their role as a member of the CFT. It was also established when to invite a Birth & Beyond representative to participate in CFT meetings. Birth & Beyond will be invited when there is a placement change, seven day notice with placement, emergency placement, imminent risk of removal from parents, as well as reunification and Dependency closures for aftercare plan development. To help with increasing referrals from CPS to Birth & Beyond, Birth & Beyond has presented on their services at each CPS region for the Permanency Power Hour and at the new hire cohort employee training.

Lastly, the team is looking at possibly adding a Commercial Sexual Exploitation of Children (CSEC) component to the existing Nurturing Parenting Program (NPP) offered at their parenting workshops. This would be a collaborative effort with University of California Davis CAARE Center

to provide training to Birth & Beyond staff on CSEC and parenting strategies. The CSEC component would be for caregivers with a youth who has a history of sexual exploitation. The curriculum would initially be piloted at one of the FRC sites before rolling out to all FRCs.

Family Finding and Kinship Support

Sacramento County continues to work with our partners, Sierra Forever Families and Lilliput Families, each of whom focus on legal and relational permanency for youth in out of home care. The services available include family finding and engagement and targeted recruitment when there is not a viable relative identified. In addition, there are supportive services offered to assist relatives in being able to have connections and placement of their kin children. As we have progressed in this work, an area of concern is funding streams with the possibility of the Title IV-E waiver ending, and the very specific kinship program requirements of the Families First Prevention Act.

Safety Organized Practice (SOP)

SOP improves outcomes for children and families by strengthening critical thinking, enhancing safety, building safety networks, promoting collaborative planning and teaming, and creating well-formed goals and specified detailed behaviorally based case and safety plans. SOP practices in Sacramento County continue to be emphasized through ongoing trainings, workshops, and coaching services. In addition to ongoing training and coaching for social workers, supervisors, and managers, Sacramento County has included SOP training components for a variety of internal and external stakeholders:

- Family Service Workers who provide front line support (i.e. visitation and transportation) for children and families
- Community Incubation Leads (CILs) who support targeted Sacramento County neighborhoods by providing social services to local residents within those focus areas with the goal of reducing the number of African American child mortalities. SOP training has increased the engagement efforts of the CILs who are now using various SOP tools in their work with families. CILs have supported the county's work with families by: 1) utilizing Appreciative Inquiry techniques to better engage clients, 2) utilizing "mapping" to structure their Multidisciplinary Team Meetings. 3) supporting the Department when discussing harm and danger statements with families, 4) helping families build their support networks, and 5) utilizing a strength-based approach when working with families.
- Child and Family Team (CFT) meeting facilitators for prevention (Emergency Response and Informal Supervision programs) and Permanency (Court Services, Permanency, Guardianship and Adoption). CFT meeting facilitators are consistently incorporating SOP tools within teaming meetings
- Prevention and Permanency CFT Meeting clerical support staff

- Birth & Beyond (B&B) staff provide voluntary prevention and aftercare services to safely prevent children from entering foster care or reentering foster care after a family's CPS referral/case has been closed. In September and October 2018, B&B staff at four B&B sites were introduced to the SOP framework and SOP tools to include Harm and Danger Statements, Safety Goals, Solution Focused Questions, and Mapping. The SOP training also provided the opportunity for B&B staff to learn how CPS social workers are using SOP with families so that B&B and CPS are using common language, tools, and goals to support families.

Training needs continue to be identified to enhance SOP practices throughout the agency. To date, 91.3% of social workers have completed SOP Foundational Training; 75% have completed Group Supervision Training; and 71% have completed Behaviorally Based Case Plan Training. Due to vacancy rates and staff turnover, Sacramento County estimates that approximately 11% of staff, at any given time, will not be fully trained on the SOP intervention. However, SOP components are embedded in our Core Practice Model and the behaviors associated with the intervention are present across our county. We are continuing to utilize Coaches to support the development of goals within units and assist supervisors with structured strategies, tools, and techniques for coaching their social worker teams toward successful implementation and deepening of SOP practices. Additionally, Program Managers and SOP coaches attend quarterly interactive meetings to share successes and challenges of SOP implementation across the division, which creates group learning opportunities.

As part of our efforts for a sustainable coaching plan, SOP coaching workshops were held to enhance learning and provide a venue for staff to test out new skills. SOP tools, such as “the three questions”, are consistently incorporated into meeting frameworks across the division. This structure not only provides effective organization, but also models the parallel process. SOP will continue to be integrated into documents, forms, and court reports. Finally, Child Welfare will conduct an evaluation, quality assurance, and Fidelity monitoring of the integration of SOP in practice.

The Northern California Training Academy, Principles of Safety Organized Practice-Supervisory Checklist tool was distributed and completed by supervisors from February through May 2018. Results were recently obtained and will be reviewed with managers and supervisors in early 2019 to inform practice and further enhance implementation. Additionally, in August and September 2018, Sacramento County partnered with the UC Davis Regional Training Academy to conduct a second round of SOP Case utilizing a combination of county staff (Human Services Program Planners, Human Services Program Specialists, and Human Services Supervisors) and UC Davis staff. Sacramento County will use the results of the case reviews to determine further SOP implementation and maintenance efforts.

Continuum of Care Reform

Level of Care

Under the directives of CDSS, and as a part of the Continuum of Care Reform, Sacramento County prepared for and launched partial implementation of the Level of Care (LOC) Protocol on March 1, 2018 with Foster Family Agency placements. Preparations included developing an internal process for conducting LOCs and putting on numerous sessions of department-wide trainings conducted by an internal team. On-going follow-up with individual staff and Foster Family Agency outreach has been, and continues to be, conducted on a routine basis as both the County and placement agencies are adjusting to this new practice conducting rate determinations. Additionally, Sacramento County has been an active participant in the State Intensive Services Foster Care (ISFC) workgroup since it began in November 2018. ISFC is the highest level of care within the LOC Protocol.

RFA

Sacramento has just completed two years since Resource Family Approval (RFA) implementation. Sacramento, on average, has remained consistently under the mandated 90 day timeframe to approve families. From January 2018 through December 2018, there were 550 applications to RFA and 183 families had been approved, though some are still being processed and the number of approved families is expected to increase for 2019. Of the 183 families approved thus far, 149 were relatives and NREFMS and 34 were families interested in caring for foster children. Additionally, 72 families converted from either a relative/NREFM or foster home to a RFA Home. Some are also still being processed and this number is also expected to increase for 2019.

Sacramento County conducts internal orientation and pre-approval training for our families. Orientation is held every Tuesday (except holidays). Orientation provides information to the families interested in caring for a relative child, as well as fostering a child. Families are also provided the application packet at Orientation. Pre-approval trainings are held every Tuesday and Thursday and consist of 12 hours of training. In 2018, there was a need for Sacramento County to provide additional dates for trainings so completion of training was not a barrier to completing the assessment within the 90 day time frame. Sacramento added four Saturday sessions; each consisting of two Saturdays to complete the 12 hours of required training. In all, 774 individuals came through pre-approval training in 2018. Surveys are given after each cycle of training and on average, our trainings are scored very well by the individuals who attend. Families who have received the training reported they felt supported, their questions were answered and, overall, they learned a lot.

Foster Parent Recruitment, Retention, and Support (FPRRS)

The FPRRS efforts are a multi-year initiative. The FY2018-19 FPRRS plan was approved by the Board of Supervisors on February 26, 2019. The plan contains the following strategies continued from previous years:

- 2.0 FTEs for training and recruiting resource families
- Reimbursement for childcare costs for resource families

The FY 2018-19 FPRRS plan also contains the following new strategies:

- Tangible supports for emergency and sibling group placements in the form of gift cards, which will be issued to resource families to purchase food, clothing, school supplies, bedding, furniture, and other items specific to the needs of each family
- Resource parent appreciation and recruitment events, which may include meals and participation incentives in the form of gift cards or other gifts

The FY 2018-19 allocation is expected to be the final year of this initiative.

STRTP Transition Highlights: 2018

In 2018, Sacramento County conducted group reviews for eight potential local Short-Term Residential Therapeutic Program (STRTP) providers. There were also group reviews done for out-of-state providers, as requested by the Continuum of Care Reform (CCR) branch of California Department of Social Services (CDSS). The group reviews were conducted by a multi-disciplinary team, consisting of members of Sacramento County Behavioral Health Services (BHS), Probation, and Child Protective Services (CPS).

Each provider received a minimum of three line-by-line Program Statement evaluations, utilizing a review tool published by CDSS. Additionally, each review was accompanied by detailed written feedback and face-to-face meetings. The purpose of meeting with the providers was to promote the quality of future submissions and to educate them on the expected outcomes of STRTP level of care. To put these efforts into perspective, the average STRTP Program Statement is 180 pages, broken into 23 sections, and each provider received a minimum of three line-by-line evaluations.

At the close of 2018, Sacramento County provided a Letter of Recommendation (LOR) to four providers, for a total of seven providers receiving a LOR. Of the remaining providers, two were notified that Sacramento County would not provide the LOR and we are currently supporting them as they transition to become Transitional Housing Program (THP) providers, who will go on

to serve our Extended Foster Care (EFC) youth. The remaining two providers are not yet operational and with our support, are continuing to develop their programs.

Of the seven local providers who went on to submit completed STRTP applications with CDSS, four were listed on the “Low Confidence” list published by CDSS on November 13, 2018. Sacramento County continues to support our local providers by participating on ongoing Technical Assistance calls with CDSS. Throughout the STRTP transitional period, Sacramento County has hosted and facilitated ongoing STRTP Director’s Meetings, bringing providers, Behavioral Health, as well as multiple branches of CDSS to the table.

Probation

As mentioned in the 2017-2021 SIP, Probation Placement Initiatives are: Resource Family Approval (RFA), Foster Parent Recruitment Retention Support (FPRRS), Reentry Development for Youth (REDY---GO!), Federal Case Reviews (FCR), Child and Family Team (CFT), Title IV-E and Title IV-E Waiver.

Resource Family Approval (RFA)

As part of California Assembly Bill 403 “Foster Youth: Continuum of Care Reform”, Sacramento County Probation has created a position for one Senior Deputy Probation Officer to assist in recruiting families to provide care to probation youth. This position is also tasked with working in partnership with Department of Children, Family and Adult Services Resource Family Approval process. This process requires the family attend an orientation, complete an application, complete a health screening, obtain a First Aid and CPR certification and attend 12 hours of training. The Probation Officer will assist the Social Worker with the background evaluation, home environment check, comprehensive family evaluation and face to face interviews with the family. It is anticipated this initiative will assist in meeting the needs of the population we serve and assist us with our goal of reducing the use of congregate care as an initial placement.

Foster Parent Recruitment Retention Support (FPRRS)

Probation applied for and received FPRRS funding beginning Fiscal Year (FY) 2016-2017. We initially contracted with two local foster family agencies to provide family finding and case management services. The contract continued through FY 2017-2018; however, the contracts were not renewed after expiring on June 30, 2018 as a result of reduced funding allocation for FY 2018-2019.

For FY 2018-2019, Juvenile Field and Placement Services Administration, a Supervisor, Officers and Administrative Support Officers, collaborated with our internal Fiscal and Information Technology division to develop a revised and detailed FPRRS plan. The revised FPRRS plan was designed as a strategy to reduce our reliance on the use of congregate care setting by building

capacity and inventory of Resource Families willing to provide care for Probation foster youth either as initial placement or as a step down in to home based care after completing a Short Term Residential Therapeutic Program. Components of the plan include the following:

1. **Family Finding:** Referrals for youth in need of family finding services are submitted to two Placement Probation Officers designated to perform the duties previously performed by our contracted partners. Upon receiving a referral, the Officers interview the youth, utilize family finding websites and data bases to locate relatives and non-relative extended family members, make connections with relatives and non-relative extended family members and connect youth to family members and non-relative extended family members locally and throughout the United States. The Officers remain connected and provide support to the youth, relative or non-relative extended family member as well as the referring officer assigned to the case.
2. **Caregiver Support:** Probation provides case management services and financial support to caregivers. Financial support to the caregiver is essential for overcoming barriers in providing care for Probation foster youth. Case management services involve building relationships and rapport with youth and caregivers; remaining connected and responsive to the individualized needs of the youth and caregiver; and facilitating Child and Family Team Meetings to inform decision making during case planning. Through these efforts probation hopes to retain resource families.
3. **Media Campaign:** Advertising through production and airing of a commercial via a local television channel, transit bus advertisement and various social media platforms is expected to garner awareness of Probation's need for resources families willing to care for Probation foster youth. Geo-filtering or Geo-targeting are social media strategies that target a specific audience or demographic based on their location. A geographic filter or target can be focused to show a commercial to a whole region or reduced down to just a specific building. They can also be used to target profiles of individuals interested in our advertisement for resource families. Geo-filtering or Geo-targeting will assist with our recruitment efforts.
4. **Outreach:** Engagement and collaboration with community and faith based organizations, FFA, Educational Services, BHS, and DCFAS provides Probation the opportunity to explain the needs of our population, benefits of caregiver support services provided by Probation Officers and dispel myths and concerns regarding Probation foster youth. Additionally, Transitional Age Foster Youth (TAY), ages 16-25, are utilized by Probation during outreach events to share their stories and support the message of providing home based care to foster youth in need.

Through these efforts, Probation was able to recruit a total of 8 resource families or FFA within the state of California willing to care for Probation foster youth from Sacramento County since implementation of the revised FPRRS plan in September 2018.

R.E.D.Y.---GO! Reentry Development for Youth

Re-Entry is the process of preparing and planning for youth who have been in out-of-home placements or served periods of confinement. The plan is developed collaboratively and provides an outline with support services to assist in the transition back home and into the community. Parents are the most important factor in determining youth success in reintegration into the community. In all seventeen cases serviced through REDY--- GO! parent participation was 100 %. REDY---GO! includes a comprehensive assessment based on strengths and needs, development of individualized case and transition plan, community based service support and connection, and family engagement. REDY---GO! will assist in our goal of permanency in less than 12 months.

Federal Case Reviews (FCR)

Federal Case Reviews are conducted for the purpose of examining practices and ensuring conformity with Title IV-E and Title IV-B requirements. Cases are reviewed on a continuous quarterly basis by a Supervising Probation Officer. This allows direct feedback to the Probation Placement unit from the parent, youth, and substitute care provider. The information gleaned from this review process is extremely valuable in determining how we meet the needs of our youth.

Child and Family Team (CFT)

Child and Family Teams (CFT) are comprised of the probation youth, the probation youth's family, and other people important to the family or youth. The CFT shall include representatives who provide formal supports to the probation youth and family when appropriate, including the caregiver, placing agency caseworker, representative from the Foster Family Agency (FFA) or Short-Term Residential Therapeutic Program (STRTP) where the probation youth is placed, as well as a mental health clinician. Other professionals providing formal supports may include Alcohol and Other Drug (AOD) professionals and educational professionals. Members of the CFT will work together to identify the strengths and needs of a Probation foster youth to develop a youth and family centered plan.

Procedurally, Child and Family Team Meetings are convened at various intervals of the Probation foster youth's case to inform the decisions made during case management. Initially, the CFT is convened by the Placement Intake Officer to determine placement needs and services including the decision of presumptive transfer of specialty mental health services. Information gleaned from the CFT informs the Interagency Placement Committee in their approval of placement into a Short Term Residential Therapeutic Program. Upon the youth's placement in an STRTP, with a Resource Family or Foster Family Agency, the Placement Officer providing supervision and case management convenes the CFT to develop a strength-based, family centered case plan. The case plan will address rehabilitative and permanency goals. This process is repeated every six months

to update the youth's case plan. The Placement Officer also convenes the CFT to stabilize placement when the youth is at risk of termination, whenever there is a triggering event or as request by the youth and family. Child and Family Teaming is expected to assist with improving permanency timelines and placement stability.

Title IV- E and Title IV Waiver

The Sacramento County Probation Department implemented the Children and Families Together Initiative, renamed from the Title IV-E California Well-Being Project, on July 1, 2015. Within the Department, there are three treatment interventions which are utilized on a short term basis: Multi-systemic Therapy (MST), Functional Family Therapy (FFT) and Wraparound. Services involve a family-centered, strengths-based, needs-driven planning process for creating individualized services and supports for the youth and their family. Treatment focuses on improving family functioning while reducing a youth's negative behaviors through the use of specific goals, objectives, and family interventions. The target population includes low to moderate risk youth whose elevated needs match those needs of our placement population. The services and coordinated case management between the CBO and Probation are provided at the front end of the system thus redirecting the trajectory of the youth's case.

The Sacramento County Probation Department assesses each referral from Juvenile Court to determine the risk factors for a minor being removed from home and placed into foster care. Once the at-risk minor has been identified they are referred to one of the three treatment interventions, mentioned above. Participation is voluntary and may be refused by the family. Since its inception, Probation has served over 420 youth. Only 2% of the youth entered foster care. Additionally, we have seen an overall increase in protective factors stabilizing the family and youth and an overall decrease in the need factors that lead to removal and recidivism.

CURRENT FEDERAL OR STATE INITIATIVES

Child Welfare

Child and Family Services Review (CFSR)

Sacramento County Child Welfare continues to participate in the Child and Family Services Review (CFSR) qualitative case reviews. The case review process is in the fourth year and is fully implemented. At the time of the last progress report, Sacramento Child Welfare had a full unit of certified reviewers (four 1.0 FTE and one .20 FTE). However, in July 2018, Sacramento Child Welfare experienced high turnover which resulted in two fulltime case reviewers leaving the unit. As of August 2018, the two vacant positions have been filled. New CFSR team members are required to complete an extensive training and onboarding process, which includes online training, a four-day in-person training, and testing for permanent certification. Additionally, case

reviewers attend on-the-job training which entails participation in a three-month long Child Protective Services (CPS) Cohort Training for new hires. In September 2018, newly hired staff received a full caseload.

An overview of the CFSR process has been embedded into the CPS Cohort training for new hires. These presentations are ongoing and are used as a mechanism to ensure that new staff are provided with information regarding the case review process and their unique collaborative role.

As part of the review process, child welfare engages in continuous quality improvement. Sacramento continues to track systemic issues, for example, staffing, documentation of case notes, practice issues, service array and agency collaboration that are identified during case reviews. The CFSR unit has completed over 200 case reviews since the inception of the CFSR process. During this reporting period, Sacramento County has focused on analyzing the data from these completed cases and sharing the results with managers and supervisors. Presentations have been made to supervisors in the Emergency Response and Permanency Programs. These meetings focused on the following items from the CFSR Onsite Review Instrument (OSRI):

- Risk and Safety Assessment and Management (Item 3)
- Relationship of Child in Care with Parents (Item 11)
- Needs and Services of Child, Parents, and Foster Parents (Item 12)
- Caseworker Visits with Parents (Item 15)

During these initial meetings, areas of strength and areas needing improvement were discussed. Sacramento County plans to continue this type of dialogue with the identified internal stakeholders during the next year and to develop plans aimed at decreasing the areas identified as needing improvement. The Sacramento County CFSR team continues to collaborate with other counties to share case review insights, tracking mechanisms, and strategies for completion of the case reviews and continuous quality improvement.

EPY

Sacramento County Child Protective Services and the Children's Law Center have continued to participate in implementing strategies that seek to help expectant and parenting youth (EPY) in foster care to thrive as adolescents and become nurturing parents.

As reported in the SIP Year 1 Progress Report, Sacramento County has numerous strategies that have been identified through a prior three year grant received. Our strategies include:

- Priority Access
- Data

- Youth Voice
- Enhancing Whole Family foster Homes (WFFH)
- Sexual and Reproductive Health Policy
- Mentors for EPY
- Teaming approach for EPY
- Fatherhood
- Sustainability, EPY Collaborative, EPY Policy

Work has been done to imbed the strategies worked on during our three year grant period into practice.

Priority Access- This was a strategy wherein Early Head Start and Child Action agreed to put our foster youth at the top of the list when requesting their services for child care. This strategy has been replaced by the Child Care Bridge program, which Sacramento County opted into in 2018. As part of the Child Care Bridge program, Sacramento County continues to partner with Child Action. Parenting youth and Non Minor Dependents are identified as one of the categories of eligibility for the Child Care Bridge program. The Child Care Bridge program is currently made up of three components. This includes the ability to provide eligible youth an emergency child care voucher to cover the cost for children ages 0-12 years for six to twelve months. In addition, a Child Care navigator is assigned to work with families to locate a child care provider, assist with child care applications, and develop a plan for long-term child care. Lastly, our child care programs participating in the Child Care Bridge program have access to trauma informed training to learn strategies for working with children who have experienced trauma. As of January 2019, there have been 51 referrals since May 2018 for EFC youth, and 20 of those are still open and assigned to receive navigation services.

Data- We continue to make efforts to ensure our data is up to date. This remains an on-going effort. We are looking at what we can identify in hopes of finalizing a data dashboard specific to EPY.

Youth Voice- For youth voice we have provided continued supervision and support to an AmeriCorps volunteer assisting in the EPY collaborative. This strategy involves providing supervision, advocating for ongoing positions, assisting in structuring the youth voice in all strategies identified, developing ongoing requirements of the position and ensuring appropriate support to our youth. We have a continued commitment to build capacity for youth voice in all aspects of our EPY work.

WFFH- The shared responsibility plan was revised, identifying all WFFH's, and data around how many youth are residing in WFFH's. The WFFH curriculum for caregivers was revised in

partnership with American River College and a consultant hired through the EPY Project grant. In addition, train the trainer opportunities are being offered to FFA's. Our goal is to increase the numbers of EPY in WFFH placements with trained, committed foster parents who can provide stability for EPY and their children and teach them to live independently. American River College (ARC) continues to host the training for WFFH's on a quarterly basis. We continue to assist in outreach to ensure families have the opportunity to attend and are aware of the ongoing classes. This is happening through EPY training opportunities for all permanency workers, notification to EPY Collaborative via email and announcements at the EPY Collaborative, email communication to FFA's and RFA staff. ARC is looking into opportunities to host this training on line in an effort to reach more families by allowing families the opportunity to take the class as soon as it is needed.

Sexual and Reproductive Health Policy- This policy has been written and approved. A training was provided to all social workers and supervisors in Sacramento County child welfare in consultation with County Counsel and Planned Parenthood.

Mentoring- A mentoring curriculum was developed for training mentors. This training has been provided to mentoring agencies and there are hosted mentor meet ups for support. CASA previously agreed to provide assistance in ensuring these strategies remain available to all mentoring agencies. Currently, the mentor meet ups are not occurring as attendance was difficult to maintain. Efforts are currently being made to secure additional mentoring agencies and opportunities for our EPY youth. A new mentoring agency, Aging Up, is expanding services to include Non-Minor Dependents, which will include parenting youth. In addition, our Cultural Brokers program will be expanding to Extended Foster Care in an effort to secure brokers for our African American youth. Presentations to our Extended Foster Care staff occurred on January 8, 2019. Training on Extended Foster will also occur for all cultural brokers in the 2019. This is in the process of being scheduled.

Teaming- Our Child and Family Team (CFT) process has been developed and has rolled out with our contracted provider (Uplift). CFT's will routinely occur for all youth. Trainings in EPY have been rolled out to three of the four regions, with the last one scheduled in March 2019 to include the practice model strategies developed during our pilot teaming process.

Fatherhood- The goal is to develop some partnerships with community agencies providing support to young fathers. This remains an ongoing strategy. Efforts are being made to ensure fathers are identified through EPY training opportunities and ensure fathers are also referred to appropriate services when needed. A draft brochure for young fathers, outlining how to ensure their names are on their baby's birth certificate, how to sign a Declaration of Paternity, and other information pertaining to paternity, has also been developed. After development of a training

curriculum, a Department-wide training is planned for social workers/supervisors working with fathers regarding how to ensure their rights are being upheld.

Sustainability- Sacramento County hosts a Collaborative specific to agencies working with our Expectant and Parenting Youth (EPY). This occurs quarterly and also includes the sharing of resources, training opportunities, and discussions that lead to youth being connected to services. Providers have been expanded and attendance at the Collaborative has been improved. This is co-facilitated between Sacramento County and CLC.

Sacramento County is currently in the process of entering into an MOU with Assistance League to provide an EPY basket to all Expectant and Parenting youth. These baskets will include a variety of baby supplies needed for youth preparing for an infant. In addition, Assistance League has agreed to publish outreach and recruitment materials in their monthly newsletter in an effort to bring attention to the need for additional Whole Family Foster Homes.

CSEC

Sacramento County continues to review and refine our operations regarding youth who are identified as Commercial Sexual Exploitation of Children (CSEC), and has stayed with the model of having specialized units within program to become more skilled in addressing the unique needs of youth entering the child welfare system as a result of being commercially sexually exploited. Sacramento currently has four ER social workers, five Court Services social workers, 10 Permanency staff, 12 Extended Foster Care Social workers and recently created one position in our Informal Supervision Program. There continues to be strong partnerships with CPS, mental health providers, juvenile probation, caretakers, youth, family members, public health and regional centers, as well as the courts. All CSEC referrals are staffed in a huddle after detention to ensure the appropriate services and supports are in place. In 2018, there were 32 huddles on behalf of youth in this population.

The planning team continues to review and revise operations as needed and a review of the protocol is currently underway to provide updates to the program operations and oversight. In the last year, an area of focus has been to conduct a deeper review of all ACL's and county practices specifically around new referrals coming in regarding youth who are already dependents as a result of commercial sexual exploitation. It had become practice to open a new referral on any youth identified as being involved with CSEC when a call was made to the hotline. There was concern that not all of these calls were regarding a new allegation, but something related to the existing case. In order to address this concern, there are two staff in Emergency Response, a Program Planner and a Supervisor, both directly involved with operations, who now review every CSEC referral and determine if it is a new referral to be assigned, or if it is regarding the original allegation, or the youth's status if they have run away. This enables us to carefully screen by criteria and open new referrals that have new allegations. This allows us to streamline

our operations and respond as either new referral, or provide the information to the existing social worker to continue to work with the youth and family.

In the area of training, Sacramento sent 10 staff, comprised of Program Planners, Supervisors and Social Workers to the Juvenile Sex Trafficking Conference through Shared Hope International. This was an opportunity to support staff in getting the most up-to-date information to assist them in their practice. Additionally, Sacramento County has identified six staff to become CSE-IT trainers for the purpose of being able to be in program and work with peers to strategically coach others in real time getting the CSE-It Tool completed. The train-the-trainer is expected to take place in early 2019.

CYPM/CSEC

Sacramento County Child Welfare and Juvenile Probation continue to work collaboratively to address the needs of youth who come in contact with both systems. The purpose of this collaboration is to prevent the youth from entering further into the delinquency system. An area where this is the most evident is in our collaborative work with youth who have been identified as having been commercially sexually exploited. As mentioned in prior reports, CPS Social Workers and Juvenile Probations Officers work together when a youth is dually involved with both systems (a dependent youth on informal probation). Some of these youth are also involved in Sacramento County's "Department 90 Court" which has a specialized court calendar hearing only cases for youth who have experienced exploitation and are on some level of probation. This court utilizes a teaming approach to address the need of the youth to address the cycle of exploitation. Since our last progress report there have been changes in leadership within Sacramento County CPS, Juvenile Probation and the Juvenile Court, which have presented systemic challenges, but all parties continue to work through these challenges in the best interest of the youth and families we serve. Since the implementation of Crossover Youth Practice Model (CYPM) the state enacted legislation later named "Continuum of Care Reform" (CCR) which effects Child Welfare, Juvenile Probation and the Court. This legislation codifies the practices and tenants of CYPM. To ensure adherence to the enacted legislation in Sacramento County moving forward, these practices will fall under CCR policy and procedures.

California Integrated Core Practice Model

In 2017, Sacramento County Child Welfare's Executive Leadership Team (ELT) began the journey into Core Practice Model (CPM) by attending learning cycles hosted by California Department of Social Services and Casey Family Programs (CFP) with other California counties. Since this time, ELT has participated in ongoing coaching, consulting, and planning activities with CFP to support CPM implementation across the division and its integration with Child Welfare initiatives.

Implementation has progressed and the ELT is actively and strategically engaging the Executive Management Team (EMT) in the next phase of the implementation. With the support of CFP, ELT and EMT deepened the practice and moved away from “talking” to “doing.” While practice dialogue/discussions are vital to the ongoing skill building and understanding of CPM, it is just as vital to begin moving away from the early stages of organization development to the next phase of readiness. During this current SIP Progress Report, a maturity with the practice has been reflected through the following:

- ELT ongoing 1:1 CFP Coaching. CFP Coaching increases the strength and capacity of the ELT in a manner that supports individual growth, which, in turn, further contributes to overall growth as a leadership team.
- ELT/CFP meetings moved from the initial phases of preparation and exploration to planning and development of an agency that fully embraces the core of CPM and emphasizes the importance of embedding the model at all levels.
- ELT/CFP collaboratively identified areas of inquiry still needed and gaps that need attention. Additionally, plans were made, at multiple levels, to address the various stages of agency readiness.
- ELT planning focused on further building on the EMT investment and ensuring that a shared and blended leadership voice was ever present. In recognition of this approach, a “pause” was necessary and agreed upon by both ELT and CFP to further define the purpose, goals, and role of EMT before moving forward with an implementation team.
- ELT, with CFP support, developed, led, and identified next steps to further the EMT investment and the next phase of readiness by focusing on the development of an EMT charter, shared agreements, and EMT defined roles and responsibilities. These efforts mirrored the work CFP completed with ELT. The approach included the voices of EMT and fully incorporated CPM modeling by utilizing exercises (CPM table talks, individual role statements, and shared working agreements) specifically designed to engage and elicit shared ownership. This approach, again, allowed investment to be collective, modeled, embraced, and helped to collectively build steps needed to move forth to our next identified goal of a CPM implementation team.
- ELT/CFP fleshed out the configurations, identified barriers, initial commitments, and an approach to engage those who may be interested in participating on the implementation team. Again, modeling CPM, ELT met with their respective team members, utilizing direct, transparent dialogue and practice approaches agreed upon at EMT, to convey the implementation team direction and garner interest. Following this, prior to identifying those who expressed interest, the collective conversation was subsequently brought back to EMT for final input and feedback on direction. As result of planning, inclusiveness, and EMT interest, the team was identified.
- The CPM implementation team began meeting in March 2019. While early in the work, the team has made some initial decisions, including to change the name from implementation team to Foundational Practice Team (FPT). The team has also decided

on a meeting schedule (weekly for three hours), as well as the format of the meeting and tracking of the work. The FPT is in the initial stages of identifying next steps.

Probation

Resource Family Approval (RFA), Foster Parent Recruitment Retention Support (FPRRS), Federal Case Reviews (FCR), Child and Family Team (CFT), Title IV-E and Title IV-E Waiver are current Federal or State Initiatives and are all described in detail under Child Welfare/Probation Placement Initiatives.

National Resource Center (NRC) Training and Technical Assistance

At this time, Sacramento County Child Welfare does not utilize the services of the National Resource Center, Western Pacific Implementation Center, or a Quality Improvement Center. Child welfare is not utilizing these resources for training or technical assistance for our Workforce Development Unit, nor do we anticipate requesting their assistance. In addition, Sacramento County Probation also does not utilize these services.

5 – YEAR SIP CHART CHILD WELFARE

Priority Outcome Measure or Systemic Factor: S1 Maltreatment in Foster Care

National Standard: ≤ 8.5

CSA Baseline Performance: 8.74 (Q3 2016)

Current Performance: 16.25 (Q3 2018)

Target Improvement Goal: Achieve the national standard (a decrease of 3%) by the end of year five of the SIP.

Note: This methodology is based on percentage change and not percentage point (i.e. straight subtraction) difference. This is consistent with UCB CCWIP's methodology.

Priority Outcome Measure or Systemic Factor: S2 Recurrence of Maltreatment

National Standard: $\leq 9.1\%$

CSA Baseline Performance: 10.2% (Q3 2016)

Current Performance: 11.5% (Q3 2018)

Target Improvement Goal: Achieve the national standard (a decrease of 11%) by the end of year five of the SIP. This information is based on our 3 years of performance trends leading up to the baseline.

Note: This methodology is based on percentage change and not percentage point (i.e. straight subtraction) difference. This is consistent with UCB CCWIP's methodology.

Priority Outcome Measure or Systemic Factor: P3 Permanency in 12 Months for Children in Care 24 Months or More

National Standard: $\geq 30.3\%$

CSA Baseline Performance: 28.3% (Q3 2016)

Current Performance: 33.3% (Q3 2018)

Target Improvement Goal: Achieve the national standard (an increase of 7.1%) by the end of year five of the SIP. This information is based on our 3 years of performance trends leading up to the baseline.

Note: This methodology is based on percentage change and not percentage point (i.e. straight subtraction) difference. This is consistent with UCB CCWIP's methodology.

Priority Outcome Measure or Systemic Factor: P4 Re-Entry within 12 Months

National Standard: $\leq 8.3\%$

CSA Baseline Performance: 14.7% (Q3 2016)

Current Performance: 13.2% (Q3 2018)

Target Improvement Goal: Achieve the national standard (a decrease of 43.5%) by the end of year five of the SIP. This information is based on our 3 years of performance trends leading up to the baseline.

Note: This methodology is based on percentage change and not percentage point (i.e. straight subtraction) difference. This is consistent with UCB CCWIP's methodology.

Priority Outcome Measure or Systemic Factor: P5 Placement Stability

National Standard: ≤ 4.12 moves per 1,000 days

CSA Baseline Performance: 5.2 (Q3 2016)

Current Performance: 6.04 (Q3 2018)

Target Improvement Goal: Achieve the national standard (a decrease of 20.8%) by the end of year five of the SIP.

Note: This methodology is based on percentage change and not percentage point (i.e. straight subtraction) difference. This is consistent with UCB CCWIP's methodology.

Strategy 1: Implement Child and Family Team Meetings (aimed at Prevention, Reunification, and Aftercare)	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): S2 – Recurrence of Maltreatment P4 – Reentry to Foster Care <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Identify Key decision points during a referral or case where a CFT meeting can be held <ul style="list-style-type: none"> Based on trigger events such as imminent risk of removal, case planning, placement changes, etc. 	February 2017	October 2017 Completed	Emergency Response Program Planner in collaboration with S2 and P4 SIP Strategy Team
B1. Analyze baseline data/population (for recurrence of maltreatment) further to determine triggering events to convene a CFT meeting <ul style="list-style-type: none"> Develop referral/case review tool looking at originating substantiated and subsequent substantiated referral: <ul style="list-style-type: none"> Demographics Caregiver information Household makeup Safety plan Family Engagement 	May 2017 August 2017	February 2018 Completed October 2017 Completed	Program Administration Data Lead S2 SIP Strategy team S2 SIP Stakeholder Team

<ul style="list-style-type: none"> ○ If a Team Decision Making meeting was held and did the safety/action plan that were behaviorally based to keep children safely at home a threats ○ Referral to community partners ● Conduct qualitative referral/case reviews using newly developed tool ● Analyze data from the qualitative review to determine a focus subset of children and families where a CFT meeting will be held 	<p>October 2017</p> <p>November 2018</p>	<p>November 2017 Completed</p> <p>February 2018 Completed</p>	<p>S2 SIP Strategy Team</p> <p>Program Administration Data Lead S2 SIP Strategy team S2 SIP Stakeholder Team</p>
<p>B2. Analyze baseline data/population (for reducing reentry to foster care) further to determine triggering events to convene a CFT meeting</p> <ul style="list-style-type: none"> ● Develop referral/case review tool looking at originating substantiated and subsequent substantiated referral: <ul style="list-style-type: none"> ○ Demographics ○ Caregiver information ○ Household makeup ○ Safety plan ○ Family Engagement ○ If a Team Decision Making meeting was held and did 	<p>May 2017</p> <p>February 2018</p>	<p>November 2018 Completed</p> <p>May 2018 Completed</p>	<p>Program Administration Data Lead</p> <p>P4 SIP Strategy team P4 SIP Stakeholder Team</p>

<p>the safety/action plan that were behaviorally based to keep children safely at home a threats</p> <ul style="list-style-type: none"> ○ Referral to community partners ○ If a Team Decision Making meeting was held and did the safety/action plan that were behaviorally based to keep children safely at home a threats ○ Referral to community partners <ul style="list-style-type: none"> ● Conduct qualitative referral/case reviews using newly developed tool ● Analyze data from the qualitative review to determine a focus subset of children and families where a CFT meeting will be held 	<p>June 2018</p> <p>September 2018</p>	<p>August 2018 Completed</p> <p>November 2018 Completed</p>	<p>P4 SIP Strategy Team</p> <p>Program Administration Data Lead P4 SIP Strategy team P4 SIP Stakeholder Team</p>
<p>C. Establish targeted CFT meetings identified as Key decision points</p> <ul style="list-style-type: none"> ● Specific to reducing recurrence of maltreatment ● Specific to reducing reentry to foster care 	<p>February 2018 November 2018</p>	<p>April 2018 January 2019 Completed</p>	<p>S2 SIP Strategy Team P4 SIP Strategy Team CFT Implementation Team</p>

D. Develop criteria for Prevention CFTs and Permanency CFTs meeting structure to improve S2 and P4 outcome measures	August 2017	April 2018 Completed	S2 SIP Strategy Team P4 SIP Strategy Team CFT Implementation Team
E. Explore facilitation training needs internally, and with external partners	August 2017	October 2017 Completed	S2 SIP Strategy Team P4 SIP Strategy Team Workforce Development Unit
F. Develop CFT policy and procedure	April 2017	April 2018 December 2018 December 2019	Emergency Response and Permanency Program Planners
G. Train to CFT policy and procedure	April 2018 January 2019 February 2020	June 2018:- February 2019 June 2020 50% staff trained August 2018:- April 2019 September 2020 100% staff trained and ongoing	Workforce Development Unit
H. Implement CFT meetings during identified Key decision points and CCR timelines specific to reducing recurrence of maltreatment	August 2018 December 2018	Ongoing June 2021	Program Managers Supervisors

<ul style="list-style-type: none"> • Specific to reducing reentry to foster care • Specific to reducing recurrence of maltreatment 			
I. Develop CQI mechanism/model to determine effectiveness of CFT strategy	January 2018	August 2018 June 2019	Program Administration Data Lead S2 SIP Strategy Team P4 SIP Strategy Team CFT Implementation Team
J. Monitor progress utilizing the developed CQI mechanism/model at least bi-annually	October 2018 December 2019	Ongoing June 2021	Program Administration Data Lead Program Managers and Supervisors (Emergency Response, Informal Supervision, and Permanency programs)
K. Work with contracted community prevention partners to modify on-going annual program evaluations to include data related to CFT participation	July 2017	Annually June 2021	Community Prevention Program Planners

Strategy 2: Intensive Family Finding	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): P3 – Permanency in 12 Months for Children in Care 24 Months or More	
	<input type="checkbox"/> CBCAP		
	<input checked="" type="checkbox"/> PSSF	<input checked="" type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
<p>A. Meet with internal and external Stakeholders to establish a quarterly strategy workgroup to build on and strengthen this practice.</p> <ul style="list-style-type: none"> • Hold initial stakeholder meeting • Ongoing stakeholder meetings at least quarterly 	<p>May2017</p> <p>Ongoing</p>	<p>June 2017</p> <p>June 2021</p>	<p>CPS Division Manager</p> <p>CPS SIP Strategy Lead</p> <p>CPS Managers</p> <p>Various Community Stakeholders</p>
<p>B. Research and understand best practice in the area of family finding/Intensive family finding/intensive family finding and incorporate into practice.</p> <ul style="list-style-type: none"> • Literature review • Identify any jurisdictions with best practice activities 	<p>August 2017</p>	<p>April August 2018</p> <p>Completed</p>	<p>CPS Division Manager</p> <p>CPS SIP Strategy Lead</p> <p>CPS Managers</p> <p>Various Community Stakeholders</p>

<p>C. Identify and define the existing efforts of family finding/intensive family finding and support for both CPS and partner agencies, as well as identify any gaps in the existing service areas.</p>	July 2017	July 2018 Completed	CPS Division Manager CPS SIP Strategy Lead CPS Managers Various Community Stakeholders
<p>D. As part of this strategy, CPS and stakeholders will have a common understanding of the outcome data, as well as gaining a deeper understanding of the data as it relates to the specific population and their needs. This will be utilized to further develop and inform the county model and strategically target our practice.</p> <ul style="list-style-type: none"> • Understand the outcome measure • Dig deeper in the data to more clearly understand the population 	July 2017 August 2017	August 2017 - Completed December 2018 June 2019	CPS Program Administration Data Lead CPS Division Manager CPS SIP Strategy Lead CPS Managers Various Community Stakeholders
<p>E. Based on the understanding of the population, the research on best practices an our current efforts, we will develop a model/protocol that clearly defines the continuum of Family Finding, Intensive Family Finding and Engagement across the child welfare spectrum (from Prevention through Permanency), to include definition of terms, time frames, parties responsible, how information is communicated and outcomes desired, as</p>	September 2017	June August 2018 June 2019	CPS Division Manager CPS SIP Strategy Lead CPS Managers Various Community Stakeholders

well as a plan to implement once developed.			
F. Identify staffing needs to implement family finding, intensive family within CPS and external partners.	March 2018	August 2018 December 2018 December 2019	CPS Division Manager CPS Executive Leadership Team Various Community Stakeholders
G. Training and implementation: <ul style="list-style-type: none"> • Develop training • Train staff • Implement model 	June 2018	December 2018 June 2019 December 2019	CPS Training Identified Community Stakeholders P3 SIP Strategy Workgroup
H. Determine appropriate data points to measure success and monitor outcomes (CQI).	June 2018	December 2018 June 2019 December 2019	CPS Program Administration Data Lead CPS Division Manager CPS SIP Strategy Lead CPS Managers Various Community Stakeholders
I. Strategy group meets to monitor and adjust process and outcomes.	December 2018	June 2021	CPS Program Administration Data Lead CPS Division Manager CPS SIP Strategy Lead CPS Managers Various Community Stakeholders

Strategy 3: Increase Support for Resource Families	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): P5 – Placement Stability	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input checked="" type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Review and analyze placement stability data to evaluate performance and identify needs.	July 2017	December 2017 May 2018 Completed	Program Administration Data Lead, and Strategy Team
B. Research and identify best practice from other counties on caregiver resources and support.	Ongoing	June 2019	Strategy Team
C. Research existing resources/services to support caregivers and develop a resource guide with information such as school resources, food closets, etc. by region for resource parents to be provided upon placement of a child. Guide to include agency and community partner trainings available for resource parents to include trauma informed parenting, mental health education, child development, etc.	January 2018	June 2019 (ongoing)	Program Administration Data Lead, RFA Team, and Strategy Team
C.1 Identify staffing needs to develop resource directory guide and to develop data tracking tool for trainings or resource parents	January 2018 December 2018	June 2019 (ongoing) Completed	CPS Executive Leadership Team and Strategy Team

D. Use tracking tools—ETO (Efforts to Outcomes) and California Community Colleges Foster & Kinship Care Education Program Database and perform tracking analysis for resource parents attending trainings to determine overall impact on placement stability.	December 2017	June 2019	Program Administration Data Lead, RFA Team, and Strategy Team
E. Use of resource parent mentors	Ongoing	June 2019	RFA Team
F. Incorporate overview of respite care and Specialized Care Incentives Program Level of Care in and in conjunction with respite care, encourage development and use of social supports versus use of respite care in training for caregivers to prevent burn out and financial stress.	June 2017	June 2019	RFA Team and CPS RFA Training Team
G. Provide overview to caregivers and social workers on PC-CARE (Parent-Child) Program available for caregivers and children ages 1-5 to help stabilize placement. PC-Care is a 6 week in home intervention designed to improve the quality of the resource parent-foster child relationship and to work with resource parents to support the new placement. Therapists teach and coach caregivers to increase positive parenting skills to help find behavior management strategies when a need is identified.	December 2017	June 2019	RFA Team and CPS Training Team-PC-CARE Program Planner

<p>H. Refer resource parents of children ages 1-5 to PC-CARE Program.</p>	<p>December 2017</p>	<p>June 2019</p>	<p>Primary Social Worker/PC-CARE Program Specialist Planner and UCD PC-CARE Team Planner CPSU</p>
<p>I. Develop Maintain a tracking mechanism to ensure resource parents of eligible children ages 0-5 are referred to identify caregivers who participate, complete or decline participation in the PC-CARE Program.</p> <ul style="list-style-type: none"> Review information on a semi-annual basis to determine if participation or non-participation by caregivers had an impact on placement stability. 	<p>October 2017</p>	<p>January 2021 (ongoing)</p>	<p>UCD PC-Care Team Program Planner and Program Administration</p> <ul style="list-style-type: none"> UCD PC-CARE Team and Strategy Team

Strategy 4: Convene and utilize a workgroup to better understand the demographics, and address the factors contributing to trends of maltreatment in foster care.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): S1 – Maltreatment in Foster Care	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input checked="" type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Review of data entry into CWS/CMS to evaluate for accuracy.	Dec. 2017	March 2018 Completed	Program Administration Team
A.1. Develop ongoing CQI process to monitor this area.	June 2018	October 2018 June 2019	Program Administration Team
B. Analysis of the use of the Occurrence Date fields in referrals in CWS/CMS to ensure the fields are used with fidelity.	April 2018	January 2019 Completed	Emergency Response and Program Administration Teams
C. Review of the protocol for inclusion of siblings in ER referrals. Quality assurance review to ensure siblings are identified as victims correctly in referrals.	April 2019	July 2019	Emergency Response and Program Administration Teams
C.1. Share results of quality assurance review with ER staff and Strategy Workgroup as part of CQI process. Train ER staff as to the protocol for sibling inclusion in referrals.	September 2019	January 2020	Emergency Response, Program Administration Teams, and Strategy Workgroup
D. Conduct analysis of Measure 2F to identify any barriers to social workers completing monthly face to face contact with children in foster care to assess	January 2019	May 2019 August 2019	Strategy Workgroup

safety. Include analysis of quality of face to face contacts.			
D.1. Based on outcome of 2F analysis, train staff regarding requirements for in person contacts with children in care each month. Address systemic barriers to staff completion of in person contacts each month as identified in the analysis.	July 2019	December 2019	Workforce Development Unit, Emergency Response and Permanency Trainers Strategy Workgroup
E. Conduct analysis into additional areas identified by the workgroup as potential to decrease maltreatment in foster care	January 2020	June 2021	Strategy Workgroup
F. CQI bi-annual quality assurance checks for accuracy to address identified areas for improvement.	March 2019	June 2021	Emergency Response and Permanency Teams

5 – YEAR SIP CHART PROBATION

Priority Outcome Measure or Systemic Factor: P1 Permanency in 12 months (entering foster care)-Probation

This measure reflects the percentage of children who are discharged to permanency within 12 months of entering foster care.

National Standard: 40.5%>

CSA Baseline Performance: 13.2% (Q3 2016). According to the Q3 2016 Data Report, 15 of 114 youth were discharged into permanency within 12 months of entering foster care.

Target Improvement Goal: Probation is currently below the National Standard by 15.5%. The following represents targeted increases for year 1-5 in order to meet the national standard. An increase of 5.6% per year over a 5 year period will allow us to perform slightly above the national standard.

Year 1: 18.5%

Year 2: 24.1%

Year 3: 29.7%

Year 4: 35.3%

Year 5: 40.9%

Priority Outcome Measure or Systemic Factor: 4B – Least Restrictive (Entries First Placement: Group Home) – Probation

This measure addresses the number of children entering foster care to a first placement type of group home within a 12 month period.

National Standard: N/A

CSA Baseline Performance: 96.3% (Q3 2016). According to the Q3 2016 Data Report, 77 out of 80 youth's initial placement was into a group homes. 2.5 % were placed with relatives (2 out of 80). 0% (0 out of 80) was placed in foster homes or with foster family agencies.

Target Improvement Goal: To increase the number of youth placed with relatives, in foster homes and with foster family agencies.

Year 1: 4.5%

Year 2: 6.5%

Year 3: 7.5%

Year 4: 8.5%

Year 5: 10%

Strategy 1: Increase the number of children who achieve permanency in less than 12 months by utilizing training, policy and procedure, warrant execution, yearly program audits, yearly program meetings, 6 and 9 month supervisor reviews, and referrals to R.E.D.Y. and Wraparound services.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): P1 Permanency in 12 months (entering foster care) P5 Placement Stability	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input checked="" type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Conduct yearly training with Probation Officers on the topic of Permanency: Adoption, Legal Guardianship, and Reunification and the requirements for Another Permanent Planned Living Arrangement (APPLA).	1/2018	12/2021 Ongoing annually	Placement Supervisors Placement DPOs
B. Revise/Update Policy and Procedure manual for the Probation Placement Unit specific to the requirements of the Manual of Policies and Procedures for Child Welfare Services (Division 31) and the current practices of the Probation Department.	6/2020	3/2021	Placement Division Chief Placement Assistant Division Chief Placement Supervisors
C. Meet with the Juvenile Field Probation administration and supervisors to coordinate random “operations” with the goal of executing placement warrants to expedite the restarting and reengagement of services to achieve permanency.	9/2018	12/2021 Ongoing	Placement Division Chief Placement Assistant Division Chief Juvenile Field Division Chief Juvenile Field Assistant Division Chief Placement Supervisors

			Juvenile Field Supervisors
D. Continued yearly audit and analysis of data of all placement programs to identify both their target and successful populations. The data will be used to inform placement decisions, in an effort to minimize absconds and terminations which can reduce length of time to achieve permanency.	10/2017	12/2021 Ongoing	Placement Supervisor Placement Senior DPO (auditor) Placement DPO (intake officer)
E. Conduct yearly meeting between Probation and placement programs to review expectations and allow Probation Officers to better assess placement options.	12/2020	12/2021	Placement Supervisors Placement DPOs
F. At the time of the Pre-Permanency Hearing (6 months after entry into foster care), the DPO will discuss each case with their supervisor regarding permanency options.	10/2018	12/2021 Ongoing	Placement Supervisors Placement DPOs

<p>G. 9 months after entry into foster care, the DPO will discuss each case with their supervisor to identify barriers in achieving permanency within 12 months and put measures into place (i.e. Wraparound and Probation REDY (Re-Entry Development for Youth) to assist with reunification if appropriate.</p>	10/2018	12/2021 Ongoing	Placement Supervisors Placement DPOs
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Strategy 2: Increase the number of children placed in non-congregate care settings by utilizing family finding, recruitment of Resource Families, and utilizing Foster Family Agencies	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): P1 Permanency in 12 months (entering foster care) P5 Placement stability 4B Least Restrictive Placement	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Initiation of internal family finding at the time of detention and continuing throughout the court process.	1/2018	12/2021 Ongoing	Juvenile Intake/Court Supervisors Juvenile Intake/Court DPOs
B. Recruitment of families to become certified Resource Family Approval homes for probation population.	1/2018	12/2021 Ongoing	Placement Supervisor Placement Sr. DPO
C. Network with Foster Family Agencies and build relationships to increase capacity for probation placement population.	1/2018	12/2021 Ongoing	Placement Supervisor Placement Sr. DPO
D. Use of contracted family finding community based organizations to provide intensive family finding and supportive case management. Internally, refer cases in need of family finding to Officers designated to perform family finding and supportive case management.	1/2018 8/2018	7/2019	Placement Supervisor Placement Sr. DPO

Sacramento County Child Welfare Family Finding

Goal and Philosophy

The goal of family finding for each child/youth is to uncover relatives and/or non-related extended family members (NREFMs) and establish life-long connections and commitment, placement options, permanency and ongoing support for the child/youth.

Values

Family Finding uses these key elements of the California Child Welfare Core Practice Model:

- **Inquiry/Exploration:** Use inquiry and mutual exploration with the family to find, locate, and learn about other family members and supportive relationships the child, youth, young adult, and family have within their communities and tribes.
- **Engagement:** Identify and engage family members and others who are important to the child, youth, young adult, and family.
- **Advocacy:** Advocate with the youth to promote permanency and permanent connections.
- **Teaming:** Work in partnership with families, communities, tribes, and other professionals and service providers in our efforts to provide permanency and lifelong supports for the child, youth, and young adult.
- **Accountability:** Work to achieve positive outcomes for children, youth, and young adults in the areas of safety, permanency, and well-being, by measuring our practice against identified system goals and seeking continuous growth and improvement.
- **Workforce Development and Support:** Provide support to the workforce by utilizing dedicated staff for family finding efforts, and partnering with community partners and stakeholders for the purpose of evaluating service delivery and how well our practice aligns with the practice model.

Definitions

Family Finding and Support

The process of identifying and connecting close and distant relatives and/or NREFMs to children/youth in foster care for the purpose of placement, life-long connections and commitment, and ongoing support to the child/youth. This process usually consists of initial and ongoing discovery and engagement of kin and other non-related extended family members. This process is a statutory requirement, should be done initially and ongoing throughout the child/youth's case, and includes information typically gathered through a series of efforts, not limited to, but including:

- Interviewing the child and known family members and NREFMs.
- Reviewing case records.
- Searching social media.
- Engaging found relatives and NREFMs to be part of the child/youth's permanency outcome
- Supporting and promoting the child/youth and relative/NREFM relationship to enhance permanency outcomes.
- Supporting all relatives/NREFMs on behalf of the youth to support life-long connections
- Ensuring information for all found relatives/NREFM's is documented in the case record and CWS/CMS.

Intensive Family Finding and Support

Intensive Family Finding is defined by efforts that go above and beyond what is statutorily required, and for the purposes of our county model, includes any effort made by a **dedicated person**, trained in the framework of the Six Step Family Finding Model, working on behalf of a youth to dig deeper to uncover family/NREFMs on behalf of the youth, utilizing, but not limited to, the following methods:

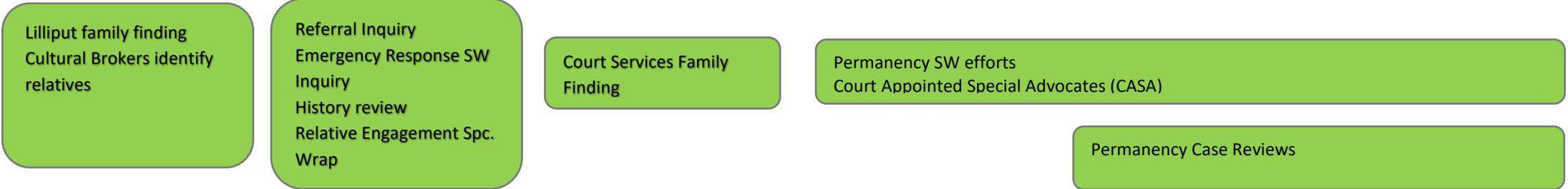
- Ongoing efforts as listed above.
- Ongoing data mining, including speaking to case carrying staff and existing known family members/NREFMs to discover any other relevant connections to the youth.
- Internet searches utilizing online data bases designed for family finding (i.e. Seneca, Clear).
- Ongoing contact and engagement with all relatives/NREFMs identified in order to garner support for the youth as a life-long connection, placement option, or other supportive adult, as well as to dig deeper to identify other relevant relationships.
- Ongoing support of relatives/NREFMs through activities that promote relationships and connections.
- Ensure information of all efforts is documented in the case record and CWS/CMS.

Family Finding, Engagement and Support Map January 2019 Draft

We believe children, youth, and young adults need lifelong, loving permanent families and connections to family members, communities and tribes.



Family Finding



Engagement



KINSHIP Support



Intensive Family Finding



Family Finding/Intensive Family Finding/Engagement and Support

	Early Intervention	Hotline through Detention	Jurisdiction/Disposition	6 Month Status Review	12/18 Month Status Review	Post Reunification
Family Finding	<ul style="list-style-type: none"> • Lilliput identifies family connections • Cultural Brokers Identify relatives of families they work with 	<ul style="list-style-type: none"> • SW Inquiry to RP • CWS History Review • Document relatives in CWS/CMS • ER Field Inquiry/Joint response with CB • Review School Emergency Cards • Family Information Form • 309ER • Child Worker Interviews • Utilize Paralegal Information • Paternity Testing • Wrap Prevention Slots • Relative Engagement Specialists 	<ul style="list-style-type: none"> • CS Inquiry/Interviews • CWS History Review • Document relatives • Child Support database • Meds Database • FB Search • Family History • Cultural Brokers work with family to identify relatives for support 	<ul style="list-style-type: none"> • Permanency SW efforts • Routine 405's to conduct searches • RFA Compelling Reasons Placement • Concurrent planning efforts • Ongoing relative search • CASA • Cultural Brokers work with family to identify relatives for support 	<ul style="list-style-type: none"> • Permanency SW efforts • CASA • Permanency Case Reviews • Cultural Brokers work with family to identify relatives for support 	<ul style="list-style-type: none"> • Ongoing CPS efforts • Collaborate with St. John's regarding family finding and supports • Sierra Forever Families <ul style="list-style-type: none"> ➢ 1 barrier to permanency ➢ Completed reunification process • Family finding/Seneca Relative Search • Build child's network • Case closure report with connections to CSW/Supervisor • CASA
Engagement	<ul style="list-style-type: none"> • Lilliput Families Warm-line • RFA Orientation • Safety Organized Practice shared with partners 	<ul style="list-style-type: none"> • Intake Acts of Protection and Support Network • Refer Relatives to RFA Orientation • Relative Engagement Social Worker • PCFT • Safety Planning • Provide Important Information for Caregivers Pamphlet • RFA contacts family upon receipt of Application • SOP • Wrap Prevention Slots • Cultural Brokers 	<ul style="list-style-type: none"> • CFT • Permanency SW Inquiry and Interviews • RFA Orientation and Application • Refer Relatives for RFA through partner Lilliput Families • Interview child, identify teachers, coaches etc. • SOP • Concurrent Planning Efforts 	<ul style="list-style-type: none"> • CFT • RFA Efforts • Refer to Cultural Brokers • SOP • Concurrent Planning Efforts • CASA 	<ul style="list-style-type: none"> • Concurrent Planning SW • CFT • Collaborate with CASA for youth engagement and family finding • Concurrent Planning Efforts • SOP • SW's reaching out to identified relatives for placement or permanent connections • Conducting H/V's to assess appropriateness of visitation with relatives/NREFM's • CASA 	<ul style="list-style-type: none"> • Concurrent Planning Efforts • Lilliput/ Sierra FF • Engagement/Developing Relationship • Matching and engagement • Recruiting/Child Specific Recruitment • Family and youth preparation • SOP

	Early Intervention	Hotline through Detention	Jurisdiction/Disposition	6 Month Status Review	12/18 Month Status Review	Post Reunification
KINSHIP Support	<ul style="list-style-type: none"> • Refer Eval Outs to Community Partner • Lilliput <ul style="list-style-type: none"> • Case management • Guardianship • Referrals • Community Incubator Lead • Cultural Broker can refer to Community Incubator Leads for support services. 	<ul style="list-style-type: none"> • RFA works with other counties for out of county placements • RFA On site Mobile live scan • RFA Application Workshop • RFA does psycho-social • RFA provides tangible supports (beds, carseat) • RFA provides training and support • RFA provides respite • Refer to Community Partner • Cultural Brokers refer to Community Incubator Leads for support • Lilliput <ul style="list-style-type: none"> • Case management • Guardianship • Referrals 	<ul style="list-style-type: none"> • RFA works with other counties for out of county placements • RFA On site Mobile live scan • RFA application Workshop • RFA does psycho-social • RFA provides tangible supports (beds, carseat) • RFA provides training and support • RFA provides respite • Refer to Community Partner • Cultural Brokers refer to Community Incubator Leads for support • Lilliput <ul style="list-style-type: none"> • Case management • Guardianship • Referrals 	<ul style="list-style-type: none"> • RFA SW stays with family • CFT • Cultural Brokers refer to Community Incubators • Lilliput <ul style="list-style-type: none"> • Case management • Guardianship • Referrals 	<ul style="list-style-type: none"> • RFA SW stays with family • CFT • Cultural Brokers refer to Community Incubator Leads for support • Lilliput <ul style="list-style-type: none"> • Case management • Guardianship Referrals 	<ul style="list-style-type: none"> • RFA SW stays with family • CFT • After care referral to Community Incubator Leads • Lilliput <ul style="list-style-type: none"> • Case management • Guardianship Referrals
Intensive Family Finding			<ul style="list-style-type: none"> • Refer to Lilliput Intensive Family Finding 	<ul style="list-style-type: none"> • Lilliput Families 		<ul style="list-style-type: none"> • Sierra FF - Destination Family

S1 Maltreatment in Foster Care Workgroup
Identified Action Items Grouped by Theme

Conduct Further Data Drilldown

- Overall demographic information on victims
- See if there are any trends within the data (i.e., by placement type including emergency placements, within group homes, education issues)
- If children were placed at group homes when the maltreatment occurred, did the maltreatment occur in the group home, or while the children were on a visit, runaway, etc.
- Look at breakdowns in the data where the rate improved (i.e., for ages 0-5) and see what worked
- Determine if data includes children of immigrant or refugee families

Review CPS Policies and Procedures for Clarification/Points of Input

- Review eligibility and licensing requirements for Resource Families
- Review CPS visitation policies and procedures for when children in care visit parents/relatives
- In the areas in which our data improved (i.e., for a certain demographic of children), were there any services/policies that helped the outcomes improve

Review Placement Dynamics

- Review the RFA process and if there are key points in the in the process that can decrease S1- *Note: RFA/CPSU to present on process at 10/18/18 meeting*
- If the maltreatment occurred while the children were placed at group homes, review the organizational structure of group homes
- Review for any biases within the placements (i.e., religious beliefs, non-acceptance of a youth's sexual orientation, etc.)
- Ensure placements are the best fit/match for children
- Ensure thorough and increased background checks and reviews of CPS/criminal history of individuals with involvement with a child in care

Face to Face Contact with Children in Placement (Action Step D)

- Analyze if children maltreated received regular face to face visits from their social worker
- Determine if the assigned social worker conducted the monthly face to face contact, or if various social workers made the contacts
- Assess the quality of the interaction during the monthly face to face contacts, including how the child was engaged, what topics were covered, and if safety/risk was assessed

Conduct Research with Other Counties

- Compare other counties' performance to Sacramento Co. and determine what is driving their numbers (positive or negative). All group members are encouraged to reach out to other counties via any contacts they may have.
- Compare staffing ratios in other counties to Sacramento Co. Determine if any connection between staffing ratios and rates of S1

Educational Outreach & Collaborate with Other Agencies/Groups

- More involvement/support from foster youth liaisons in schools
- If drilldown reveals many youth in S1 attend charter schools, partner with charter schools as another resource
- Partner with local agencies (not just CPS)
- Look at other agencies within our county and identify what is working for them
- Social Workers do warm hand-off with service providers and resource parents (specifically B&B)
- More education on prevention to the community, including group homes
- Cultural responsiveness and trauma informed training for resource parents
- CPS present to DHA regarding programs/issues CPS encounters that impact S1
- Cross-share information between all SIP Strategy Workgroups

