

# California - Child and Family Services Review

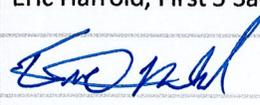
## Annual SIP Progress Report

Year 3 (2020)



California – Child and Family Services Review Signature Sheet

For submittal of: CSA  SIP  Progress Report

County	Sacramento County
SIP Period Dates	June 1, 2019 - May 30, 2020
Outcome Data Period	2019 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 Services Review (C-CFSR) 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-CFSR 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 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 3, covering the period of June 1, 2019 through May 31, 2020.

The Sacramento County 2020 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 also 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

In Year 3, Sacramento County continued efforts to involve stakeholders in monitoring the implementation of the strategies and action steps of the SIP. As noted in the Year 2 SIP Progress Report as a goal for year 3, Sacramento County made efforts to expand involvement of resource parents and youth in the process.

Due to the public health crisis COVID-19, beginning in March 2020, Sacramento County modified many areas of practice, including SIP-specific work. However, for much of the year 3 reporting period, Child Welfare completed the work as outlined below.

Under the Foster Parent Recruitment Retention Services (FRRS) plan for fiscal year 2018/2019, Sacramento County CPS held a series of small appreciation events in 2019. In April and May 2019, Sacramento County CPS held brunches and dinners for county resource families and foster family agency certified resource families, as a way to show appreciation for their work, to provide training and information, and to seek their input as to what is working well and areas needing improvement. More than 120 resource parents attended the events. Subsequent to the brunches/dinners, Sacramento County CPS reached out to resource parents who attended to invite them to join one of the CPS SIP Workgroups, which meet regularly to address the strategies and action steps identified in the SIP. As of this report, seven resource parents responded and expressed interest, and three joined SIP workgroups.

In addition, Sacramento County CPS began efforts to include youth in the monitoring and implementation of strategies and action steps. Representatives of the CPS SIP team met with the Program Planner assigned to the Extended Foster Care (EFC) program to discuss how non-minor dependent youth may be involved in the SIP process. The benefits and limitations of various engagement strategies were discussed, including: youth availability, youth willingness to engage in the process, and the current structure of the CPS SIP workgroups as an avenue in which the youth may not feel comfortable. The next step is for the EFC Program Planner to facilitate a discussion with the SIP lead team and youth involved in the Youth Engagement Project (YEP), as these youth have a designated number of hours to participate in CPS activities. The discussion will involve how the youth feel their voice can best be captured in the process.

Further, in July 2019, two Program Planners who are leads on SIP workgroups with Sacramento County CPS attended Los Angeles County's annual SIP stakeholder meeting. The goal of attending was to observe practices used by Los Angeles County to engage stakeholders in the SIP process. A

major takeaway from the meeting was the emphasis Los Angeles County places on diverse stakeholder engagement, including participation in the annual stakeholder meeting. Sacramento County will use the observations from the Los Angeles County meeting to inform expanded engagement efforts with stakeholders, specifically with parents, youth, and resource parents. In addition, the Los Angeles County stakeholder meeting provided ideas for the next Sacramento County stakeholder meeting, which is planned for 2021.

In Year 3, Sacramento County CPS continued to hold frequent stakeholder workgroups to address the strategies and action steps outlined in the SIP. There continue to be five (5) stakeholder workgroups with varied representation of CPS and community stakeholders. Meeting minutes from the workgroups are publicly posted on the Department of Child, Family and Adult Services website at <https://dcfas.saccounty.net/CPS/Pages/System-Improvement-Strategy-Workgroups.aspx> for community-wide awareness of status updates and progress. While the public health crisis COVID-19 impacted the ability of workgroup participants to meet in person during the last three months of the reporting period, the workgroups were able to meet frequently during the majority of the year. Further, most stakeholders from the workgroups expressed a willingness and ability to continue the SIP work via new means, such as virtual meetings, in the upcoming months while social distancing precautions are in place.

Finally, Sacramento County CPS and Probation met quarterly with the California Department of Social Services (CDSS) Consultants to discuss progress in the identified outcome measures, current practices in the County impacting performance in the outcome measures, and the status of action steps within each strategy. The technical assistance received from the Consultants was used to inform the monitoring of all strategies and action steps.

### CPS Strategy Workgroups

Strategy 1, implementation of Child and Family Team (CFT) meetings, to address Outcome Measure S2, maltreatment in foster care, has continued to meet regularly with internal and external partners. Since the last reporting period, this workgroup met in June 2019, July 2019, September 2019, November 2019, and January 2020. CPS internal membership includes CPS Program Managers, CPS Program Planners, and the group is co-facilitated by a Division Manager from the Emergency Response(ER)/Informal Supervision (IS) bureau. External partners include representatives from Alcohol and Drug Services, WellSpace Health, Women Escaping a Violent Environment (WEAVE), Inc., Bridges Professional Treatment Services, My Sister's House, Hope for Healthy Families, and co-facilitator, Child Abuse Prevention Center (CAPC).

Strategy 1, implementation of Child and Family Team (CFT) meetings, to address Outcome Measure P4, re-entry into foster care, met together with internal and external partners quarterly in April 2019, July 2019, October 2019, and January 2020. Due to the public health crisis COVID-19, commencing in mid-March 2020, the pre-scheduled April 2020 quarterly meeting was cancelled.

In April 2019, external partners consisted of Sacramento Office of County Counsel, Alternative Family Services, Stanford Home Solutions (now Stanford Youth Solutions), Koinonia Family Services, Department of Behavioral Health Services (DBHS), and Lilliput Families. In July 2019, additional community partners from Birth & Beyond (River Oak and La Familia Resource Family Centers), A Community for Peace, Cultural Broker's Program, WEAVE, Inc., and My Sister's House, joined the workgroup. In October 2019, additional community partners from the Sacramento County Office of Education (SCOE) and Volunteers of America – Bringing Families Home (VOA–BFH) also joined the workgroup.

Strategy 2, implemented to address Outcome Measure P3, permanency in 12 months for children in care 24 or more months, has continued convening to focus on the strategy of Intensive Family Finding. The group, including internal and external partners, met on three occasions since the writing of the last progress report. The workgroup has routinely consisted of CPS managers and supervisors, Lilliput Families, CASA of Sacramento, and Stanford Youth Solutions (formerly Sierra Forever Families). During the current reporting period, Sacramento County Probation partners, community partner Chicks in Crisis, a former foster Youth Advocate who works with the Sacramento County Extended Foster Care youth, community partner Paradise Oaks Short-Term Residential Therapeutic Program (STRTP), and the Sacramento County Concurrent Planning Social Worker have also participated. There were fewer workgroup meetings held during the current year due to promotional opportunities and group membership shifting. The lead assignment for the workgroup shifted and time was required for onboarding a temporary new lead. Due to additional hiring, a new lead will begin with the Strategy 2 workgroup beginning in Year 4.

Strategy 3, implemented to address Outcome Measure P5, placement stability, continued meeting to focus on the strategy of Increased Support for Resource Families. The group included internal and external partners, who met in March, May, June, August, September, and November of 2019 and in January 2020. The co-chairs and strategy lead Program Planner also held meetings on two occasions to map out the group's next steps and to establish timelines for the workgroup. In addition, the lead Planner met with CPS Program Administration to discuss the various data requests the group made related to Outcome P5. The workgroup has routinely consisted of CPS managers and community partners: UC Davis (PC-CARE), Lilliput Families, CASA of Sacramento, and Stanford Youth Solutions (formerly Sierra Forever Families). During the current reporting period, the following community partners also participated in many of the meetings: Better Life Children Services, Sacramento County Behavioral Health, WIND Youth Services, Sacramento County Office of Education, Chicks in Crisis and American River College. At the January 2020 meeting, a county resource parent joined the group for the first time, and a second joined the March 2020 meeting. Due to COVID-19 restrictions, the in-person meeting scheduled for May 7, 2020 was held via Skype.

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. During year 3, the

workgroup continued to meet every other month through February 2020. The April 2020 meeting was cancelled due to the COVID-19 crisis. Stakeholder participation in the workgroup varied over the year; however, maintaining diverse stakeholder representation was a frequent topic of discussion in the workgroup. The group made active efforts to identify new members who can provide input into the discussion of maltreatment in foster care. As such, in addition to the outreach mentioned above to resource parents and youth, workgroup members reached out to foster family agencies (FFA), group home/Short Term Residential Therapeutic Programs (STRTP), and a representative from the Cultural Broker program, to seek members. As a result, three (3) new members from FFAs and STRTPs, as well as a county resource parent, joined the group. A representative from the Cultural Broker program was slated to join the group in April 2020; however, that goal has now shifted to the next workgroup meeting. As of this report, the workgroup membership includes representatives from: Child Welfare; Probation; Department of Human Assistance; Child Abuse Prevention Council; UC Davis PC-CARE program; Office of County Counsel; Wind Youth Services; a Sacramento County resource parent; and placement agencies Stanford Youth Solutions, Paradise Oaks, and Sacramento Children’s Home.

## **Probation**

Probation continues to collaborate and partner with Department of Child, Family and Adult Services (DCFAS), Behavioral Health Services (BHS), Community Based Organizations (CBO) and Foster Family Agencies (FFA). Probation also participates in multiple collaborative meetings, workgroups and committees such as Probation Advisory Committee, Families First Prevention Service Act Committee, Cross Systems Wraparound meetings, FFA and Short Term Residential Therapeutic Program (STRTP) director meetings, Foster Youth Partnership meetings, SIP workgroups and Therapeutic Foster Care workgroups designed to improve outcomes for youth and family. The partnership and collaboration is instrumental in our strategy to increase the number of children placed in non-congregate care settings and improve the overall performance measures for outcome measure P1- Permanency within 12 months of entry into foster care.

## **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 Child and Family Services Review (CFSR) 3 outcomes and methodology. The baseline performance for each outcome measure is Quarter 3 of 2016. All current performance is based on 2019 Quarter 3 data.

### **Child Welfare**

#### **S1: Maltreatment in Foster Care**

The national standard for Outcome Measure S1, Maltreatment in Foster Care, is a rate of 8.5 or lower. As reported from UCB CCWIP, the baseline performance from Q3 2016 (October 1, 2015 - September 30, 2016) was 8.74. Performance continued to decline over Progress Report Year 1 (rate

of 12.34) and Year 2 (rate of 16.25). However, Sacramento County's performance has appreciably improved in the current Year 3. The current performance for Q3 2019 (October 1, 2018- September 30, 2019) is 6.25, a 62% improvement from last year and a 29% improvement from the baseline. In addition, there were 66 incidents of maltreatment in foster care in the baseline year of Q3 2016 and 99 incidents in Q3 2018 (as reported in the Year 2 Progress Report). The number decreased to 32 incidents in Q3 2019.

Systemic issues that have contributed to the improvement include a revised protocol to address Commercially Sexually Exploited Children (CSEC) referrals and using the occurrence date fields in referrals in the Child Welfare Services/Case Management System (CWS/CMS). Other systemic issues such as reduced caseloads and resource parent training under the Continuum of Care Reform (CCR) may have contributed to improvement.

In July 2018, Sacramento County CPS began a new practice of monitoring referrals involving youth identified as CSEC for the appropriateness of opening the referrals for investigation. As reported in the Year 2 Progress Report, if a referral is received regarding a youth identified as CSEC, an Emergency Response manager reviews the referral to determine if it qualifies for an in-person investigation or if the case-carrying social worker may appropriately handle the matter. Generally, referrals involving dependent youth already identified as CSEC are evaluated out and deemed appropriate to be handled by the case-carrying social worker. In addition, an Emergency Response field investigations Supervisor or Program Manager may change the investigation status to Evaluate Out if they obtain more information that an in-person investigation response is not appropriate. This change from the prior practice of opening referrals for investigation on dependent youth already identified as CSEC reduced the percentage of incidents of maltreatment in foster care. In Q2 2018, 64% of the Sacramento County CPS maltreatment in foster care incidents were CSEC-related, which dropped to approximately 56% of the incidents in Q2 2019. While the percent of CSEC-related incidents dropped somewhat, the count shows the extent of the decrease. In Q2 2018, there were 51 CSEC-related incidents, whereas in Q2 2019 the number dropped to 20 incidents. Further, of the 20 CSEC-related incidents, 13 occurred in the first six months after implementation of the new practice of opening CSEC referrals for investigation.

In addition, Sacramento County CPS continues to reinforce for staff the need to utilize the occurrence date fields in the referral section of the Child Welfare Services/Case Management System (CWS/CMS). Accurate use of this field helps ensure only incidents of maltreatment that occurred while a child is in foster care (and not incidents from prior to foster care reported later) are counted in the rate. Data shared at the October 17, 2019 SIP workgroup reflected an improvement over time in the use of the occurrence date fields, from 19% of the referrals having the fields completed in April 2018, to 81% in September 2019.

Further, over the course of many months in 2019, caseloads for Permanency social workers decreased (although did increase again somewhat in the last quarter of 2019). It is hoped that lower caseloads enable social workers to have more time to engage in quality interactions with children

and resource parents, with the goal to be able to assess safety, permanency, and well-being during the interactions.

Finally, the current Resource Family Approval process provides more training and better supports for resource parents than the approval process that was in place prior to Continuum of Care Reform. Resource families who have gone through the training report it is helpful to them. The goal of improved training and support for resource parents is to better equip them to care for children in their care, and hopefully have a secondary effect of minimized occurrences of maltreatment in foster care.

### S2: Recurrence of Maltreatment

Sacramento County's current performance in Outcome Measure S2, Recurrence of Maltreatment, has improved since the baseline. As reported from UCB CCWIP, the baseline performance from Q3 2016 (October 1, 2014 - September 30, 2015) was 10.2%. According to the UCB CCWIP, the current performance in Q3 2019 (October 1, 2017 - September 30, 2018) is 9.9%. This reflects a decrease of 2.9%. For the current period, the change needed to meet the national standard of less than or equal to 9.1% is a decrease of 27 children.

Systemic issues that may have contributed to the improvement include decrease in caseload averages, expansion of Informal Supervision services, and increase in utilization of Prevention CFT meetings.

Over the past five years, caseload averages have decreased in Emergency Response (ER). The average number of new ER investigation assignments per month was 18 in 2014. For 2019, ER social workers received an average of 13 new investigations each month. With lower caseloads, social workers are able to spend more time with families, including increasing their engagement efforts and developing better safety and aftercare plans. CPS continues to assess the distribution of investigation assignments in an attempt to keep assignments at manageable levels while ensuring child safety, permanency, and well-being.

In addition, in 2017, CPS expanded Informal Supervision (IS) by adding one additional unit consisting of six social workers and one supervisor. Furthermore, the age criteria for IS services increased from 0-5 to 0-12 years old, with an opportunity to accept children older than 12 on a case-by-case basis. IS provides voluntary intensive services to children and families who are assessed to be at high or very high risk of abuse or neglect as determined by the Structured Decision Making (SDM) risk assessment matrix and the Social Worker global assessment of the family. Juvenile Court petitions are held in abeyance (pursuant to Welfare and Institutions Code (WIC 301(a))), and children, when safe to do so, can remain in the care of their parents while the family receives services. Services for these families are specifically designed to mitigate safety and risk factors in order to provide stabilization and enhance safety, increase well-being, and improve permanency outcomes for children. The expected outcome of early intervention intensive services is to meet a broad range of

needs for families to prevent first entries into foster care, decrease re-entries, and prevent recurrence by linking families to appropriate community resources that will sustain and enhance family well-being. Special skills language/culture social worker and disability accommodation are available for families needing specialized services. The expansion of services in 2017 allowed for more families to participate in IS services.

Further, 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. In January 2018, Sacramento County CPS officially switched from the Team Decision Making meeting model to Prevention Child and Family Team model. Furthermore, Sacramento increased the number of facilitator positions from three to five. During 2018, these facilitators serviced both ER/IS and Permanency services. Data shows there was also increased utilization of Prevention CFT meetings with substantiated referrals before closure. The chart below lists the Prevention CFT meeting percentage from January 1, 2017 (baseline) as well as October 1, 2018 through September 30, 2019.

Performance Indicators	Baseline	2018	Q1 2019	Q2 2019	Q3 2019
Increase of Prevention CFTs with <b>substantiated referrals</b> before closure.	2.6% (1/1/17 to 12/31/17)	7.6% (10/1/18 to 12/31/18)	10.2% (01/1/19 to 03/31/19)	12.5% (04/01/19 to 06/30/19)	13.7% (07/01/19 to 09/30/19)

Lastly, the S2 workgroup has continued to meet regularly to analyze Q3 2018 data of the children who had a substantiated initial allegation that received a disposition of "situation stabilized" resulting in no promotion to a case. Data showed no significant difference in demographic data or trends in allegation types. Further qualitative analysis as outlined in the Year 2 report was not completed. However, in order to drill down to determine connections between CFT meetings and less recurrence of maltreatment, the S2 workgroup decided to refocus efforts on assessing linkages to community-based services after a Prevention CFT meeting. The hypothesis is that families who have a higher level of engagement utilizing the CFT process, develop better after care plans within the CFT meetings, and thus have improved linkages to community-based services to prevent further maltreatment. The focus population will be children who had a substantiated initial allegation with a risk level of "high or very high" and received a disposition of "situation stabilized". Once a focus population completes a Prevention CFT meeting, and an action step included linking the family to a community partner, the Department will tag this family for the study. Details of the process are still under development and will be reviewed by the Department's Research and Review Committee to ensure the proposed study is using ethical methods. The workgroup developed a cover letter, and a release of information that is in draft format. A questionnaire for community-based agencies to complete on a quarterly basis was also developed. Questions include:

1. Did the client access services?
2. If no, why? If yes, what type of services did they access?
3. If client accessed services, did they complete services?
4. If yes, what was their level of participation?
5. If no, why?

### 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 52% 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 2019 (October 1, 2018 - September 30, 2019) is 43.1%, which is above the National Standard of 30.3%. Last year, Sacramento was at 33.3% for Q3 2018 (October 1, 2017 to September 30, 2018). Therefore, performance in this outcome measure increased by 29% from the prior year. At this time, Sacramento County has met the goal and remained above the national standard in this outcome area for three consecutive years.

The P3 workgroup has continued to work towards maintaining and improving performance in this area. Focus remains on the strategy of Intensive Family Finding and continuing to draw upon lessons learned from data analysis and system examination for identification of both best practices, as well as practice gaps. However, intensive family finding is one of a multitude of permanency-driven practices in place for children and families. This improved outcome is likely the result of intensive family finding, as well as the merger of the Family Reunification and Long Term Placement programs several years ago. Additionally, there has been an increased focus on the population in care for at least two years, multiple forms of teaming, and the even greater recent emphasis on family finding and permanency being everyone's responsibility under the Continuum of Care Reform (CCR).

When Sacramento County restructured in 2009 to combine the Family Reunification and Long-Term Placement programs, the cases remained with the same social worker after reunification efforts terminated, rather than transfer to a Long Term Placement (LTP) program. Maintaining the same case assignment laid the groundwork for continued engagement with parents, increasing the likelihood for them to continue with their visits and receive ongoing guidance about efforts they could continue to make towards reunification, in the absence of other legal permanency options for their child. Keeping parents engaged increases the likelihood of permanency through second-chance reunification. Vertical case management also created the opportunity for a staff culture shift surrounding the importance of developing more quality relationships with families and their support networks, and has contributed to a more reunification and permanency minded workforce overall.

As mentioned in the Year 2 report, Sacramento has continued implementing practices that promote early engagement of relatives, such as the Family Engagement Social Workers (FES), previously

known as Relative Engagement Specialists. FES conduct intensive family finding early in a family's involvement with CPS, with a goal to increase the likelihood of placement with a relative.

Sacramento County also utilizes Cultural Broker partners. The Cultural Broker program is specifically designed to support African American families from entering foster care, as well as engagement in reunification services. Cultural Brokers act as advocates and support to the parent and the Department. Cultural Brokers work with and alongside the family, Court, and Social Worker to support reunification efforts, including attending Court hearings and attending CFT meetings. Additionally, Cultural Brokers are now providing supportive services to parenting youth in EFC to prevent a generational cycle of CPS involvement.

Further, children who are unable to be placed with a relative within 30 days of removal have continued to be referred to an Intensive Family Finding partner for additional efforts at identification, outreach, and engagement. Permanency Case Reviews, a teaming practice that keeps the population of children in care for 24+ months in the forefront, have continued.

In addition, children have continued to be served under the Destination Family Partnership. Destination Family specifically serves children with barriers to permanency after reunification services have terminated, by providing intensive family finding, engagement, and targeted child-specific recruitment efforts. Based on the criteria for the program, most children served through the Destination Family partnership fall under this outcome measure, as they have been in care for 24 months or more. As of the writing of this report, there is a California Title IV-E Demonstration Waiver Evaluation Sub-study in progress for the Destination Family Program. This sub-study began in 2016, and it is anticipated the results will be available during the next reporting period.

Sacramento also has several other interventions and practices in place that support an increased focus on the exploration of relative placements and/or permanency. These include: weekly internal shelter update reporting regarding the placement efforts made on behalf of children at the Temporary Shelter Care Facility (TSCF) and daily internal communication regarding placement efforts for children without placements, Child and Family Teaming, Safety Organized Practice (SOP), and housing services for parents through the Bringing Families Home (BFH) program. Additionally, internal provisions are in place to help identify and address underlying staff bias, to promote relative engagement/placements and permanency. Some examples are monthly Permanency Case Reviews facilitated by the Program Manager, and mandatory manager-level consults and approval prior to recommendations for bypass of reunification services to parents, prior to RFA denials of both relatives and non-relatives, and prior to recommendations not to place children with kin.

Sacramento is also beginning to partner with Casey Family Programs for the Kids Going Home (KGH), which focuses on stepping children down from congregate care placements and includes a component of intensive family finding. In the early stages of KGH, a collaborative case review process was mapped out to bring together services providers, staff, and program leadership to identify

supports, interventions, and strategies to step youth down and transition out of higher levels of care to home-based settings.

Additionally, Sacramento, in collaboration with the CDSS, is currently receiving training and technical assistance from Dr. Denise Goodman in the area of family finding and engagement and other child-specific, targeted recruitment strategies.

Although there continues to be opportunity for further improvement in this outcome area, Sacramento's success in remaining above the national standard for securing permanency for children in care 24 or more months, is due to a culmination of many practices and interventions that occur over the life of a Child Welfare case.

#### P4: Reentry to Foster Care

Sacramento County's performance in Outcome Measure P4, Reentry to Foster Care, markedly declined this quarter 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 2019 (October 1, 2016 - September 30, 2017) is 23.8%. While there have been fluctuations, the current performance is a notable increase in the non-preferred direction. Noteworthy, is the number of children who entered foster care in a 12-month period who discharged within 12 months to reunification or guardianship (denominator) has steadily lessened from 735 since the baseline, to 467, a reduction of 268 children. However, the number of children in the denominator who re-entered foster care within 12 months of their discharge from foster care, while having shown improvement since the baseline Q3 2016 (108 children) through Q3 2017 (78 children) and 2018 (71 children), increased in Q3 2019 (111 children). Sacramento County would need to see a reduction of 73 children to meet the national standard.

In an effort to identify factors contributing to the outcome decline in performance, a quantitative study of the October 2016 – September 2017 entry cohort revealed the following:

- Youth ages 16-17 years had the most re-entries (48%), followed by 1 to 5 years (24%), less than 1 year (23%), and 11 to 15 (22%). Children ages 6 to 10 had the least reentries (20%).
- Latino children (28%) and White children (28%) had the most reentries, followed by Black children (20%).
- Of children who reentered, 55% were male and 45% were female.
- None of the reentries by time in care (0 to 30 days – 30%, 1 to 6 months – 19%, or 6 months to 1 year – 21%) met the national standard (8.3% or lower).
  - Short stays of 0-30 days (30%) had the highest percentage of reentries
- None of the reentries by program assignment met the national standard (8.3% or lower): Permanency – 16%; Emergency Response (ER) only – 29%; ER and Informal Supervision (IS) – 31%; and IS only – 35%.

- A greater percent of reentries occurred in non-court programs:
  - IS (35%) – 32 children out of 92
  - ER and IS (31%) – 69 children out of 221
  - ER (29%) – 37 children out of 129

At this time it is unknown if the performance decline is an anomaly or represents a significant practice change.

Previously specified interventions which may improve re-entry continue to remain in place. These include parents engaged within 15 days of their Detention Hearing by a Permanency 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 & Beyond (B&B) in-home parenting program for children through age 17 (since January 2015) for both Prevention and Aftercare services.

#### P5: Placement Stability

Sacramento County's performance in Outcome Measure P5—Placement Stability has improved 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 2019 (October 1, 2018- September 30, 2019) reflects an improvement to 4.89 placement moves per 1,000 days in care. Sacramento County continues to not meet the national standard 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. There were 600 placement moves in the most recent period (Q3 2019). In order to achieve the national standard, Sacramento would need to have 94 fewer placement moves.

In the previous Year 2 progress report, Sacramento County reported one of the possible reasons for the decline in performance was possible errors in the process used to submit placement home approval changes erroneously entered as placement moves. As previously noted, in some cases although the child remained with the same caregiver, once the caregiver was approved through the Resource Family Approval process, the change in approval was processed as a placement move. Since the last reporting period, Sacramento County worked with the data entry team to address errors in the CWS/CMS, which may have positively impacted the placement stability rate for this reporting period. In August 2019, data entry began processing all Relative/NREFM homes in CWS/CMS as RFA probationary, which reduced the likelihood of multiple placements entered into CWS/CMS when Relative/NREFM became an approved home.

One systemic issue that may have contributed to the improvement is the overall decrease in the number of children in care. The decrease in the number of children in care may be related to the work being done as part of the Black Child Legacy Campaign, specifically the work of the Community Incubator Lead (CIL) Program that was created to reduce child deaths and to address the disproportionate rate of African American children entering care. The CILs reduce/prevent children from entering the foster care system by out-stationing Informal Supervision African American Special Skills social workers at sites in each of the seven focused neighborhoods. The social workers participate in Multi-Disciplinary Teams (MDT) to discuss families currently involved with CPS and make referrals to culturally-relevant, community-based services, and provide resources to families with no CPS involvement to prevent future involvement. Social workers also work directly with families to provide voluntary, intensive services that enable the children to remain safely in the home with their parents. Additionally, social workers actively engage in CIL community activities to further enhance their presence in the community.

Another potential contributing factor is the reduction in caseloads. Due to the reduction in the number of children in care, there has been a reduction in caseloads, which may have allowed for better engagement, the use of Safety Organized Practice tools, and teaming with children and caregivers.

Further, with the full implementation of CFTs, and the requirement of having a CFT within 60 days of the child's entry into care, better overall case planning and placement decisions are being made early in the case. If there is a consideration to move a child, a CFT should be convened to allow the team to work on identifying strategies to preserve the placement.

Finally, another possible contributor to improved performance is the decrease in use of shelter care at the Children's Receiving Home (CRH). The Centralized Placement Support Unit continued to locate and assess the most appropriate placement for children in need of placement, with priority given to placing children with relatives or non-related family members whenever possible or in the alternative, placement with Resource Families (Foster Family Agency or County licensed homes). For children placed in shelter care, Sacramento County implemented the use of a weekly report that is sent to all managers to work with social workers assigned to the children in shelter care and to address placement efforts to locate permanent homes.

## **Probation**

### P1 Permanency In 12 Months-Probation

Probation's performance in Outcome Measure P1, Permanency in 12 Months of Entry into Foster Care has declined from the baseline by 2.2% according to the official data from UCB CCWIP. The baseline performance for Q3 2016 (10/1/14-9/30/15) shows 15 out of 114 (13.2%) achieved permanency within 12 months of entry into foster care. The national standard is 40.5%. The current performance for comparison data Q3 2019 (10/1/17-9/30/18) shows 8 out of 73 (11%)

Probation placement youth achieved permanency in 12 months.

Analysis of the client level data in P1 Q3 2019 revealed 6 additional youth in this reporting period achieved permanency within 12 months of entry into foster care; however, the data was entered incorrectly in CWS/CMS resulting in the erroneous data being recorded as the official data of UCB CCWIP. The data has since been corrected; however, the increase from 11% to 19.2% has not been reflected in point in time data. Once updated, the point in time data should reflect 14 out of 73 (19.2%) achieved permanency in 12 months of entry into foster care. It should be noted the comparison data is static data from UCB CCWIP and the static data will not change even after corrections are made. The point in time data is the best measure to illustrate the modification and increase with outcome measure P1 in Q3 2019.

In order to ensure data is entered and recorded accurately in UCB CCWIP, CWS/CMS update training was provided to staff on February 27, 2020. The training will occur annually. A Supervisor and Administrative Service Officer will also conduct quarterly audits of the client level data entered into CWS/CMS, in addition to monitoring the data entered by staff into CWS/CMS monthly. Ongoing training, quarterly audits and monthly monitoring of data entry into CWS/CMS will support the accuracy of data entry and allow Probation staff an opportunity to correct data entry errors prior to the official recording of static data by UCB CCWIP at the end of each quarter.

The comparison chart below illustrates our performance data during the current SIP cycle. Using a rate of 131.5 per 1,000 Probation Placement Youth (baseline) and 192.0 in Q3 2019, we achieved an increased rate of 45.4 % per 1,000 youth. Overall, we show an increase in our performance in Q3 2017, Q3 2018, and Q3 2019 compared to our baseline data in Q3 2016.

UCB CCWIP Quarters	% Reunified	Numerator	Denominator	Rate compared to baseline***	Rate compared to previous years***
Q3 2019	*19.2%	14	73	45.4%	-23.3%
Q3 2018	25%	14	56	89.3%	+63.5%
Q3 2017	15.3%	13	85	15.9%	+16.2%
Q3 2016 (Baseline)	13.2%	15	114	131.58	NA

\*19.2% will be UCB CCWIP data once updated on 3/31/20.

\*\*Data pulled from UCB CCWIP website

\*\*\*Rate is per 1,000 youth

The implementation of the Placement Intake Unit as an action step in the 2012-2017 SIP cycle along with the incorporation of Child and Family Teaming in January of 2018 has strengthened Probation's process and ability to identify a STRTP, Foster Family Agencies (FFA) or Resource Family (RFA) that can meet the complex individualize needs of Probation foster youth and provide services to reunify the youth with their parents or guardians as quickly as possible. Ongoing teaming and collaboration between the Child and Family Team and the multidisciplinary team, along with consistent monitoring of progress towards achieving permanency goals through monthly Supervisor reviews and detailed case conferencing at the 6, 9 and 12 month milestone of each case contributed to our increased rate of 45.4 in Q3 2019.

Although the number of entries increased from 56 in Q3 2018 to 73 in Q3 2019, the overall number of youth in foster care is still below the baseline (114 in Q3 2016) due to Probation's diligence in utilizing community based interventions including Multi-Systemic Therapy (MST), Functional Family Therapy (FFT), Hi-fidelity Wraparound, trauma and mental health focused programming to improve stability and support treatment needs while maintaining youth in their home and community. Probation's approach continues to evolve using a trauma informed lens involving teaming with youth and family, targeted and individualized case planning, cross system's collaboration, transition planning and partnerships, and coordinated service planning and delivery such as MDTs and CFTs

### Challenges to P1 Permanency in 12 Months

As referenced in our year 1 and 2 SIP Progress Reports, barriers to meeting the national standard of 40.5% in outcome measure P1- Permanency in 12 months from entry into foster care continues to be attributed to the following:

- Probation's population of Juvenile Sex Offenders (JSO);
- Probation's population of youth in foster care with warrant/abscond status;
- UCB CCWIP methodology in timeline calculation for removal into foster care;
- Inventory of Short Term Residential Therapeutic Program (STRTP);
- Probation's population of youth nearing the age of majority and Extended Foster Care Services eligibility; and
- Individualized needs of Probation foster youth.

Juvenile Sex Offender treatment in Short Term Residential Therapeutic Programs continues to exceed 12 months and typically extends from 18 to 24 months, depending on the individualized needs and services of the youth. In Q3 2019, 7% of youth that did not achieve permanency within 12 months of entry into foster care were our population of Juvenile Sex Offenders.

Probation also continues to experience significant numbers of abscond episodes from youth in care during the referenced period, creating a substantial impact with achieving permanency within 12 months of entry. As explained in our SIP Progress Report for year 2, permanency timelines are

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not suspended during periods of abscond. Analysis of the warrant cases in Q3 2019 revealed 45.2% of youth in this period had one or more episodes of absconding from their placement program and did not achieve permanency within 12 months of entry into foster care despite Probation's efforts in convening the Child and Family Team at various stages including the following:

- After the initial removal order to adequately match the youth to a STRTP, FFA or RFA;
- Within 60 days of placement into their STRTP, FFA or RFA to development a strength based case plans in order to achieve goals to timely permanency; and
- To stabilize placement and address triggers.

On average, Probation foster youth remained in care a total of 44 days before absconding. The average length of time for each abscond episode was 52 days per youth. A survey of youth having abscond status while in care from 2014-2017 disclosed commonalities and reasons for absconding. The common reasons for absconding were: 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 to prevent absconding.

From October 2018 to October 2019, Placement officers convened and facilitated a total of 190-Child and Family Team meetings. The Intake Placement Officer facilitated 80 CFT meetings to identify needs and services in order to determine a STRTP, FFA or RFA that could adequately address the immediate needs and service of the youth. The case carrying Placement Officer facilitated 95 CFT meetings to develop strength-based case plans, identifying goals and objectives to achieve timely permanency. Placement Officers facilitated 15 CFT meetings to stabilize placement.

The overall percentage of emergency CFT meetings resulting in placement stabilization was 35.7% for youth in P1, P2 and P3. While Probation has increased the number of Child and Family Team meetings facilitated overall, we are still not yet able to convene a CFT meeting for every triggering event due to a lack of staffing resources. We intend to explore options to help increase the number of emergency Child and Family Team meeting facilitations. The findings will aid in determining viable resources to achieve and sustain possible strategies to increase the overall number of stabilization CFTs. Probation's goal moving forward is to increase the number of emergency CFT meetings facilitated to stabilize placement and to address triggering events. The hope is the increase in emergency CFT meetings will help stabilize the youth, prevent them from absconding, and improve permanency outcomes overall.

The methodology in timeline calculation is another challenge for Outcome Measure P1. As referenced in the Year 2 SIP Progress Report, the removal date for Probation youth is the date of

arrest and booking into detention. The Court process following removal is often lengthy and the youth remains detained for a variety of reasons, including safety to self and members of the community. During this time period, the youth has not been ordered into foster care and therefore, Placement Services are not working with the youth towards achieving rehabilitative and permanency goals. A review of cases for Q3 2019 shows an average of 74 days before court proceedings are resolved and a disposition is determined in the youth's case, creating significant impact to our outcome in P1.

The inventory of Short Term Residential Therapeutic Programs also impacts Probation's ability to achieve permanency P1. The mandate established by Continuum of Care Reform requires congregate care providers to obtain specific accreditation standards in the conversion process to become a Short Term Residential Therapeutic Program in order to continue to service foster youth in congregate care. The process of converting has been challenging for providers as evidenced by the percentage of programs choosing not to convert or not meeting the necessary accreditation requirements. Since 2017, over 50% of programs providing residential treatment in congregate care for foster youth were denied or did not apply to convert to an STRTP. Of the providers that did apply, only 12.4% have permanent licensure, while 24.1% have provisional licensure and 12% are in the review process. Placing agencies (Child Welfare and Probation) throughout the state are competing for the same viable STRTP options. The reduction in viable STRTP options generated increased length of custody for youth awaiting availability. The average period of detention post disposition is 30 days before a youth is delivered to a STRTP, an increase of 5 days from 2018 to 2019. On average a youth is in custody 74 days prior to disposition and 30 days post disposition, totaling 104 days without being able to actively work toward achieving rehabilitative and permanency goals. Analysis of client level data in Q3 2019 indicates 25 % of youth who did not achieve permanency within 12 months were impacted by the length of stay in custody pending placement in an STRTP. The other 75% had significant history of absconding once placed at an STRTP.

Extended Foster Care eligibility and the individualized educational needs of youth continues to impact timely reunification in P1. As explained in our previous progress report, many Juvenile Justice-involved youth entering into foster care are older teens and often are highly deficient in educational credits. This population of youth may elect to stay in residential treatment rather than pursue timely reunification in order to achieve their educational goals and/or benefit from Extended Foster Care Services. Analysis of the data shows 25% of youth in Q3 2019 were 17 and approaching the age of majority. This population of older youth would therefore benefit from Extended Foster Care Services pursuant to AB-12 if they remained in care until their 18<sup>th</sup> birthday as opposed to reunifying with their parents or guardians. After meeting eligibility requirements as a Non Minor Dependent (NMD), the young person may elect to reside with their parents under a Supervised Independent Living Program (SILP) for Extended Foster Care eligibility.

Noteworthy are findings with the additional client level analysis during the referenced period. Probation discovered 3% of youth did not achieve permanency in the referenced period due their pending disposition to the Division of Juvenile Justice (DJJ). In those cases, Probation recommended DJJ as the most appropriate option to provide adequate services to meet the needs of the youth. Despite Probation's recommendation, the Court ordered out of home removal to placement. The Court subsequently committed those youth to DJJ following violations and failure to comply with their Placement treatment programs. Those youth remained in foster care pending the lengthy court process, which adversely affected the permanency timeline in P1. Probation also discovered 3% of youth stepped down to home-based care with resource families after completing an STRTP. The youth in this population could not achieve reunification as there were no parents/guardians or family members willing or suitable to provide care for them. Placement with a suitable, trained, and willing resource family was in the best interest for youth in this category.

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

Our goal is to achieve a 2% percent increase annually in Measure 4B for the 5 Year SIP. UCB CCWIP data for Q3 2016 shows the initial placement for 95.5% of Probation foster youth was in congregate care setting. 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 2019 indicates the initial placement for 88.3% of Probation foster youth was in a congregate care setting. 1.7% was initially placed in foster homes and 1.7% with foster family agencies. 8.3% was placement with other.

Point in time least restrictive data has increased from 10/1/18 to 10/1/19. On 10/1/18, 1.36% were placed with relatives, none were placed in foster homes, and none were placed with foster family agencies. A year later, on 10/1/19, 0.6% were placed with relatives, 1.3% were placed in foster homes and 1.3% was placed with foster family agencies, totaling 2.9%, an increase of 1.54% from 10/1/18.

Systemic challenges continue to make home-based care as an initial placement or step-down option for Probation foster youth an ongoing challenge. As noted in our previous progress report, the regulations from surrounding states impede our ability to place with family members or non-relative extended family members out of state because Probation is often not recognized as a "placing agency" in these jurisdictions. Additional systemic factors include the rigorous requirements to be approved as a Resource Family, particularly for youth nearing the age of majority.

An additional barrier relates to the complex needs of Probation foster youth and the challenges with our ability to place youth with a Resource Family without first addressing their treatment needs through therapeutic interventions in a Short Term Residential Therapeutic Program (STRTP). Several Probation foster youth have adjudications for violent offenses and many involve the use of a weapon including firearms. Analysis of cases in the reference period revealed 62% of

youth that entered care had adjudications for violent offenses, 34% involved use of a weapon including a firearm. 7% of youth that entered into care were adjudicated for juvenile sex offenses.

In our experience and assessment of Probation foster care cases, the vast majority of Probation foster care youth would not benefit from placement with a Resource Family as an initial placement without previously providing appropriate therapeutic interventions to address their individualized treatment needs. Often times, an STRTP can address the complex needs of the youth. Upon completion of an STRTP the youth may stepdown to home-based care with a Resource Family if they are unable to reunify with their parents or guardians. When treatment needs are addressed, overall success with the transition to Resource Family placement increases.

In Fiscal Year 2018-2019, Probation developed and implemented a revised Foster Parent Recruitment Retention and Support (FPRRS) Plan to increase home-based care for Probation foster youth as an initial placement or a stepdown after completing an STRTP. Components of the plan included intensive family finding, caregiver support, outreach and community collaboration, media campaign, training, and technical assistance in the recruitment and retention of resource families. The overall goal was to bring awareness of the need for resource families for Probation youth, educate about the process, dispel myths, address concerns associated with Juvenile Justice involved youth, and explain the role Probation Officers play in supporting resource families. For FY 2018-2019, we increased our overall inventory by 400%, from 2 to 10 resource families and FFA willing to provide care for Probation foster youth.

The FPRRS funding allocation for FY 2019-2020 allowed Probation to continue with our FPRRS campaign, prioritizing efforts toward intensive family finding, child specific recruitment with a relative or non-relative extended family member, and the retention and support of Resource Families and FFA. We also continued to receive technical assistance and onsite training from Dr. Denise Goodman, a nationally recognized consultant and child professional, in the area of recruitment and retention of resource homes with focused efforts of increasing capacity and support of resource families in the County of Sacramento.

Throughout our work with Dr. Denise Goodman, we discovered discrepancies regarding the demographics versus the actual needs of Juvenile Justice involved youth in foster care for placement with resource families or FFA. The population of youth in need of resource families does not necessarily correspond with our demographic data in that our data indicates our population of youth is predominately minority youth with adjudications for violent offenses and they resided in the 95823 area code when a disposition to placement was ordered by the Court. We have learned this population of youth have complex needs that cannot be adequately addressed in home-based care with a resource family as an initial placement; therefore, the solution was placement in an STRTP to address their complex needs as Probation prepares the youth and family for timely reunification through strength-based case and transitional planning. Our current need is to increase the number of Resource Family homes for youth who cannot

reunify with their biological parents or guardians following completion of their treatment program. For example, Probation's population of Juvenile Sex Officers typically cannot achieve permanency through reunification with their parents or guardian due to no contact orders and victim protection if their victim is a sibling or a relative residing in the home. Dr. Denise Goodman assisted Probation with changing our marketing strategy for our JSO population in need of home-based care, specifically with how we message and educate during outreach. We refer to Probation foster youth as "youth served by Probation" who have completed treatment and met their goals. Additionally, Dr. Goodman suggested messaging the opportunity to end the cycle of abuse as many JSO youth have traumatization and sexual abuse history. Dr. Goodman emphasized the need to involve the youth in their own recruitment efforts. While Probation continues to recruit resource families and FFA for our entire demographic, we focus our efforts on child specific recruitment to ensure youth who cannot reunify have the opportunity to transition to home-based care as quickly as possible.

Pushing to further innovate, Probation launched a public media campaign at the beginning of April 2019 through June 2019 and garnered interest from the community. Components of our media campaign FY 2018-2019 included commercial production and airing on a television station, geofilter technology to target our audience with click through application redirecting interested viewers to our FosterAYouth.net website, emails sent on behalf of Probation to viewers from the television station, as well as advertisement via billboards, buses and Light Rail transportation. Analysis of visits to our webpage revealed increased visits during the months of April through June, with our highest viewing in the month of June. While we generated interest, we unfortunately have not been successful with convincing interested individuals to take the next step and begin the application process to become a resource family. Still, the FPRRS team continue to maintain connections and reach out to those interested individuals, persistently messaging our need for home-based care for Probation foster youth, and the support Officers will provide resource families from the application process throughout the entire placement of the youth with the resource family. We understand it may take several years before those interested individuals make the final decision to proceed with an application given this population of community members have no connection with our youth.

Child specific recruitment through intensive family finding has proven to be more advantageous in achieving our goal of increasing inventory of resource families and Foster Family Agencies willing to provide care for Probation foster youth. FPRRS Officers have been instrumental and diligent with utilizing Child and Family Team meetings and innovative methods of engagement to connect youth with located relatives or non-relative extended family members; furthermore, they ensure the needs and services of the youth are met in home-based care and the resource families are receiving ample support. This strategy assists FPRRS Officers with establishing and maintaining trusting relationships demonstrated through care, consideration and support provided to both youth and caregiver. The bonds between the FPRRS Officers and the families has also assisted officers with motivating child specific resource families to open their homes and to provide care

for other Probation foster youth. As a result of the intensive family finding, recruitment, and retention efforts by the officers, Probation recruited a total of 8 additional resource families including foster family agencies willing to provide care for our youth in FY 2019-2020. The increase brings our total inventory to 18 since implementation of our FPRS campaign in September 2018.

## STATUS OF STRATEGIES

### Child Welfare Strategies

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

Outcome Measure S2 – Recurrence of Maltreatment and Outcome Measure P4 – Re-Entry to Foster Care, are the identified outcome measures to be improved by this strategy. Sacramento continues to not meet the national standard for both Measures S2 and P4. Currently, outcome measure S2 is at 9.9%, which is a performance improvement of 4% (when compared to the baseline in Q3 2016), and outcome measure P4 is at 23.8%, which is a decline of 62% since the baseline. Child and Family Team (CFT) Meetings were fully implemented in January 2019. Due to the current performance period for S2 (10/2017-09/2018) and P4 (10/2016-09/2017) occurring prior to implementation of CFT meetings, it remains too soon to assess their impact and effectiveness in respect to these outcome measures.

Action steps A-E were previously completed and reported on in Year 1 or Year 2.

Action step C was to establish identified targeted CFT meetings at key decision points. As previously reported regarding action step C, key decision points to conduct a Prevention CFT meeting are at 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, with a focus on households with a substantiated referral allegation that was closed with no additional CPS involvement and had an SDM Risk Assessment of “Very High”.

Key decision points to conduct Permanency CFT meetings include: 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. CFT meetings are also held for case plan development. 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 Children (CSEC) or Crossover Youth Practice Model (CYPM).

During this reporting period, action steps F, G, I and J were scheduled for implementation. Action steps H and K are ongoing through the SIP period, until June 2021.

Action Step F, to develop a CFT policy and procedure, continues to be under development and was

put on hold due to reallocation of staff resources towards the Sacramento County Child Welfare restructure pilot effort that commenced in November 2019. The restructure is temporarily suspended due to the need to focus resources on addressing the COVID-19 public health emergency. However, if deemed viable after the pilot, it will result in an agency structure wherein the Emergency Response social worker is assigned to the case through Jurisdiction and the Permanency social worker is still assigned at Detention, but is also responsible for Disposition and subsequent case work. The restructure goal is to streamline services to children and families, increase family engagement and their understanding of services, increase permanency for children, and hopefully reduce reentries. A revision to this action step will be made to the completion date from December 2019 to December 2020.

Action step G, to train to the CFT policy and procedure, is directly related to Action Step F – developing a CFT Policy and Procedure. This timeline will also need to be extended due to the extension of action step F. Implementation for training will be extended from February 2020 to February 2021. Completion of Child Welfare staff training will be changed from June 2020 to June 2021 for 50% staff trained and from September 2020 to September 2021 for 100% of staff trained.

Action step H, to implement CFT meetings during identified key decision points and CCR timelines, was previously implemented and reported in Year 2. This action step is ongoing through the SIP. In 2019, there were 649 Prevention CFT meetings and 800 Permanency CFT meetings held. As the CFT is required to provide input into the case plan, case planning meetings are being tracked in Emergency Response when families enter the Informal Supervision program and in Court Services prior to Disposition. Of the 684 Permanency CFT meetings held for case planning, 384 meetings occurred prior to Disposition.

Action Step I is to develop a CQI mechanism/model to determine the effectiveness of the CFT meeting strategy and is in progress. As previously reported, Sacramento County continues to utilize the Efforts to Outcome (ETO) database to capture Prevention and Permanency CFT meeting data that CWS/CMS is unable to track. The plan is to develop a methodology to link the data between the ETO database and CWS/CMS. In the meantime, as of April 2019, Prevention CFT (PCFT) meetings began using a Self-Satisfaction Survey that uses questions rated on a Likert scale of 1-5 and including a comment section with the Emergency Response to Informal Supervision Pilot. In August 2019, the satisfaction survey was extended to all Prevention CFT meetings. The results have been positive, with an average participant rating of 4.7. Permanency CFT meetings facilitated by contract providers are also using a Self-Satisfaction Survey that uses questions rated on a Likert scale of 1-5 and includes comment sections. To date results have also been positive, with an average participant rating of 4.56. Additionally, the CFT Meeting Implementation Team is considering utilizing a fidelity checklist based on the Northern Training Academy's SOP infused version adopted by CDSS, but broadened to include the Core Practice Model (CPM). The statewide CFT Implementation Team is currently vetting and revising this tool for county use. Once finalized, the tool can also be tailored

to Sacramento County's Child Welfare's CFT meeting process. A revision to this action step will be made to the completion date from June 2019 to December 2020.

Action Step J, monitor progress utilizing the developed CQI mechanism/model at least bi-annually, is directly related to Action Step I – to develop a CQI mechanism/model to determine the effectiveness of the CFT meeting strategy. Due to the extension of Action Step I, the implementation timeline of the CQI mechanism will also need to be extended from December 2019 to December 2020.

Action Step K, is working with contracted community prevention partners to modify on-going annual program evaluations to include data related to CFT meeting participation. This action step is ongoing annually, and as previously reported, Child Welfare continues to collaborate with community partners to establish criteria for participation and their role in CFT meetings. Birth & Beyond staff is invited when there is a placement change, seven-day notice with placement, emergency placement, imminent risk of removal from parents, reunification, and Dependency closures. Birth & Beyond staff have been trained to increase their understanding of the purpose of CFT meetings, their role, and how they can best participate. 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.

Significant success occurred in 2019 regarding the implementation of CFT meetings. CFT meeting testing was completed in mid-December 2018, and CFT meetings were officially launched in January 2019. Prevention CFT meetings serve Emergency Response and Informal Supervision programs and Permanency CFT meetings (facilitated by Uplift Family Services for children unlinked with mental health services, or facilitated by the child's mental health provider) are required according to CCR mandates and timeframes. In 2019, there were 649 Prevention CFT meetings and 800 Permanency CFT meetings held. As the CFT is required to provide input into the case plan, case planning meetings are being tracked in Emergency Response when families enter the Informal Supervision program and in Court Services prior to Disposition of a case. Of the 684 Permanency CFT meetings held for case planning, 384 meetings occurred prior to Disposition.

In April 2019, Prevention CFT meetings began piloting Emergency Response to Informal Supervision Case Plan meetings, which focused on opportunities for warm handoffs between social workers, development of case plans, quicker engagement in services for families, more transparency regarding the Informal Supervision program, children/youth returning to their parents'/guardians' care sooner, and fewer families with petitions filed in Court within 30 days of entering the Informal Supervision program.

The Emergency Response to Informal Supervision Case Plan Meetings were rolled out to all of Emergency Response in November 2019. At this time, all families that have participated in the case

planning via Prevention CFT meetings have not had Court intervention within the first 30 days of entering Informal Supervision.

Sacramento County continues to look at methods to enhance practice pertaining to CFT meetings. As noted earlier in this report, Self-Satisfaction surveys are utilized and indicate high satisfaction with the CFT meetings. Also, the CFT Implementation Team is looking at ways to enhance practice, such as usage of a fidelity checklist. Further, SOP Coaches have been used to observe CFT Meeting Facilitators on the utilization of the SOP consultation framework, as well as skill building and facilitation feedback. In addition, UC Davis Northern Regional California Training Academy (NRTA) has developed a new CFT Meeting Facilitation Skills Training, which the facilitators for both Prevention and Permanency CFT meeting programs attended in March 2020. Further, the CFT meeting facilitators for both Prevention and Permanency CFT meetings attend the quarterly CFT meeting Learning Collaborative, which is an interactive learning collaborative that focuses on CFT meeting implementation, fidelity of facilitating and participating in CFT meetings, strategies for engaging families and their network of natural supports, as well as facilitation tips. In response to the COVID-19 Pandemic, the Prevention CFT facilitators participated in a three hour NRTA training for the Child and Family Teaming: Virtual Engagement Strategies for Social Workers, designed to provide support for virtual problem-solving, sharing of best practices and strategies for improving outcomes for children and families during this evolving pandemic in May 2020. Additionally, the Prevention CFT facilitators will be utilizing 10 coaching hours provided by NRTA for model fidelity and to develop strategies for engagement while ensuring safety to navigate through the new virtual means of communication.

Another success is continued collaboration between Sacramento County Child Welfare and Sacramento County Behavioral Health. Since April 2019, the identified team of five Senior Mental Health Clinicians from Sacramento County Behavioral Health has been completing the California Integrated Practice Child and Adolescent Needs and Strengths (CA IP-CANS) tool in a pilot stage. A CPS Mental Health Clinician is assigned to complete the CANS for children not linked to mental health services or whose age is 0-5 years, and partners with the assigned social worker to engage with parents, caregivers, and children and complete a draft CANS. The CPS Mental Health Team clinician then attends the CFT meeting and incorporates the CANS ratings into the discussion to ensure the team reaches consensus on the CANS items. The team's caseload capacity began at five cases each and has expanded to 15 cases each. Additionally in November 2019, the pilot expanded to include Permanency cases. CANS trainings have been offered for all programs throughout the year. The statewide CANS curriculum was also updated to include a second day of training regarding integrating the CANS into case planning. This additional training is offered by the Northern Regional Training Academy. Furthermore, a training for supervisors was developed, and focuses on ensuring the CANS is used to inform the case plan.

In November 2019, Sacramento County Behavioral Health received approval to utilize Mental Health Services Act (MHSA) funding to expand the CPS Mental Health Team, including five

additional Senior Mental Health Clinicians and one clerical support position. Once hiring and training is complete, the team will also have the capacity to support all programs with consultations, as well as continue to expand piloting the CANS in Court Services and Permanency programs.

Since COVID-19, which affected Sacramento County in late March 2020, some additional successes have occurred in relation to CFT meetings. There has been an improvement in the flow of the meetings, with staying on task to adhere to the purpose of the meeting, avoidance of non-substantial discussions, and more timely meeting completions. Social workers and supervisors have engaged and teamed with parents and youth regarding COVID-19 worries, assuring them the pandemic will not impact their case in a negative way, and encouraging them to continue efforts to engage in case plan activities and services. Additionally, CFT facilitators collaborate with social workers, with whom they have built relationships, to encourage continued submittal of CFT meeting referrals to be held via “Lifesize” video conferencing.

In addition, Prevention CFT meetings held for Emergency Response and Informal Supervision programs have been utilizing multiple telephone and video chat platforms to accommodate families, in addition to safely holding in-person meetings in order to ensure child safety and wellbeing. Emergency Response and Informal Supervision social workers have received notifications via email and flyers about the extended services available. Further, the Prevention CFT facilitation unit is currently assisting social workers with completing and submitting CFT meeting request forms to alleviate challenges to and support social workers on the frontlines. In addition, prior to the Prevention CFT meeting, the Prevention CFT facilitators reach out to families to explain the meeting process and determine which virtual meeting media platform will best meet their needs. This has provided an opportunity for engagement and advocacy to ensure the family’s voice is heard and valued. Staff have reported their appreciation for the Prevention CFT unit continuing to facilitate meetings during the pandemic, allowing collaboration in teams and ensuring plans are in place. Another positive unintended outcome from conducting virtual meetings has been having fewer issues with participant availability due to lack of childcare and transportation.

The prior challenge regarding the Permanency CFT meeting provider’s ability to schedule meetings was resolved by adjusting the contract to add a second scheduler. This adjustment reduced the number of CFT meeting facilitators from eight to seven. The scheduling team has been able to schedule all meeting requests within the week of the request, with no backlog, and the facilitators have been able to meet the need of requests with their team of seven facilitators.

Although mental health providers are facilitating CFT meetings in addition to the contracted provider, data regarding mental health meeting logistics and outcomes is not collected or available to Child Welfare from providers. While social workers enter CFT meetings facilitated by mental health providers in CWS/CMS, the challenge of timely and accurate information entered by the social worker continues to occur.

Additionally, staff turnover occurred within the Permanency CFT meeting contracted provider;

however, quick hiring efforts and completion of training and co-facilitation minimized the impact, and the provider has been able to meet the need of meetings being requested consistently.

Beginning in late March 2020, COVID-19 created some new challenges for CFT meetings. There was a decline in CFT meeting referrals in April 2020 believed to be caused by the shelter in place order. Furthermore, the change to utilizing “Lifesize” video conferencing in lieu of in-person meetings has contributed to other issues. There have been missed engagement opportunities due to lack of in-person contact between participants during meetings. Previously, there was initial face-to-face engagement work with families, the neutral facilitator, and social worker, which were extremely helpful and included introductions and informing families of what to expect prior to the start of a CFT meeting. Social Workers are still attempting to meet with families the day before or at least 10-15 minutes prior to the CFT meeting to prepare them and review the Release of Information (ROI) and their CFT list. However, there have been challenges with participants calling in earlier than their specified time or before the ROI is completed due to the youth or parent having questions about the forms that necessitated more time.

Also, there have been some instances when social workers or participants were unprepared for the CFT meeting, including families not understanding why Child Welfare wanted to bring the family and their team together, although this issue has fluctuated since the start of CFT meetings in January 2020. The lack of experience of using a virtual meeting format and specifically “Lifesize” has impacted individuals participating in CFT meetings as well as their preparation and practice with the system prior to the start of a meeting. Facilitators are providing families with a “Lifesize” quick guide and social workers can utilize the quick guide to walk families through the process.

Another complicating factor around holding virtual meetings is some youth do not agree to show themselves on video. In those circumstances, the team is reminded it is okay for a youth not to show their face; however, it is important for the youth to be able to see the white board. Further, taking breaks in virtual meetings is very different and can be challenging when youth and families do not have their support person with them who can walk them out and/or support their return. Additionally, the neutral facilitator is not able to check in with the individual who needed a break. Finally, there are sometimes audio or visual challenges with WiFi connections causing glitches, especially with CFTs of ten or more people.

Prevention CFT meetings held for Emergency Response and Informal Supervision programs have also been impacted due to the COVID-19 pandemic and the stay at home order. There was a decline in referral submissions and meetings in March and April of 2020 and during those two months, the Prevention CFT unit was down two facilitators, leaving three facilitators to accommodate meetings. Significant to note is the decline in Prevention CFT meeting referrals and meetings held coincide with the over decline in calls received by the Child Abuse and Neglect Hotline. In March 2020, calls dropped 24.57% in comparison to March 2019. More so, in April 2020 calls to the Hotline decreased by 49.36% when compared to the April 2019 data.

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

Sacramento County's performance in this outcome measure has improved 52% since the baseline. The baseline performance from Q3 2016 was 28.3%, while the current performance in Q3 2019 is 43.1%. At this time, Sacramento has met the goal and remained above the national standard in this outcome for three consecutive years. The positive result in achieving continued growth with the outcome measure of securing permanency within 12 months for children in care 24 or more months is a culmination of many factors including the strategy of intensive family finding, department structural changes made in the past, increased teaming and collaboration, a higher level focus on the population and relatives and permanency in general, and a myriad of other practices as noted earlier in this report.

Action step A consists of holding ongoing stakeholder meetings; this is an ongoing task through the end of the System Improvement Plan (SIP). As stated in a prior section of this report, the P3 workgroup has convened three times during the current reporting period. During each meeting, the group collaboratively revisits the identified action steps to ensure the work remains on track. This year the group was able to add a member from Paradise Oaks Short-Term Residential Therapeutic Program (STRTP), as well as the Sacramento County Concurrent Planning Social Worker. Additionally, moving forward, a representative from Sacramento's Black Child Legacy Campaign (BCLC) will participate.

Action steps B and C were previously completed and reported on in prior progress reports.

During this reporting period, action steps D through H were scheduled for implementation and/or completion.

As was reported previously, action step D consists of two components. The first component, understanding the outcome measure, was previously completed. This year, work has continued towards the second component, understanding the population of children in care 24 or more months. During the prior two years, the workgroup completed two rounds of case reviews of children who have been in care 24 or more months, in an attempt to draw conclusions as to the most successful permanency practices and to identify gaps which may have occurred for those children. However, because qualitative case reviews, though very informative, are also very time-consuming, this year the workgroup brainstormed other ideas for data analysis that will help to continue to inform Sacramento's understanding of this population of children. In Year 3, the group analyzed data for a cohort of 447 children in care for at least 24 months as of October 1, 2018, with a comparison of their permanency status 12 months later. Data was pulled related to time in foster care, age, ethnicity, gender, last placement type, status of identified fathers (to determine if any connections could be drawn related to potential paternal family members to consider for permanency), and number of

social worker reassignments. Unfortunately, it was determined the data related to father status, number of social workers assigned, and last placement type is entered and updated in CWS/CMS in a way that makes it difficult to draw conclusions from the administrative data. These data points would require extensive qualitative review to accurately draw conclusions from the data.

Data related to demographics from this cohort reflected:

- Males and females achieved permanency similarly. Males achieved permanency 41% of the time and females achieved permanency 43% of the time.
- African American children made up the largest portion of the children in care on October 1, 2018, at 35%; African American children also had the lowest percentage achieving permanency, at 35%.
- Native American children made up the smallest portion of the population in care on the designated date, at 3%, but have the highest percentage achieving permanency at 54%. It should be noted, the count of Native American children is small and thus shows greater changes in outcomes even when small numbers of children achieve permanency.
- The remaining ethnic groups achieved permanency at the following percentages: Latino children, 47%; White children, 44%; and Asian/Pacific Islander children, 41%.

The data pertaining to time in care revealed a connection between time in foster care and achieving permanency in 12 months.

- Youth in care for two years on October 1, 2018 had the highest percent achieve permanency at 96.5%.
- Youth in care three years achieved permanency at 41.7%.
- Youth in care four years achieved permanency at 36.4%.
- The percentages continued to steadily decline the longer youth were in care. None of the 35 youth in care 10 or more years achieved permanency in 12 months. The data showed there was a lesser likelihood that children would achieve permanency the longer they remained in foster care.

Data related to permanency by last placement type revealed that children placed with relatives had the highest percent achieve permanency.

- Relative placements achieved permanency at 70%.
- Children placed with County foster homes achieved permanency at 50%.
- Children placed with Foster Family Agency (FFA) homes achieved permanency at 44%.

The workgroup is committed to continue to explore and consider data on an on-going basis so that the most informed decisions are made. Action step D is complete at this time.

Action step E consists of mapping out Sacramento's existing continuum of family finding services.  
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Although the continuum was created and attached to the prior report, it was still considered a draft until further vetting and discussion was held. The workgroup's further review and discussion of the continuum did not yield any additional changes; however, the workgroup is in agreement that the continuum should be periodically revisited for continuous quality improvement to ensure practice drift does not occur and that the services in the family finding continuum are consistently provided to children. Additionally, Sacramento began a pilot for a potential restructure of how cases are assigned, and although this is a longer-term issue, a restructure would necessitate revisions and/or changes to the continuum. As of March 2020, the pilot is on hold due to the need to focus resources to address the COVID-19 public health emergency.

Sacramento's continuum of family finding services captures an array of efforts made towards family finding, engagement, and kin support throughout the life of a case. However, the entirety of the continuum does not reflect an intensive level of family finding service. As outlined in the prior report, research was done which included outreach to another county with an intensive family finding model. Based on the research and outreach, Sacramento identified that the dedication of staff is what sets an intensive family finding model apart from other family finding and engagement efforts. At this time, a challenge and systemic issue regarding this strategy is Sacramento does not have the necessary staffing resources available to implement a county intensive family finding model to fidelity, such that all children in care 24 or more months are able to receive the intensive level of service. There are points on the continuum which do contain opportunities for intensive family finding services through partner collaborations, such as Lilliput Families. Lilliput Families serves children following initial entry into the system, in an effort to promote permanency prior to the child ever reaching 24 months in care. For children in care 24 or more months, intensive family finding services are available to children through the Destination Family partnership, but capacity limitations do not allow for every child in this population to be served. Sacramento has a very early partnership currently being formed with Casey Family Programs under Kids Going Home, which has a limited intensive family finding component. Although some youth in this population will be served, the case selection for the project is based on the unique details of each case and is not necessarily specific to time in care. Nonetheless, although Sacramento County does not have the staffing resources required to be able to move forward with implementation of an intensive family finding model for all children in care, the workgroup is commencing with a focus on the continuum of family finding services as our model. Therefore, action step E is complete at this time.

Action step F consists of identifying staffing needs to implement the family finding model. The prior report outlined some newer staffing resources that had been put into place specifically for the purpose of family finding. Those identified resources are the Family Engagement Specialist (FES) team and a dedicated Concurrent Planning Social Worker. Both of these staffing resources remain in place at this time.

The FES staff continue to work alongside Emergency Response in an effort to identify and engage relatives prior to entry into the system. These workers have been on-line since March 2018. A

success encountered with this action step is as of December 2019, had served 755 children in need of family connections. For the 755 children served, RES staff identified 1,872 relatives/non-related extended family members (NREFM), assessed 1,145 relatives/NREFMs for emergency placement, completed 180 home assessments, and placed 238 children with a relative/NREFM, who would have otherwise been placed out of home with a non-related resource family.

The role of the concurrent planning social worker is to engage new and existing resource families in an effort to expand their readiness to meet the realistic needs of the children in Sacramento County, as work continues towards expanding placement options for older and higher needs youth. This social worker also reviews detention reports and assists with concurrent planning efforts from the onset of a case, when there does not appear to be relative involvement. The concurrent planning social worker was a new County hire directly into the position and therefore spent a large portion of the first year in training, including new social worker cohort training and an intensive 10 week CORE 3.0 class. For this reason, there has not been enough time for the social worker to become fully immersed in the position for an extended period of time and evaluate its effectiveness in achieving permanency. As Sacramento County primarily dedicates staff to regions of the County, though the concurrent planning social worker was located in the South/Central region, collaboration was available to all three regions (South/Central, East, and North). As a success encountered with this action step, in December 2019, a second non-case carrying position was created in the East region. This social worker will have split responsibilities, with partial duties aligned with the concurrent planning social worker. The full scope of duties of this position are still being determined. The prior report also referenced that in 2019 funding was secured for six (6) full-time social workers to act as support to caretakers; however, those positions were initially put on hold and subsequently eliminated completely due to budget factors.

Sacramento County continues to have contracts in place with partner agencies Lilliput Families and Stanford Youth Solutions (formerly Sierra Forever Families) for intensive family finding and kinship support services. These services had been expanded under the Title IV-E Waiver, which sunset in September 2019. However, alternate funding sources were utilized to continue fully funding the contracts through June 2020 and therefore children have continued to be served. Based on the fact that Sacramento does not have the necessary staffing resources available to implement a full county intensive family finding model, and is therefore commencing with efforts to maintain our continuum of family finding services, staffing efforts are being made toward filling existing social worker position openings as timely as possible. Lower caseloads allow more time for search and engagement of relatives, as well as providing higher quality services, which include making referrals when children are eligible to intensive family finding through one of our partnerships. Therefore, action step F is complete at this time.

Action step G consists of identifying training needs based on the model. For several years, Sacramento has utilized a cohort model for hiring and training, wherein newly hired staff are given training as a group, and the intensive family finding partners are included in the new cohort training

curriculum. The decision was made to expand this training session to include an explanation and review of the Sacramento family finding continuum. Sacramento intends to commence formulating a training plan for current staff specific to Sacramento's continuum upon the conclusion of the COVID-19 pandemic.

There have been other department-wide training opportunities for staff during the past year on the topic of family finding and engagement, such as the Family Search and Engagement training available through the UC Davis Northern Training Academy. As mentioned in the prior report and remains accurate, there is also much overlap in various other training areas about family finding and engagement. Safety Organized Practice (SOP) and Child and Family Team (CFT) meeting trainings are just two examples where the importance of making efforts to locate and engage kin is stressed as part of developing support for the child, and these trainings are applicable at all points in the life of a case. There have also been more unique training opportunities during the past year. As an example, Sacramento County applied and was selected to partner with CDSS to receive on and off site training and technical assistance on recruitment and retention of resource families from Dr. Denise Goodman. This project has been in effect since July 2018 and will continue until June 2020. Initially the focus of the project was on targeted recruitment for teens; however, it shifted to individual case staffings to locate families for children in congregate care. All social workers, supervisors and program managers assigned to a case (placement and program staff) were invited to the staffings for selected children and received recommendations for child-specific family finding techniques. Via survey monkey, staff voted on the topics that would be the most meaningful to learn about in the area of family finding and engagement and in November 2019, Dr. Goodman provided three sessions of training specific to the needs of Sacramento County. Based on the positive feedback about the sessions, additional trainings were to be scheduled; however, this was disrupted by the COVID-19 pandemic and will be contingent upon Sacramento's ability to continue to work with Dr. Goodman when the pandemic concludes. Action step G is complete at this time.

Action step H consists of determining data points to measure success and begin monitoring outcomes. Based on the fact that Sacramento does not have the staffing resources available to implement a county intensive family finding model for every youth in care, coupled with the information presented in an earlier section of this report pertaining to the fact that intensive family finding is one of the interventions leading to the positive outcome measure, the workgroup continues to monitor progress through the outcome measure itself. Sacramento maintains a CPS Performance and Outcomes Quarterly Report, which is available to all staff, at any time. This report reflects Sacramento's performance in the seven (7) outcome areas for which the federal and state government provide oversight, as well as a comparison between Sacramento's performance and the performance of five (5) similar counties. This report monitors outcome performance between the quarterly data pulls for better tracking abilities. There are also other data indicators available for children who receive intensive family finding services through external partnerships. Sacramento also holds a Permanency Steering Committee meeting on a quarterly basis where the intensive family finding data and outcomes are reviewed and discussed with partners, and troubleshooting is done to

address and resolve any barriers or challenges that arise within the partnership. Action step H is complete at this time.

Action step I consists of the final stage of the strategy workgroup to meet and monitor the process and outcomes. As noted in this report, the workgroup continues to meet and monitor these areas. It remains appropriate to maintain the completion date of June 2021 through the end of the SIP cycle for this action step.

Sacramento County Child Welfare has not identified any additional needs from the CDSS to successfully implement the action steps; however, additional funding would be necessary for all children in care two or more years to receive an intensive level of family finding.

### Strategy 3: Increased Support for Resource Families

Sacramento County's performance in Outcome Measure P5—Placement Stability has improved 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 2019 (October 1, 2018- September 30, 2019) reflects an improvement to 4.89 placement moves per 1,000 days in care. Sacramento County continues to not meet the national standard 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. There were 600 placement moves in the most recent period (Q3 2019). In order to achieve the national standard, Sacramento would need to have 94 fewer placement moves.

During the previous reporting period, action steps A and C1 were completed. Additionally, action steps D and E were previously omitted during the last reporting period. Action steps B, C, F, G, H and I were scheduled for implementation and/or completion during this reporting period.

Action Step B is to research and identify best practice from other counties regarding caregivers' resources and supports to increase placement stability. The group did not actively continue to research similarly sized counties' performance rates in the placement stability outcome. The previous research showed most other similarly sized counties attributed their outcomes performance to Team Decision Making (TDM), Resource Family Approval (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.

Sacramento County no longer uses TDM, but shifted the facilitation of these previously existing teaming meetings to Prevention Child and Family Team (CFT) meetings that are convened during the Emergency Response investigation process. Additionally, as of January 1, 2019 Sacramento fully implemented the use of CFT meetings within 60 days of the child entering care; however, most of the initial CFT meetings in Sacramento have taken place within the first 30-45 days of a child entering

care, which has been helpful in effective case planning from the onset of the case. Sacramento has also continued to use Safety Organized Practice (SOP) in the engagement of children and families; however, Sacramento County has not consistently used SOP to fidelity or documented the consistent use of the various SOP strategies. Therefore, a newly developed group of managers and planners is working on strategies for communication to ensure the use of SOP strategies in the engagement of families. Sacramento County has continued to perform well in evaluating resource parents through the RFA process, and on average, was only slightly above the 90-day mandate, with completion at 93-day average. For further quantitative information regarding the number of approvals, please refer to the RFA section of this report. Continuous Quality Improvement projects continue to be a critical part of Sacramento County's strategy in addressing systemic issues. This action step was completed.

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 worked on the development of a resource guide during this reporting period. Although a draft of the guide was developed, the group found the draft would be overwhelming to caretakers because there was so much information regarding many resources that were readily available through the local county 211 directory, schools, and other local community partners. As a result, the workgroup shifted the focus and purpose of the guide and initiated the development of a resource page (double sided) with phone numbers caregivers may need to address the basic needs of the children they care for, such as Medi-Cal Ombudsman (enrollment/disenrollment to/from plans), Denti-Cal, foster youth services, mental health services and crisis lines, etc. The workgroup decided once the resource page is developed, it will be provided to the caregivers by the social workers who will provide an overview of the page and encourage the use of the resources, should the caregiver find a need to use the services or to contact specific providers. Additionally, the Sacramento County Office of Education (SCOE) group member has agreed to distribute the resource page to resource parents within the Twin Rivers School District during their home visits with these families. Currently, the workgroup is working to determine how to best track when and if caregivers use the resource page and whether this helped in maintaining the child's placement.

Also related to action step C, the workgroup has done preliminary work to begin a new pilot project of engagement of resource parents. The workgroup is working on developing a few SOP engagement questions and UC Davis workgroup members agreed to assist in the development of an established script to ensure consistency in the delivery of the information that was to be used by a group of social work interns. With the assistance of CPS Program Administration staff, a random sample of caregivers was identified that would exclude resource parents previously interviewed by Sacramento County in the Child and Family Services Review (CFSR) process. The plan was for the social worker interns to engage the resource parent by calling and asking the resource parent to identify needed supports

and services to maintain the child in the home. The intern would document the identified needs and if possible, provide immediate resources to the caregiver. For those identified needs requiring additional follow-through, the information would be provided to the assigned social worker and supervisor to ensure follow up. Within an established timeframe, the intern would then follow up with the caregiver to see if the caregiver not only received the requested resources and supports, but whether the caregiver found the engagement helpful to assist in maintaining the child's placement. Due to the COVID-19 public health crisis, the internships for the social workers prematurely ended, resulting in termination of the pilot project. A discussion regarding next steps for the pilot occurred with the workgroup at the May 7, 2020 Skype meeting. However, identification of additional resources will need to take place in order to re-initiate the pilot project.

Action step C is in progress. The original completion date is noted as June 2019 (ongoing); however, this completion date will be amended to December 2020 to allow time for the resource page to be developed.

Action step F is to incorporate an overview training of respite care and Level of Care in conjunction with respite care, and encourage development and use of social supports versus use of respite care, for caregivers to prevent burn out and financial stress. Similar to the previous reporting period, during Year 3 caregivers continued to receive information regarding respite and Specialized Care Incentives during the RFA classes. Because Level of Care has not been fully implemented for county resource family homes, information regarding the level of care was provided in trainings to staff as it related to the use with Foster Family Agency placements. During the RFA assessment process, caregivers were continually encouraged to develop and use personal and social support systems instead of relying solely of formal supports. This action step was completed.

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 years to help stabilize placement. PC-CARE is a six 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. For this action step, the duties associated with PC-CARE were reassigned to a Program Specialist who was tasked with ensuring information was provided to social workers to encourage caregivers to participate in PC-CARE if caring for an eligible child. Information was provided by the Program Specialist to Permanency and Court Services supervisors who in turn provided information to their respective units of workers. Additionally, UCD staff took over the engagement of caregivers, which was a success in that it has helped better inform the resource parents, as UCD is better equipped to provide an in-depth overview of the PC-CARE program. This action step was completed.

Action step H is to refer resource parents of children ages 1-5 years to the UC Davis (UCD) PC-CARE Program. As previously reported in the last progress report, in November 2018, UC Davis took over the referral and engagement process from the point of identification of potential participants. A

Sacramento County Program Specialist was tasked to provide UCD PC-CARE program a monthly list of children ages 1-5 years who met the eligibility criteria. Once the list was received, UCD reached out to the caregivers and encouraged participation. Since the change in the referral process, the number of referrals increased in Q2, decreased in Q3 and again increased in Q4. The data will be addressed in the following action step. This action step was completed; however, as Sacramento County will continue to make referrals to PC-CARE, the completion date will be extended through the end of the SIP, until June 2021.

Action step I is to develop a tracking mechanism to ensure resource parents of eligible children ages 1-5 years 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. UCD developed a tracking tool and used it to track the caregivers who-participate, complete, or decline participation in the PC-CARE Program. Because PC-CARE data is maintained using a quarter system, UCD continued to maintain and provide data to Sacramento County. The P5 workgroup receives the reports quarterly from UCD that are discussed during the workgroup meetings. It should be noted, data is reported for referrals received in that quarter for eligible participants and the analyses included are for referrals received since the beginning of the PC-CARE program. For this reporting period, data will include Q2 (January 1, 2019-March 31, 2019), Q3 (April, 1, 2019-June 30, 2019), Q4 (July 1, 2019-September 30, 2019), Q1 2020 (October 1, 2019-December 31, 2019), and Q2 (January 1, 2020-March 31, 2020).

In Q2 (1/1/2019-3/31/19), UCD received 133 referrals for entering new placements. Since there is a time lag from the time a child is placed to the time the referral data sheets are received by UCD, of the 133 referrals, 48 had already changed placements or reunified before the referral was received and were able to contact the resource parents. Four resource parents could not be reached. As a result, there were 81 total eligible children. Of the 81 children, UCD conducted trauma screenings on 67 children and attempted to engage the resource parents in PC-CARE. Per CPS, all identified children were confirmed to have been trauma exposed. During the screening calls the resource parents reported 74% of the children were having behavioral problems.

In Q2, PC-CARE services were provided to 50 children:

- 10 completed the services
- 3 terminated participation early
- 7 never started the services.

Since the beginning of the program, as of this quarter, 684 children entered foster care, and PC-CARE was delivered to 147 children:

- 70% of the 211 resource parents accepted services.
- At the 1-month follow-up contact, 86.4% of the children who completed PC-CARE still lived in the same resource home compared with 37% of children who dropped out or never

started PC-CARE.

- At the 6-month follow up contact, 38% of the completers were still in the same home (6% adopted) compared with 31% of children who dropped out or never started the program (0% adopted).
- 42% of the children either reunified with a parent or moved to a permanent placement after the 1-month follow-up;
- 38% were in the same placement
- 12% moved to a different resource home
- 8% moved to relative placements of the 39 children that did not start or completed treatment,
- 46% of the children reunified or moved to a permanent placement
- 31% children were still in the same resource home
- 18% moved to different resource homes
- 5% moved to relative placements.

In Q3, there was a decrease in the number of referrals. There were 94 children referred; however, of the 94 identified children:

- 10 had changed to new resource non-relative home
- 8 moved to a relative home
- 11 reunified
- 5 were identified as new referrals due to a data entry error as the resource parent change of status was documented as a placement move
- 4 resource parents could not be reached
- 2 referrals attempts are still being made to reach the resource parent
- 4 children resided out of county (not eligible)

For this quarter, there were 50 eligible children. During screening calls, 67% of resource parents reported the child as having behavioral concerns.

At the 1-month follow up contact:

- 86.3% of the children completing PC-CARE still lived in the same resource home, compared to 37% of children never starting or dropping out of PC-CARE.

At the 6-month follow-up contact 38% of the completers were still in the same home (6% adopted) compared with 31% of children who dropped out or never started the program (0% adopted).

In Q4, referrals increased from the previous quarter and there were 120 referrals received; however, of the 120 identified children:

- 14 had changed to new resource non-relative home
- 16 moved to a relative home, seven reunified
- 4 were identified as new referrals due to a data entry error as the resource parent change of status was documented as a placement move
- 7 resource parents could not be reached.

In Q4 there were 72 eligible children. During screening calls, 58% of resource parents reported the child as having behavioral concerns.

At the 1-month follow up contact:

- 86.3% of the children completing PC-CARE still lived in the same resource home, compared to 37% of children never starting or dropping out of PC-CARE.
- At the 6-month follow-up contact 45% of the completers were still in the same home (6% adopted) compared with 25% of children who dropped out or never started the program (0% adopted).

In Q1 (10/1/19-12/31 /19) referrals increased from the previous quarter, but the number of eligible referrals decreased.

There were 122 referrals received:

- 26 had changed to new resource non-relative home
- 14 moved to a relative home
- 5 reunified
- 6 were identified as new referrals due to a data entry error as the resource parent change of status was documented as a placement move
- 4 resource parents could not be reached
- 1 referral was for an out of county placement

For this quarter, there were 66 eligible children. During screening calls, 58% of resource parents reported the child as having behavioral concerns.

At the 1-month follow up contact:

- 88.4% of the children completing PC-CARE still lived in the same resource home, compared to 49.5% of children never starting or dropping out of PC-CARE.
- At the 6-month follow-up contact 50% of the completers were still in the same home (10% adopted) compared with 35% of children who dropped out or never started the program (1% adopted).

In Q2 (1/1/20-3/31/20) numbers of referrals decreased from the previous quarter, likely due to Covid-19 shelter-in-place restrictions which resulted in fewer hotline calls and fewer children entering care. The number of eligible referrals also decreased.

There were 70 referrals received:

- 4 had changed to new resource non-relative home
- 5 moved to a relative home
- 2 reunified
- 0 were identified as new referrals due to a data entry error as the resource parent change of status was documented as a placement move
- 7 resource parents could not be reached
- 0 referral was for an out of county placement

For this quarter, there were 52 eligible children. During screening calls, 58% of resource parents reported the child as having behavioral concerns.

At the 1-month follow up contact:

- 88.7% of the children completing PC-CARE still lived in the same resource home, compared to 55.6% of children never starting or dropping out of PC-CARE.
- At the 6-month follow-up contact, 55% of the completers were still in the same home compared with 44% of children who dropped out or never started the program.

Response to Covid-19 sheltering in-place, implemented the week of March 16, 2020 in Sacramento County, required PC-CARE to shift the mode of treatment delivery from providing PC-CARE in homes to providing it over telehealth, using the Zoom platform. Below is a table for numbers of families agreeing to participate in PC-CARE via Zoom, dropping, or choosing phone consultation since the beginning of "Shelter in-place".

Families in treatment the week of 3/16/20		Families starting treatment after 3/23/20	
Total Families	19	Total Families	12
Number Dropped	2	Number Dropped	1
Continued via Zoom	15	Continued via Zoom	11
Continued via PC-CARE Phone Consultation Model	2	Continued via PC-CARE Phone Consultation Model	0

Data associated with the involvement of relative versus non-relative resource parents in PC-CARE was included in Q2. Of the referrals received to date, 81.3% were non-relative resource parents and 18.7% were relative resource parents. Children placed with non-relatives were three times more likely to move to another non-relative placement and 2.5 times more likely to move to a relative placement in the first 90 days of placement. Children placed with relatives were two times more

likely to be reunified with their parents in the first 90 days of placement. Relative resource parents completed PC-CARE 84% of the time versus non-relative resource parents who completed PC-CARE 79% of the time. This action step will remain unchanged as there does not appear to be barriers to implementation.

One of the lessons learned during the previous and current reporting period is the P5 outcome has a large number of possible contributing factors that impact this measure. Because of the numerous variables that potentially impact placement stability rates, it is difficult to isolate each factor through the use of data, as some of the factors would require significant resources to conduct qualitative analyses. Additionally, some of the contributing factors may be related to the needs each child has and the skills of the caregiver to deal with higher needs children.

Successes for this and the previous reporting period continue to be the consistent engagement and teaming from the workgroup members. The members of the group actively engage in the meetings and are becoming more involved not only in the decisions, but also in the development of the resource page and pilot project. In addition, UCD has agreed once the pilot is completed, they will conduct the data analysis.

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.

Strategy 4, to convene and utilize a workgroup to better understand the demographics of, and address the factors contributing to, trends of maltreatment in foster care, has been effective in improving Outcome Measure S1, Maltreatment in Foster Care. Baseline data from Q3 2016 showed a rate of 8.74, and while this rate was only 3% above the national standard of 8.5, performance over the duration of the SIP increased until Q3 2018, when the rate was 16.25. Current performance from Q3 2019 reflects a rate of 6.25, performing better than the national standard, as well as a 29% improvement from baseline and a 62% improvement from one year ago. The workgroup meets every other month and drills down to root causes of the rate of maltreatment in foster care. As a result of the workgroup, quality assurance efforts to ensure the data in CWS/CMS accurately reflects the rate of abuse/neglect are ongoing, as well as identification of systemic issues impacting the rate. Due to the time needed for systemic changes to be reflected in the data, the Q3 2019 data shows the results of the work done since the inception of the group in June 2018. The efforts of the workgroup are detailed below by action step.

Under this strategy, action steps A and B were completed in Year 2. During this Year 3 reporting period, the remaining action steps A.1, C, C.1, D, D.1, E, and F were scheduled for implementation and/or completion.

Action step A.1 is to develop an on-going continuous quality improvement (CQI) process to monitor

the accuracy of data entry into the Child Welfare Services/Case Management System (CWS/CMS). By ensuring the accuracy of information inputted into CWS/CMS, Outcome Measure S1 and other outcomes and data are accurately reported. As reported in prior SIP progress reports, data entry error into CWS/CMS resulted in some incidents of maltreatment reported as occurring in foster care when they actually did not occur while the youth were in care.

As noted in the Year 2 Progress Report, a quality assurance review process was started in 2018. During Year 3, the quality assurance method was refined through a continuous quality improvement (CQI) process. In June 2019, the data entry unit that enters placement information into CWS/CMS, began monthly meetings to discuss common issues the data entry unit encounters regarding placement forms received from agency staff, root cause analysis, how to address ongoing issues, and critical thinking/questions to ask when concerns arise. In July 2019, an Administrative Services Officer I (ASO I) was assigned to supervise the clerical data entry supervisor and be involved in CQI. Also in July 2019, the ASO I began quality assurance reviews on a weekly basis of approximately 10% of the documents the data entry unit processes. The goal of these reviews was to check for accuracy and to determine the origin of the errors, answering the question: *Are the errors occurring at the social worker level when completing the form, or at the data entry unit level when the data is inputted into CWS/CMS?* The reviews focused on accuracy of the foster care placement type, the care provider relationship to the youth, and the date of the placement episode. The analysis from the July 2019 reviews found 94% of the removal dates were accurate.

After July 2019, the ASO I revisited the questions asked and number of reviews to complete each week. Based on the time involved to conduct the reviews, and the sample size, it was determined one month of all documents processed by the unit would be reviewed to obtain a broad picture of the work. At the end of November 2019, it was determined the ASO I would review initial placement documents from the month of October 2019. The results from the review of the October 2019 placement forms revealed:

137 Child Removal Data Sheets were reviewed from the month of October 2019. Each form represents one youth in the CWS/CMS system. The analysis of these reviews revealed the following:

- 35 forms (26%) completed by the placement social workers did not include information regarding the relationship of the caregiver to the youth
- 13 forms (9%) had incorrect information regarding the Placement Facility Type
- 2 forms (1%) had information entered incorrectly in CWS/CMS regarding the child removal date

Of the 137 forms, 51 (37%) had at least one (1) error associated with the form, due to inaccurate form completion by the social worker, data entry error when processing the form and inputting data into CWS/CMS, or both scenarios. Seven (7) of these forms had multiple errors.

- 42 (82%) were social worker only error

- 5 (10%) were Data Entry unit only error
- 4 (8%) were both Data Entry unit and social worker error

When Data Entry staff processed the CRDS forms and identified errors on them, they gathered the necessary information to ensure data was entered correctly into the CWS/CMS.

The Data Entry team will continue to provide data to their direct supervisor and the ASO I on a consistent basis regarding placement processing paperwork that does not include correct information regarding the foster care placement type and the care provider relationship to the youth. This information will be used to determine ongoing patterns and trends and to inform what additional training and supports are needed for staff.

The impact of this action step on improvement to Outcome Measure S1 will most likely be seen in upcoming quarters of data. Change in the data may be evident after the CQI process has been implemented for a sufficient amount of time to be measured.

A modification made to address this action step was to revisit the number of quality assurance reviews completed and the questions asked in the reviews. The ASO I assigned to the reviews found after completing July 2019 reviews, the breadth of questions asked was time consuming and complex, and the reviews would benefit from a streamlined approach of fewer questions. In addition, it was decided an entire month of initial placement documents would be reviewed to ensure a full picture of the work completed.

A lesson learned while implementing this action step is to maintain focus on adequate staffing levels, as the staff who enter the data into the CWS/CMS process a large volume of documents. It is hypothesized that accuracy rates will improve with the CQI supports in place and adequate numbers of staff to process the documents. In addition, information from the October 2019 analysis revealed that additional discussions with the Child Placement Support Unit are needed to address any systematic barriers that may be preventing staff from providing accurate information on the placement forms regarding care provider relationship. These discussions were scheduled to take place in March 2020, however were put on hold due to the modified practice associated with COVID-19.

This action step is an overall success for Sacramento County data accuracy in CWS/CMS. The implementation of a CQI process around the placement data entered into CWS/CMS is designed to result in accuracy in the system and a better representation of maltreatment in foster care and other outcomes data. Action step A.1 is complete.

Action step C is to review the protocol for inclusion of siblings in Emergency Response (ER) referrals and conduct a quality assurance review to ensure siblings are correctly identified as victims in referrals. This action step is complete. A review of all incidents of maltreatment in foster care from May 2018- June 2019 was completed by a Program Specialist in the Emergency Response bureau. The review included using quantitative data to identify siblings or victims in the same home and then Sacramento County SIP Annual Progress Report –Year 3 (2020)

a qualitative review to analyze:

- If all youth listed as substantiated victims were correctly identified and substantiated
- The allegation types
- The relationship between youth (if they were siblings, unrelated other youth in the same home, etc.)
- At which juncture the victims were identified in the referral (ER Hotline Intake or ER investigating field)

The results found there were 14 youth in the same home of at least one other youth in the incidents of maltreatment. The relationship of all youth to other youth in the same home was sibling. Three (3) siblings were actually in an open case in another county when the alleged incident of maltreatment in foster care occurred. Upon review of those three referrals, they do not meet the definition of abuse/neglect and were thus not correctly substantiated. Of the other 11 youth, three (3) were victims of abuse prior to foster care, but the abuse was reported after the youth entered care and the Occurrence Date fields in CWS/CMS were not used to indicate the actual date(s) the abuse occurred; therefore, it appeared as if the abuse happened in foster care. As a result, eight (8) Sacramento County siblings living with at least one sibling were identified as victims of maltreatment in foster care. Of those, all eight were appropriately identified as victims in referrals and were substantiated appropriately. The allegation types were sexual abuse or general neglect. All of the youth were identified as victims in the referrals at the ER Intake Hotline.

Action step C.1 is to share the results of the quality assurance review with ER staff and the strategy workgroup. In addition, action step C.1 includes training to ER staff as to the protocol for sibling inclusion in referrals. The results of the analysis were shared with the strategy workgroup at the February 2020 meeting. The results were shared with the ER Hotline Program Manager in January 2020. Given the results of the analysis, which showed social workers did correctly identify siblings as victims in referrals and substantiated the referrals correctly, it is determined ER staff will not need additional training regarding the inclusion of siblings in referrals. Training on this topic is currently provided for staff newly assigned to ER Intake by their supervisors. In addition, as a quality assurance check, ER Intake supervisors review who is included as victims and the allegations in referrals prior to approving the response time of the referrals. Action step C.1 is complete.

One lesson learned from the review completed as part of action step C was Sacramento County appears to be appropriately identifying and then substantiating on siblings who are victims of maltreatment in foster care. For the time period reviewed, the maltreatment in foster care rate accurately included the siblings identified as victims (for those youth with actual occurrences in foster care). In addition, these reviews highlight the need for continued use and monitoring of the Occurrence Date fields in referrals in CWS/CMS to accurately capture when abuse or neglect occurs, including if the maltreatment is actually occurring in foster care or if it occurs prior to foster care.

Action step D is to conduct an analysis of Outcome Measure 2F (timely monthly caseworker visits out Sacramento County SIP Annual Progress Report –Year 3 (2020)

of home) to identify barriers to social workers completing monthly face to face contact with children in foster care to assess safety. During this reporting period, a deeper dive of Sacramento County CPS Outcome Measure 2F was conducted.

The first element of the deeper analysis was to cross reference face to face contact performance with maltreatment in foster care. The analysis reviewed four rolling quarters of data: Q1 2018 (April 1, 2017-March 31, 2018) through Q4 2018 (January 1, 2018- December 31, 2018). The results showed of Outcome Measure 2F, cases that had at least one incident of maltreatment had approximately two to three percentage points lower face to face contact performance. For instance, in Q4 2018, cases without maltreatment in foster care had 89.2% performance of completed in person contacts, as compared to 87.7% performance for cases with at least one incident of maltreatment.

The next element of the deeper dive was to look at demographics of the children for any trends. The analysis reviewed data for calendar year 2018. No major differences were found overall by gender, with females seen 88.6% of the time and males seen 89.6% of the time. However, when reviewing the data by age, greater differences were seen. This information is addressed below, in the context of youth identified as CSEC. Performance for all ethnicities except Native American was similar, with a low of 88% and a high of 90%, while Native American youth had face to face contacts completed 84% of the time. It should be noted due to the small number of cases with youth identified as Native American as compared to other ethnicities (31 cases that met the criteria for Outcome Measure 2F in 2018, as compared to 118 cases identified as Asian/Pacific Islander, 673 identified as Hispanic, 743 identified as White, and 787 identified as Black), performance shows greater fluctuation when contacts are not made.

The next component of the deeper dive was to review performance by CPS program. Of the programs that would impact Outcome Measure 2F, the Informal Supervision program had the lowest performance at 85%. However, due to the smaller number of cases this program had with children in foster care, the drill down focused on the Permanency Program, with overall performance at 90%. Subsequently, a deeper look at Permanency program units found a broad range of performance, ranging from 83% to 97%. Further analysis of the data revealed that the low performance units appeared to be those with Commercially Sexually Exploited Children (CSEC)-specific caseloads.

As a result of these findings, the hypothesis was formed that youth identified as CSEC and/or Cross-over Youth Practice Model (CYPM) youth who are also involved with juvenile justice would have lower performance in Outcome Measure 2F, as they would coincide with frequent runaway episodes. In addition, it was thought older youth would have lower performance in Outcome Measure 2F due to their occurrence in the CSEC and/or CYPM populations. A deeper analysis of Q2 2019 (July 1, 2018- June 30, 2019) data was conducted to examine these factors. The table below shows the findings of the analysis, with breakdowns of Outcome Measure 2F performance by age, CSEC status, and CYPM status.

## Face to Face Contact by Age and CSEC/CYPM Status

Age	All Youth		CSEC Youth		CYPM Youth		CSEC and CYPM Youth	
	Youth #	2F %	Youth #	2F %	Youth #	2F %	Youth #	2F %
Less than 1 Year	150	94.4%	N/A	N/A	N/A	N/A	N/A	N/A
1 - 2 Years Old	397	94.4%	N/A	N/A	N/A	N/A	N/A	N/A
3 - 5 Years Old	387	93.1%	N/A	N/A	N/A	N/A	N/A	N/A
6 - 10 Years Old	478	91.7%	N/A	N/A	N/A	N/A	N/A	N/A
11 - 15 Years Old	482	88.4%	29	80.4%	48	81.5%	13	75.9%
16 - 17 Years Old	385	83.2%	103	79.8%	99	80.7%	43	78.6%
<b>Sum:</b>	<b>2,279</b>	<b>90.1%</b>	<b>132</b>	<b>79.9%</b>	<b>147</b>	<b>81.0%</b>	<b>56</b>	<b>78.0%</b>

As shown in the table, there is a decline in Outcome Measure 2F performance as age increases. For young children age two (2) years and under, Sacramento County performance is 94.4%, which is almost at the National Standard (95%), while for older youth ages 16 and 17 years, performance drops to 83.2%. One reason for the decrease in performance for the older youth is they are more likely to run away from placement, which makes completing the contact more difficult for staff. When special statuses like CSEC and CYPM are added to the data, there is a negative effect on the Outcome Measure 2F performance. Youth identified as CSEC make up 5.8% of the total Sacramento County CPS in-care population; however, they are 26.8% of the 16-17 year old youth in-care population.

In addition, another method Sacramento County CPS is utilizing to analyze Outcome Measure 2F data and ensure accuracy around this performance is to review non-dependent legal guardianship cases erroneously reflected as in need of monthly face to face contacts. On a monthly basis, the Program Administration bureau completes a report to detail Outcome Measure 2F performance, which is provided to the Executive Leadership Team, who in turn share with their staff. As a result of these monthly reports, the issue of non-dependent legal guardianship cases showing as out of compliance was highlighted. A Program Specialist in Program Administration was assigned to research the issue and propose solutions. The Program Specialist met with the Guardianship unit supervisor to understand the unit practices around data entry into CWS/CMS and researched the methodology used by SafeMeasures for counting cases as non-dependent legal guardianship (and thereby not required to have monthly in person contacts). As a result of this analysis, it was found that many non-dependent legal guardianship cases are erroneously included in Sacramento County's performance due to a drop-down option used in CWS/CMS to reflect probate guardianship cases,

which is not recognized in the SafeMeasures methodology. The inclusion of non-dependent legal guardianship cases, which should not be counted in Measure 2F, negatively impacts Sacramento County Outcome Measure 2F performance by approximately one (1) percentage point. The Program Specialist assigned to research the issue received technical assistance from the CDSS to determine if the SafeMeasures methodology may be adjusted to align with Sacramento County practice. At this time, there are no plans to modify the SafeMeasures methodology; therefore, Sacramento County will continue to be aware of and account for non-dependent legal guardianship cases counted erroneously in the data.

Another component of the analysis of Outcome Measure 2F regarding timely face to face contacts for children in care, is monitoring Outcome Measure 2F regarding caseworker visits in the child's residence. Sacramento County child welfare has consistently performed at approximately 80% of the completed visits occurring in the child's residence since at least the Q3 2016 baseline. Q3 2019 performance is 81.1%. The standard requires at least half of the visits to occur in the child's residence. Data regarding all face-to-face contacts, and specifically contacts in the child's residence, is reported monthly to the Executive Leadership Team, who disseminate the information. Sacramento County child welfare continues to have the expectation that youth will be seen in their placements unless a circumstance out of the ordinary necessitates a youth be seen outside of their residence.

Action step D was a success for Sacramento County, as it illuminated the populations in child welfare who have lower percentages of face to face contacts while in care, thus allowing next steps for further, specific discussion around how to potentially increase contacts with these youth. In addition, the drill down work to address the Guardianship unit cases will result in improved data accuracy and reporting. Action step D is complete.

Action step D.1 is to train staff regarding requirements for in person contacts with children in care each month and address systemic barriers to staff completion of in person contacts as identified in the analysis in action step D. This action step had an original completion date of December 2019 and is partially complete. In April 2019, an updated Policy and Procedure (P&P) regarding face to face contacts with children was finalized. The P&P specifies the frequency of contacts required in various situations, including when children are in foster care, as well as how the visit should occur (the quality of the visit). In December 2019 and January 2020, social workers in the Informal Supervision, Court Services, and Permanency bureaus attended trainings regarding the requirements for face to face contacts as outlined in the P&P. In order to allow sufficient time to analyze next steps regarding the systemic issue that was identified in action step D, wherein older youth and those who are identified as CSEC and absent from placement are those with the lowest percentage of face to face contacts completed, this action step will be extended to completion in December 2020.

Action step E is to conduct an analysis into additional areas identified by the workgroup as potential to decrease maltreatment in foster care. This action step is ongoing throughout the five year SIP, until June 2021. At the bi-monthly workgroup meetings to address maltreatment in foster care, data

is discussed with the goal to highlight factors attributed to maltreatment in foster care. At the October 17, 2019 workgroup, the workgroup members determined a qualitative review of the incidents of maltreatment in foster care would be beneficial to identify factors contributing to maltreatment in foster care, including if trends could be identified. While qualitative reviews were conducted on previous occasions, it was decided that since ongoing efforts were made to ensure accurate data is in CWS/CMS, including use of the Occurrence Date fields and accurate opening of referrals involving CSEC, the data is now more accurate, and another qualitative review would be beneficial at this time.

Five (5) workgroup members reviewed all Q2 2019 (July 1, 2018- June 30, 2019) incidents of maltreatment in foster care, as identified in SafeMeasures so that case-specific information could be obtained. The rate of maltreatment in foster care for Q2 2019, per SafeMeasures, was 10.8. Reviews were conducted on all 58 incidents (involving 49 youth). The findings revealed CSEC occurrences continue to account for a large portion of maltreatment in foster care. These incidents most often occur when youth are placed at or have run away from group home/STRTP placements. In addition, when the perpetrator of the abuse/neglect was the resource parent, relative/NREFM resource parents and non-relatives had approximately the same number of incidents. More details regarding the findings are noted below.

It was determined 22 incidents involving 20 youth should not have been counted in the Sacramento County occurrences of maltreatment in foster care, for the following reasons:

- Occurred prior to foster care: (16)
  - Occurrence date issue: (6) (either not used or used incorrectly)
  - Date entry error: (6)
  - Unknown why showing as in foster care because did not occur while in care: (4)
- Youth not a Sacramento County youth at time of maltreatment, but case later transferred to Sacramento County: (3)
- Incident occurred day youth returned home to parent, parent perpetrator: (1)
- Sacramento County referral should not have been substantiated given the facts: (1)
- Investigated by another county and Sacramento County would not have substantiated given the facts: (1)

Data clean-up efforts, when possible, were conducted to correct the errors in the CWS/CMS.

After excluding the 22 incidents described above, 36 incidents involving 31 youth occurred in Sacramento County foster care. When excluding the 22 incidents, the rate of maltreatment in foster care in Sacramento County drops to 6.7.

The following data describes the 36 incidents of maltreatment in foster care:

## CSEC

Of the occurrences of maltreatment, 20 incidents, involving 15 youth, were related to CSEC. Due to the impact CSEC occurrences have had on the rate of maltreatment in foster care, the following data details a breakdown of the 36 occurrences by those that are CSEC-related and those that are not CSEC-related. As noted previously in this report, Sacramento County does not always open CSEC-related referrals for investigation; therefore, some of the CSEC-related referrals may not meet the current standard for investigation and subsequent substantiation. These referrals would then potentially not be counted as maltreatment in foster care.

## Placement Type

Group home/Short Term Residential Therapeutic Programs (STRTPs) were the most common placement type when the maltreatment occurred, or were the most common last placement type the youth had if the youth had run away at the time of maltreatment. 14 incidents occurred while the youth had run away, including 12 while run away from group home/STRTP, and two (2) while run away from a relative placement.

Placement Type	Non-CSEC Occurrences	CSEC Occurrences	Total Occurrences	
Group Home/STRTP	0	18	18	(50%)
County RFH	6	1	7	(19%)
Relative/NREFM	5	1	6	(17%)
FFA	3	1	4	(11%)
Relative FFA	0	1	1	(3%)

## Perpetrator

The perpetrator of the abuse/neglect may or may not be the caretaker. 15 occurrences had perpetrators in the foster placement, and 21 occurrences involved perpetrators who did not reside in the placement. For example, a youth could be abused when run away, on a visit, etc.

Perpetrator	Non-CSEC Occurrences	CSEC Occurrences	Total Occurrences	
Exploiter Unknown	0	18	18	50%
Non Relative Foster Parent	6	1	7	19%
Relative	5	0	5	14%
Group Home	0	3	3	8%
NREFM	1	0	1	3%
Mother	1	0	1	3%
Foster Sibling	1	0	1	3%

- The 7 foster parent, non-relative occurrences were all due to general neglect
- Of the 5 relative occurrences, 3 were the caretaker, 2 were not

- The 1 biological parent occurrence involved a youth who ran away to the parent's home
- The 1 foster sibling occurrence involved sexual abuse

### Type of maltreatment

	Non-CSEC Occurrences	CSEC Occurrences	# of occurrences	% of all occurrences
General Neglect	9	8	17	47%
Exploitation	0	14	14	39%
Sexual Abuse	3	4	7	19%
Physical Abuse	1	0	1	3%
Emotional Abuse	1	0	1	3%

Some youth had more than one allegation type substantiated; therefore, the number of occurrences totals greater than 36. In addition, the percentage of all occurrences is based on the total occurrences.

The nine (9) incidents involving General Neglect that were not CSEC-related involved the following circumstances:

- Caretaker did not follow visitation directives and that presented potential harm to child(ren): 3
- Lack of supervision by caretaker around harmful substances posed potential harm to child(ren): 2
- Caretaker left child(ren) alone for extended period of time: 2
- Caretaker allowed child(ren) to engage in unsafe activity: 1
- Caretaker engaged in activity that could present harm to child(ren): 1

### Age at time of maltreatment

By # of Youth	Non-CSEC Youth	CSEC Youth	# of youth	% of all youth
Less than 1 Year	1	0	1	3%
1-2 Years	1	0	1	3%
3-5 Years	3	0	3	8%
6-10 Years	4	0	4	11%
11-15 Years	5	2	7	19%
16-17 Years	0	15 (20 Incidences)	15 (20 Incidences)	56%

- 14% of children were age five (5) years or younger at the time of maltreatment.
- More than half of the victims of maltreatment were 16 or 17 years. This coincides with CSEC occurrences. Of CSEC occurrences, one (1) youth was 13 years and the rest (14 youth) were 16 or 17 years.

### Ethnicity

By # of Youth	Non-CSEC Youth	CSEC Youth	# of youth	% of all youth
Asian/Pacific Islander	0	0	0	0%
Black	3	12	15	48%
Latino	9	3	12	39%
Native American	0	1	1	3%
White	2	1	3	10%

By # of Occurrences	Non-CSEC Occurrences	CSEC Occurrences	# of occurrences	% of all youth
Asian/Pacific Islander	0	0	0	0%
Black	3	17	20	48%
Latino	9	3	12	39%
Native American	0	1	1	3%
White	0	0	3	10%

Youth identified as Black had the highest percent of maltreatment occurrences, while youth identified as Asian/Pacific Islander had no occurrences of maltreatment.

### Gender

By # of Youth	Non-CSEC Youth	CSEC Youth	# of youth	% of all youth
Female	9	16	25	80.6%
Male	5	1	6	19.4%

By # of Occurrences	Non-CSEC Occurrences	CSEC Occurrences	# of occurrences	% of all occurrences
Female	9	21	30	83.3%
Male	5	1	6	16.7%

### Could interventions have averted the maltreatment occurrence?

In 12 (33%) of the occurrences, interventions may have averted the maltreatment. In the other 24 (67%) of occurrences, it was determined services were already in place or most likely would not have averted the maltreatment.

Of the 12 incidents involving situations wherein interventions could have averted the maltreatment, the following necessary services were identified:

- Resource parent training: (8) This included training regarding expected supervision of youth.
- New placement: (3) This included instances when it was known the placement was not able to meet the youth's needs; however, the youth was placed due to lack of placement options.
- Supervised visitation in neutral location: (1)

The qualitative review was beneficial to the work of the workgroup and the analysis of factors contributing to maltreatment in foster care, in that it highlighted the continued need to look closely at the data to determine accuracy of information in the system, including data entry, substantiations, and use of the occurrence date fields. All of these factors, if not accurate, can lead to the data reflecting a higher rate of maltreatment than is actually occurring. In addition, the analysis illustrated the disproportionate number of Black youth who are victims of maltreatment in foster care. Further, the analysis found resource parent training and support and homes equipped and willing to take placement of youth with challenging behaviors are still needed.

Action step F is to conduct CQI via bi-annual quality assurance checks for accuracy to address identified areas for improvement. This action step is ongoing throughout the five year SIP, until June 2021. One method of ongoing quality assurance checks regarding the use of the Occurrence Date fields in referrals in CWS/CMS occurs in the Strategy 4 Workgroup. As noted above, data regarding Outcome Measure S1 is continuously discussed at the workgroup meetings, including demographic breakdowns and data regarding use of the Occurrence Date fields. The workgroup includes member representation from Sacramento County CPS Emergency Response (ER) program. In addition, the ER Intake program analyzes data regarding the use of the Occurrence Date fields on a monthly basis to ensure the dates are entered into CWS/CMS. ER Intake supervisors also provide a layer of quality assurance review on an on-going basis when they review the referrals from their staff prior to approving the response time of the referral.

At this time, no significant reduction in funding is anticipated to impact this strategy. In addition, no additional assistance is required from the CDSS to continue to successfully implement the strategy and action steps.

### **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, 6 and 9 month supervisor reviews, and referrals to R.E.D.Y.---GO! and Wraparound Services

Probation has seen an 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, 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. In addition, Officers learned how to develop a strength-based youth- and family-centered case plan by utilizing the CFT to identify specific rehabilitative and permanency goals, and objectives to achieve the desired outcome. This training recurs annually.

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 continue to prioritize due diligence searches for placement youth who are identified as Commercially Sexually Exploited Children (CSEC). 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. Staffing levels continue to be adjusted to meet legislative requirements.

Probation collected and analyzed data from a survey conducted with youth having abscond status while in care from 2014 to 2017. As mentioned previously, common reasons disclosed by those youth included: 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 to prevent absconding. Probation Officers in Placement Services convene the Child and Family Team (CFT) 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. While Probation has increased the number of Child and Family Team Meetings (CFTM) facilitated overall going from 254 in 2018 to 508 in 2019, we are still unable to convene a child and family team meeting for every triggering event due to lack of staffing resources. We intend to explore additional resources to help increase the number of emergency CFTM to address triggering events and to stabilize Placement. The increase in emergency CFTM facilitation is expected to stabilize the youth in their treatment program and to prevent youth from absconding; therefore, improving outcomes in P1.

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. This audit assists in identifying placements for each youth as well as the most appropriate programs to meet their individualized needs.

Action Step E: Since the implementation of Assembly Bill 403, Continuum of Care Reform, the number of viable STRTP options has declined significantly. The requirement and specific accreditation standards for congregate care providers to convert to a Short Term Residential Therapeutic Program has proven to be challenging for several programs. Over 50% of providers have either decided not to pursue STRTP conversion or applied and were unsuccessful, causing them to cease operations as providers for Child Welfare and Probation foster youth. As a result of the decline in the STRTP inventory, Probation does not believe facilitating and hosting a yearly program meeting would be beneficial considering the impact on resources for both Probation and the providers. The decline in STRTP providers and the need to prioritize our resources resulted in Probation's decision to no longer pursue Action Step E- facilitating yearly meetings with Placement providers. As referenced in our previous Progress Report, Probation Placement Monitors communicate and review expectations with placement providers during their annual audits of the programs. Placement Monitors share their experience and what they learned from placement audits, as well as, report back on program responses to our expectations. This method of quality assurance is valuable and assists 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 the 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 these intervals 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! has assisted with the reunification transition of 31 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 continues to explore 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 also continues to utilize Wraparound services during transitions to a lower level of care and/or reunification.

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 0.9%, Sacramento County SIP Annual Progress Report –Year 3 (2020)

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 is also required on cases where Probation is recommending the youth be removed from the home and ordered to out of home placement. Additionally, a Seneca referral is submitted to assist with locating family members and non-relative extended family members that may be a viable option for the youth.

Action Step B: The Probation Department continues to utilize resources and training available to improve recruitment of resource families for our population. Probation, in conjunction with DCFAS, was selected by CDSS 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 CDSS and Dr. Denise Goodman to begin the work. Probation began receiving onsite technical assistance from Dr. Denise Goodman in August 2018, including:

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; and
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, to provide support to caregivers in order to retain their service as resource families, and to conduct outreach and collaborate with community based organizations and stakeholders to message our need for resource families. A media campaign was launched after Probation contracted with a local television station to produce a commercial advertising our recruitment needs for resource families willing to care for Probation foster youth. The advertisement aired

from April 2019 through June 2019. Probation also utilizes our internal Communications Unit to help message our need and to bring awareness through social media platforms. In Fiscal Year 2019-2020, Probation continues with implementation of our FPRRS Plan consisting of intensive family finding, caregiver support, outreach and community collaboration, media campaign, training and technical assistance in the recruitment and retention of resource families. The joint MOU with Dr. Denise Goodman is winding down and will sunset at the end of FY 2019-2020 concluding our collaborative work with her.

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 FPRRS 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 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 databases to search for relatives and non-relative extended family members. The Officers then make connections with those relatives and/or non-relative extended family members and connect youth to the individuals located locally and throughout the United States. The Officers remain connected and provide support to the youth, relative and/or non-relative extended family member, as well as the referring officer assigned to the case. The two Officers are also actively engaged in other components of our Foster Parent Recruitment, Retention and Support campaign.

## **OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION**

### **Child Welfare**

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

There continue to be 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) and was put on hold due to the Sacramento County Child Welfare restructure effort. As the completion date for finalizing the policy and procedure was extended to December 2020, training to the policy and procedure (action step G) was extended as well. The new dates are June 2021 to train 50% staff and September 2021 to train 100% of staff. A continued 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 continues to collaborate 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

At this time, all action steps for the Outcome P3 workgroup have been completed with the exception of convening ongoing workgroup meetings and the final step of monitoring. While not all youth in care 24 or more months are able to receive the intervention of intensive level family finding due to the primary obstacle of funding to secure dedicated staff, there are still opportunities along Sacramento's family finding and engagement continuum that will allow a portion of children to receive the service.

### Strategy 3: Increased Support for Resource Families

Action steps A, B, C.1, F, and G are complete. Action steps D and E were previously omitted from the Strategy. Action steps C, H, and I are in progress. Action step C is extended to a completion date of December 2020, to allow time for the resource page to be completed, as the workgroup changed courses from the originally planned resource guide. Action step H is extended through the end of the SIP, and action step I continues to be in progress. There are currently no identified barriers to the completion of the remaining action steps that are in progress.

### 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, all action steps under Strategy 4 have been implemented, and all action steps with the exception of D.1 are either completed or underway per the outlined timeframes. Action step D.1, to train staff regarding requirements for in person contacts with children in care each month and address systemic barriers to staff completion of in person contacts as identified in the analysis in action step D, requires an extension of the completion date. As noted in this report, this action step is partially complete, in that staff trainings occurred. The action step necessitates extension to allow more time to analyze next steps regarding the systemic issues identified. Due to the COVID-19 emergency and the need to dedicate significant resources to implement practice to conform with public health requirements, more time is needed to enable resources to be devoted to the analysis needed for action step D.1. Modifications that may be needed to implement this action step are not yet known. The systemic issue of difficulties in completing face-to-face contacts for youth who run away and have complicating issues of being identified as CSEC and CYPM are complex and more analysis is needed before knowing barriers to address these issues.

## Probation

Strategy 1, addressing the entire warrant population 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 continue to perform due diligence searches to locate CSEC youth and bring them back to care.

Probation identified commonalities and reasons why youth abscond from placement services through data collected from a survey with youth who absconded from placement services from 2014-2017. Probation believes increasing the number of emergency CFTM will reduce absconding and improve our performance in P1. Probation will continue to collect and analyze current data to develop additional strategies aimed at preventing absconding.

Strategy 2, Action Step D- as referenced in SIP Year 2 Progress Report, 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 still relatively new to Probation and while we have designed a FPRRS Plan towards sustainability, adequate funding is necessary for the work to continue. We are experiencing positive outcomes with increased inventory of RFA and FFA as a result of the implementation of our FPRRS Campaign FY 2018-2019. FPRRS funding allocation is scheduled to sunset at the end of FY 2019-2020. Sustainability of this work is unknown at this time as local budget planning is underway for Fiscal Year 2020-2021.

## OTHER SUCCESSES / PROMISING PRACTICES

### Child Welfare

#### Outcome Measure P1, Permanency in 12 Months

Sacramento's performance for Q3 2019 was 48%, which is above the national standard of 40.5% for outcome measure P1-Permanency in 12 months.

During a feedback session with the Permanency Management Team on January 23, 2020, the following strategies were identified as possible contributing factors for Sacramento County's success in exceeding the national standard in the measure. Some of the identified strategies were:

- Bringing Families Home (BFH) Program that assists in the reunification of children when all other safety factors are addressed and the only remaining barrier is housing. For further details regarding the numbers of families served, please refer to the BFH section of this report.
- Sacramento's use of vertical case management where a Permanency social worker is simultaneously assigned with a Court Services social worker in order to concurrently provide

case management and referrals to children and parents, while the Court Services social worker investigates the allegations for Jurisdiction/Disposition.

- An increase in social workers' and supervisors' level of experience may have also contributed to improved performance. As of June 1, 2019, 21% of social workers were employed with Sacramento County CPS for 1 year or less, as compared to 26% in 2018. Of social worker supervisors, in 2019, 81% were in their role for two or more years. This is an increase from prior years, which were 59% in 2018 and 46% in 2017.
- Sacramento's streamlined services referral process allows for linking parents and children to services within the first 30 days of the child entering care.
- The use of Family Service Workers that assist in facilitating on-going visitation and coaching of parents during visits.
- The use of PC-CARE by caregivers of children ages 1-5 years. The use of this program as mentioned in the P5 workgroup action step I of this report has helped to increase placement stability and assist in the reunification or permanency for some children.

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

The percentage of youth with permanency connections for Q3 2019 remains at 100% and continues to exceed the state performance, currently at 94%. Child Welfare attributes this success to the strong focus on lifelong connections for all minor youth in foster care. A teaming approach and Child and Family Team meetings for all foster youth in care will also continue to allow for youth to maintain permanent connections throughout their time in foster care. The utilization of the iFoster cell phone program will also assist in the upcoming year in ensuring foster youth have access to a cell phone and internet so that they may maintain those connections via talk, text, and social media. A streamlined process has been developed with iFoster to ensure all eligible foster youth have access to these phones. The process has been implemented for all Sacramento County Foster youth in care, 13 years of age and older.

As it continues to be shown that youth who complete all three years of the Extended Foster Care (EFC) program without interruption seem to have better outcomes all around, the hope is to focus on how to help youth continue to meet criteria and remain in the program. For the last three quarters, 75% of youth completed all three years. The hope is that with increased opportunities for teaming, development of a Child and Family Team, and engaging non-minor dependents (NMD) in the process of Child and Family Team meetings, these strategies will assist in supporting youth to remain in care over time.

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

During this reporting period, Sacramento County Child Welfare continued to demonstrate positive performance in Outcome Measure 2B- Response to Referrals (10 day). The current performance of 96.5% for Q3 2019 is above the national standard of 90%. This success may be attributed to several factors that were put into place in 2018. One such factor is the goal to have an average caseload of 15 referrals or less per full time employee by the end of the month. Managers review Emergency Response (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 2019. At the same time, Sacramento County continues efforts with ongoing recruitment and hiring events for social workers. As a result, the average caseload for ER social workers in 2019 dropped from 16 to 13, with the lowest average number of referrals being 11 referrals for July and August 2019. 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 utilization of SafeMeasures as a tool at all staff levels. Supervisors are expected to use SafeMeasures once a week to identify referrals that are coming due or are overdue and develop a plan with their team to address any non-compliance. ER Program Managers also report out to the Division Manager twice per month with an update on progress.

### Family Engagement Specialists

As previously reported, beginning March 2018, Sacramento County bolstered family finding efforts in the early stages of families' involvement with CPS by creating three full time Family Engagement Specialist (FES), formerly known as Relative Engagement Specialists, social worker positions. The FES 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 (NREFM). The goal is to decrease the number of entries into the child welfare system, reduce use of congregate care, and improve child welfare outcomes. Further, the social workers offer Resource Family Approval (RFA) pre-education to relatives/NREFMs to support the caregivers as they embark on the next phase of home approval.

The FES 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 NREFMs). They also team with the Prevention Child and Family Team (PCFT) Unit to help build and/or develop a network of permanent connections for the youth to ensure ongoing supports

are developed and maintained. Further teaming occurs with the Centralized Placement Support Unit (CPSU) in an effort to streamline emergency home assessments for families.

From March 2018 through December 2019, the FES social workers identified 755 children who were in need of family connections. They also identified 1,872 relatives/non-related extended family members, assessed 1,145 relatives/non-related extended family members for emergency placement, completed 180 home assessments, and placed 238 children with a relative/non-related extended family member, who would have otherwise been placed out of home with a non-related resource family.

### Concurrent Planning Social Workers

To maximize permanency efforts, Sacramento County 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, this social worker works closely with the Centralized Placement Support Unit (CPSU) and the RFA program, who provide a list of families interested in adopting only infants, as well as those families considering infants/toddlers on the concurrent planning track. Recently, another position in a second region was created with partial CP social worker duties.

In an effort to increase the pool of children to be considered for placement, the CP social worker schedules home visits with families from both lists. Utilizing Safety Organized Practice (SOP) engagement tools, the social worker discusses what it would take for families to be more open to considering placement and providing permanency for youth who are older, youth with special needs, youth who identify as lesbian, gay, bisexual, transgender, and queer (or questioning) (LGBTQ), of a different culture/ethnicity, or sibling groups. Originally, the social worker was also going to work with the Emergency Response (ER) Family Engagement Specialists (FES) 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. However, upon further assessment during the current year, it was determined it would be premature to involve a concurrent planning worker at such an early juncture. During the ER investigation, FES workers make efforts to identify family to care for children, while still actively working with the parents, in an effort to prevent youth from coming into care. Instead, the concurrent planning social worker becomes involved at the point of detention, when the children are placed into protective custody and residing in a resource home with a non-relative or NREFM. Since the position has recently become fully active following the full completion of new social worker trainings for the person hired into the position, Child Welfare continues 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. In addition, another partial position has recently been dedicated to concurrent planning efforts.

### 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 safe, successful, and timely reunification for African American families

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, the first class of Cultural Brokers completed 42 hours of certification training accredited by Fresno State University, as well as an additional 40 hours of CPS specific training to support their ability to advocate for African American families. In addition, training is offered throughout the year on specialized topics and/or refreshers. Cases are also debriefed with CPS teams in order to align practice and advocacy, along with monthly implementation team meetings to ensure infrastructure and resources are in place. A new certification training was scheduled for March 2020 in order to accommodate newly hired brokers and supportive teams. Due to COVID-19, trainings are now planned to be virtual and are set to occur in June 2020. During this time, weekly calls occur to debrief cases, support Cultural Brokers in the work with the agency, and identify how Cultural Broker are keeping parents engaged during the pandemic, especially with child/parent visitation to further support and maintain reunification progress.

Following the first training, direct service began in February 2018, and to date a total of 219 families have been serviced. Program implementation started in the Permanency program to support and improve timely, safe reunification and increase placement with relatives. Following the success of the Permanency implementation, Emergency Response case assignments began in late May 2019 with the goal of joint response with Emergency Response social workers to prevent entries and build safety networks and sustained support plans. Additionally, as previously stated, EFC parenting youth are eligible for services to support eliminating generational cycles of Child Welfare involvement. Cultural Brokers can adequately manage an average caseload of 12 cases, and the majority of cases remain open for one to three months.

Prior to direct service delivery, Sacramento County contracted with Margaret Jackson, founder of Cultural Brokers, Inc., (an evidenced-based program that provides Cultural Broker services for Fresno County CPS), as a county to county mentor to help build and shape the program. Sacramento was able to learn lessons from Fresno's implementation, while at the same time building a solid Broker program designed to meet the needs of Sacramento County. Ms. Jackson facilitated the 42-hour Cultural Broker Certification Training program and continues to serve as a mentor and

consultant to the SCCB program.

CPS staff and leads of three selected community agencies (Better Life Children Services, Sacramento Children's Home, and Sierra Health Foundation) who are serving seven neighborhoods and 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 participate in various division-wide CPS meetings to educate and expose CPS staff to the Cultural Broker program. Cultural Brokers recently participated in a Safety Organized Practice (SOP) training along with their respective Community Incubator Leads (CIL) to support the Multidisciplinary Team (MDT) meeting structure. Moreover, CPS and the Broker team presented the model to Bench Officers and all Court and Counsel. The model is well received, and both positive feedback as well as requests for Brokers to be assigned has come forth on multiple occasions.

Evaluation and outcomes for the Cultural Broker Program align with both the goals of the program and Black Child Legacy Campaign (BCLC). The Cultural Broker Program has served over 200 families since 2018 and referrals have nearly doubled from 2018 to 2019. Cultural Brokers have attended 204 court proceedings, 103 Child and Family Team (CFT) meetings, and 26 Multi-Disciplinary Team (MDT) meetings. Closure summaries indicate that 27 families safely reunified in part as a result of assistance from Cultural Broker intervention. Further, 95% of families served indicated they were satisfied with SCCB services, 86% indicated improved trust and communication with CPS, and 78% indicated they have better understanding of safety risks. The SCCB Program has gained positive recognition from industry publications such as The Child Welfare Information Gateway and multiple stakeholders including Juvenile Dependency Court, attorney groups, parents, and internal staff.

## 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 families in their homes through implementation of a new model called Juvenile Justice Intervention Services that allows provider to be onsite with our internal programming officer in order to better assess and target specific needs with a wide array of services to meet the varying needs of youth versus only having one or two intervention options. With the new model, youth can have access to family based intervention services such as Functional Family Therapy (FFT), TFCBT, Seeking Safety, Seven Challenges for AOD, youth and family advocates, and life skills. The providers also assists in connecting to other services if assessed as needing addition care, for example, mental health or Medi-Cal services such as FIT. We also operate the Juvenile Justice Diversion and Treatment Program (JJDTP), which provides a variety of mental health services and support to juvenile justice youth and youth displaying at risk behaviors and we make referrals to Wraparound Services or the a new Youth Reinvestment Grant for prevention Wraparound Services. 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 the focus and goal of our Juvenile Operations. This is evident by the community-based programs utilized and the 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.

From 2014 to June 2019, Sacramento County participated in the Georgetown Crossover Youth Practice Model (CYPM). Though this program and contract concluded, members of the executive team including Probation, DCFAS and various system stakeholders continue working in partnership to reduce the occurrence of dependent children crossing over into the juvenile justice system whenever possible.

As mentioned previously, 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 the 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. During the onsite and technical assistance from Dr. Goodman, Probation presented our Recruitment/Retention Plan, developed “talking points” for community outreach presentations, and engaged in specific case discussions for difficult to place youth. The MOU with Dr. Goodman will expire on June 30, 2020.

On June 13, 2019, the Sacramento County Probation Department was awarded the Board of State and Community Corrections Youth Reinvestment Grant (YRG). The YRG is a competitive grant established by the 2018 Budget Act and is intended to award funding to California counties and cities so they may partner with community-based organizations to deliver services that will help divert youth away from the juvenile justice system. Probation’s Juvenile Field Services (JFS) Division used YRG funds to establish the Pivoting Pathways Project.

The Pivoting Pathways Project has been designed as a culturally relevant, trauma-informed and developmentally appropriate prevention and early intervention program. The intent is to prevent further penetration into the juvenile justice system. The Pivoting Pathways Project High-fidelity Wraparound services involves a family-centered, strengths-based and needs-driven planning process for creating individualized services and supports for the participants and their

families. Specific elements of the Project include child and family teaming, family and youth engagement, and individualized strength-based case planning. Probation partnered with Behavioral Health Services to assist with leveraging Medi-Cal funding in order to increase program capacity.

As more congregate care providers become licensed as Short Term Residential Therapeutic Programs (STRTP), Probation envisions more intensive treatment within a shorter period of time (approximately 6-12 months), thereby reducing the amount of time needed to achieve permanency.

## **OUTCOME DATA MEASURES NOT MEETING STATE/NATIONAL STANDARDS**

### **Child Welfare**

#### Outcome Measure 8A: Outcomes for Youth Exiting Foster Care at Age 18 or Older (Completed High School or Equivalency; Housing; Obtained Employment)

Some areas of Measure 8A are below the State performance in the current reporting period (Q3 2019). In the current reporting period, the percentage of exiting youth who completed high school or equivalency is one such area. Sacramento County Child Welfare was at 76% in the Q3 2016 baseline. Sacramento's performance for Q3 2019 is 70%. This is below the current State performance of 75%. In addition, the percentage of youth with a housing arrangement also declined since baseline and is currently lower than the State performance. The baseline performance for Q3 2016 is 92.9%, as compared to the current Q3 2019 performance of 85%. This is below the current State performance of 90%. Another component of Measure 8A that has decreased in performance is the percentage of exiting youth age 18 or older who obtained employment (48%). This is both a slight decrease from the Q3 2016 baseline of 52.4% and below the State performance of 60%.

#### Education

There continue to be 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 the Extended Foster Care (EFC) program. Of all youth who completed all three years of EFC and exited at age 21, 81% exited with a High School Diploma in Q3 2019, as compared to 70% of the total number of youth exiting care in the same quarter.

In an effort to improve this area of performance, strategies have been identified to increase youth engagement in the Independent Living Program through work with the Youth Engagement Project (YEP). Successful outcomes in high school continue to be attributed to early engagement in the Independent Living Program (ILP). Having youth connected to an ILP/Foster Youth Services social worker allows youth to receive ongoing support in the schools and advocacy for the youth in achieving improved outcomes in education. In 2018, 44% of eligible ILP youth residing in

Sacramento County were assigned an ILP Social Worker, compared to recent data showing 80% of eligible youth assigned an ILP Social Worker. The performance of 80% has been maintained throughout 2019 and it is hoped this will contribute to improved outcomes in the area of achievement of a high school diploma or its equivalency. The plan for the upcoming year is to develop an ILP Orientation for youth 14 and 15 years old in an effort to engage youth earlier in ILP.

Additionally, a component of education provided by the Sacramento County Office of Education (SCOE) in Extended Foster Care orientations has been maintained. This education enhances youth's understanding of the importance of education, explains AB167, and discusses graduation requirements. Further, 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 maintain the updates and fund the printing of these planners for the upcoming year.

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

Lastly, upon approval from the Board of Supervisors, Sacramento County will enter into a contract with Sacramento State's First Star Academy. First Star Academy is a free, comprehensive four-year college access program for youth in foster care. The Academy offers academic support, enrichment, and encouragement needed to assist youth in graduating high school and becoming competitive college applicants. The program engages a cohort of 30 students in a variety of fun and active learning opportunities that include academic courses for college credit, independent studies, social and cultural activities, field trips, service learning, and recreational activities. In addition, the program includes a summer immersion program, support throughout the academic year through monthly Saturday Academies, education advocacy, and caregiver workshops. Sacramento County is in the process of recruiting the first cohort of 30 rising 9th grade foster youth students for participation in the Fall 2020 semester.

## Housing

The current Q3 2019 performance is 85%. This is below the state performance of 90%. The denominator of youth in Q3 2019 is 33, of which 28 obtained housing and five did not. Of the five youth who did not obtain housing, two did not maintain communication with their assigned social worker at the end of their case, and thus, their housing arrangement could not be verified. It is important to note that with two additional youth having obtained housing Sacramento would be meeting the standard. Of the three youth remaining, one declined the housing options available and two were incarcerated. Given the small numbers involved, when just a few youth do not reach the desired outcome, the performance is impacted by a larger percent change. In addition, for all

youth that entered and remained in Extended Foster Care for all three years, 96% exited with housing.

In an effort to improve this area of performance, Sacramento County Child Welfare plans to continue utilization of Transitional Housing Placement Program (THPP)-NMD as a more supportive placement option. This placement option has remained the most utilized placement in Sacramento County and continues to exceed Supervised Independent Living Placements (SILP). Sacramento continues to host quarterly meetings with both EFC social workers and supervisors, THPP-NMD staff, and THP Plus provider staff. This has continued to build the working relationships with housing providers, and as such has allowed for improved teaming practices that should ultimately enhance the outcomes for youth. The belief is that 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 and as a result, experience better outcomes. In January 2020, Sacramento County released a Letter of Interest to seek additional agencies interested in contracting with Sacramento County DCFAS for the Transitional Housing Placement Program for Non Minor Dependents in an effort to secure additional providers in the County.

Sacramento also believes youth underutilize the THP Plus program and has been working specifically on ensuring youth are provided information about this housing program earlier in their transition to independence. The plan is to more regularly have the THP Plus provider staff attend the transition meeting hosted by the THPP-NMD provider six months from exit and then again at the 90 day transition plan meeting hosted 90 days from exit, in an effort to ensure youth have had opportunity to consider all options.

Other efforts to improve outcomes around housing include:

THP Plus expansion funding- The California Department of Housing and Community Development issued an Allocation Acceptance to secure funding to counties for the purpose of housing stability to help young adults ages 18 to 25 years to secure and maintain housing, with priority given to young adults formerly in the foster care or probation system, allocating \$298,400 to Sacramento County Child Welfare. The allocation funded through the Transitional Housing Program shall be used to help young adults who are 18 to 25 years of age secure and maintain housing. All documents, including signed resolution from the Board of Supervisors (BOS) was submitted in request of this funding. Use of funds may include, but is not limited to:

- Identifying and assisting housing services for this population within each community
- Helping this population secure and maintain housing (with priority given to those formerly in the state's foster care or probation system)
- Improving coordination of services and linkages to community resources within the child welfare system and the Homeless Continuum of Care
- Outreach and targeting to serve those with the most-severe needs

Housing Navigator funding- The California Department of Housing and Community Development issued an Allocation Acceptance to secure funding to counties for the purpose of providing housing navigation services to youth between the ages of 18 to 21, while prioritizing foster youth in care. All documents, including signed resolution from the BOS was submitted in request of this funding. Upon approval to receive funding, decisions will need to be made on how to roll out the use of housing navigators. The allocation funded through the HMP (\$268, 095) is limited to providing housing navigation services to young adults which includes the following:

- Assist young adults aged 18-21 secure and maintain housing (with priority given to young adults in the State’s foster care system);
- Provide housing case management which include essential services in emergency supports to foster youth;
- Prevent young adults from becoming homeless; and
- Improve coordination of services and linkages to key resources across the community including those from within the child welfare system and the local Continuum of Care

FYI Vouchers-Sacramento County responded to the notice from HUD for the Foster Youth Protection Vouchers Initiative. BOS approved the request to enter into an MOU with SHRA to pursue vouchers for current and former foster youth exiting care and homeless or at risk of homelessness. Behavioral Health Services has agreed to provide the required services for the three years that youth are eligible for the vouchers. Sacramento County is currently working in collaboration with SHRA, Behavioral Health, and Sacramento Steps Forward to identify youth.

### Employment

In an effort to improve this area of performance, Sacramento County Child Welfare will focus on the iFoster job readiness program. In the last year, the iFoster trainer was unexpectedly unavailable for several months, which resulted in cancelled iFoster cohorts. Therefore, in 2019, 12 youth were trained, whereas previous years were over 48 youth. However, all 12 youth who completed the iFoster job readiness program were assisted with employment within that same year. The plan for 2020 was to host more cohorts in an effort to assist more youth with employment and ultimately improve performance in this area. However, due to Covid-19, iFoster job readiness classes have not been able to move forward. iFoster is prioritizing the cell phone program at this time to ensure all youth have appropriate technology to remain connected. Sacramento County and iFoster will be regrouping to discuss next cohort to include appropriate forum, dates, outreach strategies, etc.

### Outcome Measure 2D- Referrals by Time to Investigation- Completed Contacts (10-Day Response Type)

Though Sacramento County is performing well in Outcome Measure 2B, which includes as a successful contact both completed and attempted contacts, for State Measure 2D- Referrals by Time to Investigation- Completed Contacts (10-Day Response Type), the compliance rate is 66.6%

for Q3 2019. Emergency Response (ER) managers have started to focus on efforts to improve the outcome measure. In October 2019, all ER managers completed SafeMeasures training and added State Measure 2D as a “favorite” on their SafeMeasures dashboard. In addition, all ER supervisors and their program managers were trained in November 2019 on SafeMeasures and focus was placed on State Measure 2D. Subsequently, in December 2019, the ER managers developed a 2020 Strategic Plan, with a goal to increase this measure. The ER managers will be working with their supervisors to share the data and to create strategies with their supervisory team to focus on this, by communicating about safety and ensure first contacts are completed. The group is also identifying factors that prevent actual timely first contact in an effort to determine a reasonable improvement goal. The next step is further data dig to identify barriers and possible factors contributing to the performance.

### **Probation**

The UCB CCWIP Q3 2019 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), P3 (in care 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%. Our baseline performance was 35.7% for Q3 2016. In Q3 2019, Probation’s performance was 0% according to UCB CCWIP. Probation utilized Safe Measures to retrieve client level data for Q3 2019 that cannot be retrieved from the UCB CCWIP. Analysis of the retrieved data revealed data entry errors in the CWS/CMS system. The data entry error has since been corrected; however, the change is not yet reflected in point in time data for official UCB CCWIP. When reflected, the data should show increased performance of 14.3% from 0%.

Further analysis of client level data revealed the population of youth that did not achieve permanency within 12-23 months of care includes:

- Juvenile Sex Offenders participating in intensive residential sex offender treatment (17%)
- Youth with warrant history for absconding from care, including multiple episodes of absconding (21%)
- Youth remaining in care for the purpose of being eligible for Extended Foster Care Services driven by the Court order (29%)
- Youth pending commitments to Division of Juvenile Justice with active Placement orders (7%)
- Youth who step down to reside in home-based care because they are not able to achieve permanency with their biological family or guardian (7%)

#### P3 Permanency in 12 months (23 + months)

The national standard is 30.3%. Probation’s baseline performance was 11.8% in Q3 2016. In Q3

2019, Probation's performance was 0%. Client level data was again identified and retrieved from Safe Measures in order to obtain case specific information. Analysis of the retrieved data revealed a data entry error in the CWS/CMS system. The data entry error has since been corrected; however, the change is not yet reflected in point in time data for official UCB CCWIP. Analysis of each case revealed commonalities with systemic factors affecting our population of youth in P1 and P2 who did not achieve permanency within their respective time frames.

71% of the cases reviewed were Juvenile Sex Offenders who completed their Juvenile Sex Offender treatment curriculum after the age of 18, did not have a parent to reunify with, or the victim was in the family home, making reunification contrary to the youth's court orders. 28% of cases were Juvenile Sex Offenders that transitioned by stepping down to home-based care with resource families or foster family agencies. 35% transitioned directly to Extended Foster Care AB-12 services. Of the remaining 21% of cases analyzed, 14% were on abscond status for the majority of the reporting period; 7% remained in custody during the reporting period pending lengthy court proceedings that later resolved in a commitment to the Division of Juvenile Justice; 7% were Child Welfare dependents when they received wardship dispositions as they approached the age of 18 years old. Those youth entered directly into Extended Foster Care Services following completion of their custodial commitments in the Youth Detention Facility.

For Measures P1, P2, and P3, Probation will continue with thorough case reviews by Supervisors at the six and nine month intervals of a Probation foster youth's case to identify strengths and needs; discuss progress toward rehabilitative and case plan goals; and to develop strategies to overcome barriers to reunification. Probation will also continue to track the population of youth and intends to conduct a deeper analysis of each case to identify strategies aimed at improving outcomes in our performance measure for P1, P2, and P3.

For Measure P2 and P3, Supervisors will continue to 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 for this measure is 8.3%. In Q3 2019, Probation was performing at 36.4%. 4 of 11 youth re-entered foster care in 12 months during the reference period. A review of client level data revealed several commonalities with the cases under review. Three of the four youth had extremely complex needs and did not achieve their rehabilitative goals when they were prematurely returned to the home by the Court despite Probation's recommendation to continue with therapeutic interventions in STRTP. The remaining youth successfully completed an STRTP; however, struggled to maintain sobriety in the home causing disruption and safety concerns for the family, resulting in the need to return to Placement.

The youth that returned home prematurely were not able to participate in REDY--- GO! transitional meetings prior to their discharge from custody and would have likely benefited from

transitional planning. A referral to REDY --- GO! was not submitted because the youth were pending Court proceedings and Probation anticipated the youth would be continued under a Placement order; however, the youth was immediately ordered back to the care and custody of the parent by the Court despite Probation's recommendation. When a Placement case is terminated in this manner, it does not allow the Placement Officer the opportunity to make a referral or to prepare an appropriate transition plan. This explains why a referral was not submitted by the Placement Officer. While a transition plan was not completed through REDY---GO!, Placement Officers did submit referrals for Wraparound services. One of the youth participated in Wraparound and two participated in JJTTP due to their level of need. After being assigned to a Juvenile Field Supervision Officer, a case plan was developed with each of the youth and families to address additional needs identified through a risk needs assessment process. Although keeping the youth in the home with their family is the goal of Juvenile Services, in these cases, Probation believed the individualized treatment needs of the youth could no longer be addressed in the home environment. 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, an effective transitional planning could have prevented the reentries into foster care within 12 months. On the other hand, the youth who reunified after successfully completing an STRTP did participate in REDY---GO! and Wraparound services; however, the youth unfortunately relapsed. While the youth was supported by the Probation Officer, Wraparound providers and family, the behavior exhibited by the youth jeopardized the safety and well-being of the youth, resulting in the youth's return to an STRTP.

2F Monthly Visits (Out of Home): The National Standard is 95%. In Q3 2019, Probation was performing at 87.1%. 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 Safe Measures, 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 performance level 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 are unavailable. Probation will continue to collect and analyze data to identify additional 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 Council (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 incidents of child abuse and neglect. For fiscal year 2018/2019, 374 families benefited from Home Visiting services, 877 families benefited from Intervention Services, and 911 families benefited from Enhanced Core Services.

CPS, Birth & Beyond, and CAPC continue to meet to improve communication and find ways in which Birth & Beyond can connect with CPS. As mentioned in the last reporting period, Prevention Child and Family Team (CFT) training was developed for Birth & Beyond staff for when they attend the CFT meetings. These trainings began in July 2019 at CAPC and will be provided on-going at the FRC sites to ensure all staff have the same knowledge about CFT meetings. Thus far, three of the nine FRCs were trained. Furthermore, the curriculum has been added to the Birth & Beyond Basics training, which is the onboarding for new agency and AmeriCorps staff. With parents' consent, Birth & Beyond staff are invited when there is a placement change, notice given to change placement, emergency placement, imminent risk of removal from parents, as well as reunification and dependency closures for aftercare plan development.

Since the last reporting period, the team chose not to add a Commercial Sexual Exploitation of Children (CSEC) component to the existing Nurturing Parenting Program (NPP) offered at their parenting workshops. However, Birth & Beyond added Healthy Families America parenting class for parents receiving CalWORKs benefits.

Lastly, in February 2019, First 5 started a reboot of the Birth & Beyond Evaluation meeting to discuss data, methodology and outcome measures. These meetings included DCFAS, First 5, CAPC and ASR, a research organization. The goal of these meetings are to strengthen various reports and to incorporate the new data elements for the CalWORKs home visitation

program. These meetings have been placed on hold to focus on First 5 strategic plan for 2021 when funds to Birth & Beyond 0-5 program are scheduled to decrease.

### Family Finding and Kinship Support

As reported last year, Sacramento County continues to work with partners Stanford Youth Solutions (formerly 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 intensive family finding, outreach 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. Sacramento's existing work with these two partners was expanded through the Title IV-E Waiver, and upon the Waiver sunset in September 2019, alternative funding sources were leveraged to continue both contract expansions through June 2020.

### Safety Organized Practice (SOP)

The goal of SOP is to improve outcomes for children and families by strengthening critical thinking, enhancing safety, building safety networks, promoting collaborative planning and teaming, and creating well-informed goals and detailed, behaviorally-based case and safety plans. SOP practices in Sacramento County continue to be emphasized through ongoing trainings, workshops, and coaching services. In the last reporting period, Sacramento County included SOP training components for a variety of internal and external stakeholders to include Family Service Workers, Community Incubation Leads (CILs), Cultural Brokers, Birth & Beyond (B&B) staff, Prevention Child and Family Team (PCFT) meeting facilitators for Emergency Response and Informal Supervision programs, Uplift Family Services CFT meeting facilitators for Permanency programs, and clerical support for CFT meetings.

Training needs continue to be identified to enhance SOP practices throughout the agency. SOP Foundational Training, Group Supervision Training, and Behaviorally Based Case Plan Training have been provided to social workers, and they continue to be provided for new hire social worker cohorts and during social worker Core 3.0 training. In addition, SOP components continue to be embedded in the Core Practice Model and the behaviors associated with the intervention are present across the County. Sacramento County continues 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.

In January 2019, management teams in Emergency Response and Permanency programs worked in collaboration with the UC Davis Regional Training Academy to review the results of the "Principles of SOP Supervisor Checklist", which supervisors completed in the spring of 2018. These management reviews focused on next steps for continued SOP implementation and

maintenance of ongoing practice. Additionally, in May 2019, the CPS Executive Management Team (EMT) reviewed the SOP Case Review results at the EMT meeting with UC Davis Regional Training Academy and identified seven priority recommendations related to SOP for Sacramento County.

Program managers and SOP coaches continue to attend quarterly interactive meetings to enhance SOP practice and share successes and challenges of SOP implementation across the division, creating ongoing group learning opportunities.

As part of efforts for a sustainable coaching plan, SOP coaching began for Emergency Response and Permanency supervisors and program managers in March 2019, and Emergency Response and Permanency program planners in November 2019.

SOP tools, such as “the three questions”, continue to be consistently incorporated into meeting frameworks across the division. This structure not only provides effective organization, but also models the parallel process. Additionally, SOP continues to be integrated into documents, forms, and court reports.

In October 2019, a Safety Organized Practice Integration Team (SOP-IT) was formed. The core team is currently comprised of program managers and program planners whose focus is to be a conduit for ongoing communication and guide the work to ensure SOP practices are modeled at all levels, thereby creating a better experience for families and the workforce, and resulting in improved outcomes. The core team meets twice a month and receives consultation from University of California, Davis, Northern Training Academy. Additionally, there is a designated core team member who participates in the statewide SOP Backbone committee. The plan is to develop a workgroup that represents staff at all levels to create a plan focused on workshops/convenings to reinforce SOP practice.

Barriers identified during this reporting period include the following:

- There is still a need to determine the best way in which to embed a consistent practice of conducting SOP Case Reviews on an ongoing basis.
- Sacramento County has been utilizing contracted coaches from the UC Davis Regional Training Academy. During this reporting period, there was turnover in the coaching team and significant reduction of coaching hours, which affected the continuous use of coaching services.

In order to consistently engage in this intervention, integration needs will continue to be identified to enhance SOP practices throughout the agency. Additionally, one of the goals moving forward will be to seek out ways in which to continually review and evaluate the use of SOP across the agency.

## Continuum of Care Reform

### Level of Care

Sacramento continues to implement the Level of Care (LOC) Protocol, which was originally launched on March 1, 2018 as part of the Continuum of Care Reform (CCR). Per the CDSS directives, LOC remains partially implemented at this time, applying only to Foster Family Agency (FFA) families, while the prior Sacramento County Special Care Increment (SCI) plan remains in effect for County Resource Families. To support the implementation of this new rate setting practice, Sacramento has a lead LOC program planner who, over the past year, has routinely held trainings, attended unit meetings and participated in individual case staffings, in an effort to help solidify the use of the LOC protocol into routine case practice as a way to support children and families. The lead LOC planner has also regularly conducted outreach to FFAs in an effort to educate and update about Sacramento County's LOC implementation, seek feedback, and troubleshoot case-specific LOC-related questions/concerns as they arise. Maintaining the same lead LOC planner since the launch of LOC, as there has been no turnover in this position, has contributed to consistency of training and decision-making for this newer practice.

### Resource Family Approval

Sacramento recently completed three years since Resource Family Approval (RFA) implementation. This year, Sacramento, on average, was slightly above the 90 day mandate at 93 day average to completion. From January 2019 through December 2019, there were 475 applications to RFA and 299 families were approved. Of the 299 families approved in 2019, 232 were relatives and non-related extended family members (NREFM) and 67 were families interested in caring for foster children. This is a 63% increase in the number of families approved.

Sacramento County conducts internal orientation and pre-approval training for families. Orientation occurs every Tuesday (except holidays). Orientation provides information to the families interested in caring for a relative child, as well as fostering a non-related 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 2019, 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 six Saturday sessions; each consisting of two Saturdays, to complete the 12 hours of required training. In all, 488 individuals received certificates of completion for pre-approval training in 2019. Surveys are distributed after each cycle of training and on average, trainings are scored very well by the individuals who attend. Families who have received the training report they felt supported, their questions were answered and, overall, they learned a lot to care for children placed with them.

## Foster Parent Recruitment, Retention, and Support (FPRRS)

As reported last year, FPRRS efforts have been a multi-year initiative, and the Sacramento fiscal year 2018-19 FPRRS plan consisted of the following strategies:

- 2.0 full time employees (FTEs) for training and recruiting resource families
- Reimbursement for childcare costs for resource families
- Tangible supports for emergency and sibling group placements in the form of gift cards, 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

Information was received from CDSS that FPRRS is continued for the current fiscal year with a change in directives to focus on supporting higher needs youth with families in an effort to avoid congregate care placements, as well as to step children down from congregate care into home-based settings. Sacramento submitted their plan for fiscal year 2019-2020 on March 12, 2020. The plan contains the following strategies:

- 2.0 full time employees (FTEs) for training and recruiting resource families
- Specialized recruitment efforts focused on the need for resource families for the older youth population in the form of print and digital media and movie theater advertisements
- Continued tangible supports as outlined above, with a focus on children in or at risk of congregate care and expanded to include support for pre-placement visits, placement stabilization efforts and bonding/integration activities with the family.

## STRTP Transition Highlights

In 2019, Sacramento County conducted group reviews for seven potential local Short-Term Residential Therapeutic Programs (STRTP). This year, there were no STRTP Program Statement reviews for out-of-state programs. 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 STRTP Program Statement received a minimum of two preliminary reviews and a minimum of two highly detailed evaluations, utilizing a review tool published by CDSS. Additionally, each round of evaluations was followed up with a meeting and written feedback. The purpose of meetings with the providers was to promote the quality of future submissions and to educate them on the expected outcomes of STRTP level care. To put these efforts into perspective, the average STRTP Program Statement is 180 pages, divided into 23 sections, and each provider received a minimum of two line-by-line evaluations.

As of May 2020, Sacramento County has provided eight Letters of Recommendation (LOR) to providers. Of those eight programs who received an LOR from Sacramento County, two providers withdrew from the STRTP licensure application process, one is pending an application with the CDSS, and the remaining providers are operational in Sacramento County.

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**

Probation Initiatives are: Continuum of Care Reform, Resource Family Approval (RFA), Foster Parent Recruitment Retention Support (FPRRS), Reentry Development for Youth (REDY---GO!), Child and Family Team (CFT), Title IV-E and the Black Child Legacy Campaign (BCLC).

As part of California Assembly Bill 403 "Foster Youth: Continuum of Care Reform CCR", Sacramento County Probation implemented the following initiatives to support the goal of CCR to reduce reliance on the use of congregate care settings and improve well-being and outcomes for children, youth and families:

### Resource Family Approval (RFA)

Probation 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 to 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 assists 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(s) by building capacity and an 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 included 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 the 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.

With continued FPRRS funding allocation, Probation was able to continue our FPRRS campaign into FY 2019-2020. As a result, Probation was able to recruit a total of 18 resource families or

FFA within the state of California willing to care for Probation foster youth from Sacramento County since the implementation of the revised FPRRS plan in September 2018.

### 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 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 a 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 requested by the youth and family. Child and Family Teaming is expected to assist with improving permanency timelines and placement stability.

Title IV-E is a federal initiative that assist Probation with assessing, identifying and meeting the needs of youth and family. 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. The Title IV-E Well-Being Project was successful in providing short term intensive services to youth with elevated needs. Unfortunately, Title IV Waiver funding sunset in October 2019; therefore, specific contracts with service providers for the targeted population has ceased. Probation currently has several existing service contracts with community-based organizations to provide services to youth and their families in their homes through implementation of a new model called Juvenile Justice Intervention Services. This model allows the provider and our internal programming officer to assess and target specific needs with a wide array of services to meet the varying needs of youth, allowing access to family based intervention services such as FFT, TFCBT, Seeking Safety, Seven Challenges for AOD, youth and

family advocates and life skills development.

The Black Child Legacy Campaign (BCLC) is a joint county and community collaboration initiative. In the spring of 2011, the Sacramento County Board of Supervisors received a 20-year report on Sacramento deaths for the period 1990-2009. The report included a consistent finding that African-American children in Sacramento County died at disproportionately higher rates when compared to children of other races. In the fall of 2015, a strategic plan to reduce preventable African-American child deaths related to prenatal conditions, sudden infant death, abuse and neglect and third party homicide was presented by the Black Child Legacy Campaign (BCLC) Steering Committee and approved by the Board of Supervisors.

The BCLC Steering Committee's subsequent implementation plan identified six core objectives, based on the principles outlined in the strategic plan.

1. Engage youth and a select group of community institutions in priority neighborhoods and establish them as an inter-neighborhood network to reduce African-American child deaths.
2. Design a community/grass roots messaging and marketing campaign and deploy it through a saturation strategy in the focus neighborhoods.
3. Increase the level of investment in high-quality and evidenced-based programs and services for children, youth and families in the focus neighborhoods.
4. Improve access to services through the co-location of multidisciplinary social services teams to include probation in the seven focus neighborhoods.
5. Align County policy discussions and practice changes with identified neighborhood network priorities.
6. Monitor the quality of implementation, evaluate effectiveness, and report on progress toward the ultimate goal of reducing African-American child deaths and promoting children's well-being.

In keeping with the BCLC Steering Committee's plan, seven co-locations for multidisciplinary teams have been identified throughout the County in the following neighborhoods:

- Valley Hi;
- Meadowview;
- Fruitridge/Stockton Blvd;
- Oak Park;
- Arden-Arcade;
- North Sacramento/Del Paso Heights; and
- North Highlands/Foothill Farms

County human services specialists, social workers and probation officers work collaboratively, through a trauma-informed lens, on-site with the community providers. The teams are

responsible for connecting with youth through:

- Weekly case staff meetings;
- Monthly multidisciplinary team meetings;
- Forming partnerships with community providers and the local community team;
- Linking with families;
- Linking families to services;
- Family team meetings as needed; and
- Data collection

Probation's overarching goal in participating in the BCLC has continued to focus on increasing opportunities for treatment, supervision, and service within the seven BCLC focus neighborhoods while reducing the risk factors related to third party homicide.

## **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 County's fully implemented case review process is in the fifth year. Sacramento Child Welfare has had a full unit of certified case reviewers (four 1.0 full time employees [FTE]) who have received a full caseload since September 2018. However, in May 2020, one case reviewer promoted to a new position, reducing the number of certified case reviewers to three.

CPS cohort training for new hires includes an overview of the CFSR process. 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. A CFSR Policy and Procedure online training was recently developed and all Child Welfare social workers, supervisors, and managers were required to complete it by January 31, 2020.

As part of the review process, Child Welfare engages in continuous quality improvement. Sacramento County tracks systemic issues (for example, staffing, documentation of case notes, practice issues, service array and agency collaboration), which are identified during case reviews. The CFSR unit has completed over 300 case reviews since the inception of the CFSR process. Sacramento County continues to focus on analyzing and sharing the data from these completed cases.

The CFSR unit is currently creating a quarterly data dashboard to enhance Continuous Quality Improvement (CQI) efforts. This dashboard will focus on the items from the CFSR Onsite Review Instrument (OSRI) relating to both the County's efforts for improvement outlined in the SIP and areas where the County has been concentrating its efforts for positive change. The CFSR data

dashboard will include the following 11 items:

- Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry Into Foster Care (item 2)
- Risk and Safety Assessment and Management (Item 3)
- Stability of Foster Care Placement (Item 4)
- Preserving Connections (Item 9)
- Relative Placements (Item 10)
- Needs Assessments and Services to Parents (Item 12B)
- Needs Assessments and Services to Foster Parents (Item 12C)
- Child and Family Involvement in Case Planning (Item 13)
- Caseworker Visits with Child (Item 14)
- Physical Health of Child (Item 17)
- Mental/Behavioral Health of Child (Item 18)

Sacramento County will continue dialogue with all staff during the next year regarding the best way to use data to inform practice change.

#### Expectant and Parenting Youth (EPY)

Sacramento County continues to aim to provide support to young mothers and fathers experiencing foster care, by providing tools and resources to be successful in their role as parents. The County embraces strategies that highlight ways to help young parents who are also tending to their own developmental needs while in foster care. Sacramento County also aims to assist foster youth in preventing unintended or untimely pregnancies.

EPY Collaborative-Sacramento continues to host an ongoing EPY Collaborative in an effort to maintain partnerships with community agencies providing support to young mothers and fathers. This occurs quarterly and also includes the sharing of resources, training opportunities, and discussions that lead to youth being connected to services. Sacramento continues to maintain the goal to develop more partnerships with community agencies providing support to young fathers. This collaborative is co-facilitated between Sacramento County and the Children's Law Center (CLC). The plan for the upcoming year is to do significant outreach to ensure this is a much more robust meeting that includes more providers. The collaborative has struggled with maintaining attendance; however the plan is to relaunch the collaborative in 2020 and maintain the commitment to ensuring all parties are working together as a community to serve EPY.

Due to COVID-19, the EPY Collaborative is currently looking into more opportunities to remain connected through virtual means to include a communication forum hosted by CLC for all EPY community partners.

Training-Efforts continue to be made to ensure the Department and community partners are

aware of the services that can be secured for young parents. Time has been dedicated to train all social workers in all of the regions in Permanency and in Extended Foster Care (EFC) on numerous topics that include teaming strategies specific to EPY, community resources, Whole Family Foster Homes, the use of the shared responsibility plan, identification and support to fathers, and data entry.

**Teaming-** The Child and Family Team (CFT) process has been developed and has rolled out with the contracted provider (Uplift). CFT meetings will routinely occur for youth as mandates require, as well as beyond when there is a need to gather the youth and family's team to support challenges that may arise. Best practices for teaming for EPY have been developed. These practices are in the process of being incorporated into the EPY Policy and Procedure. Efforts will be made to ensure Uplift facilitators are also provided specific EPY training. In addition, resource binders were put together in EFC that are routinely shared with social workers, and/or community partners serving youth.

**Sexual and Reproductive Health Policy and Procedure-** This policy was 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. Efforts are made for ongoing training opportunities for new social workers.

**Website-** <https://www.sachealth4youth.com/> The EPY team worked collaboratively with the developer of this website to identify appropriate resources for foster youth as they relate to sexual and reproductive health, prenatal care, and parenting resources. Sacramento County supported the development of this website and ensured the developer of this website had opportunities to get the word out upon completion through securing presentations at ILP Advisory, EPY Collaborative, and Higher Education Collaborative hosted by Sacramento County Office of Education (SCOE).

**Data-** Continued efforts occur to ensure data is up to date. This remains an on-going effort.

**Mentoring-** Efforts are always being made to ensure parenting youth have access to mentors. Sacramento continues to utilize Court Appointed Special Advocates (CASA) and seeks to secure additional mentoring agencies and opportunities for EPY youth. A new mentoring agency, Aging Up, is expanding services to include Non-Minor Dependents, which will include parenting youth. In addition, the Cultural Brokers program has expanded to Extended Foster Care in an effort to secure brokers for African American youth.

**Child Care-**As part of the Emergency Child Care Bridge Program ("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 under this program. More information about the Bridge Program is noted below in this progress report.

**Newborn Essentials-**Sacramento County entered into a Memorandum of Understanding (MOU)

with Assistance League to provide an EPY basket to all expectant and parenting youth. These baskets include a variety of baby supplies needed for youth preparing for an infant. The MOU is to provide 26 baskets per year. The hope is to increase this number for the next fiscal year as the need supports this increase.

### CSEC

Sacramento County continues to review and refine operations regarding youth who are identified as Commercially Sexually Exploited Children (CSEC), and has stayed with the model of having specialized units within programs 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 three Emergency Response social workers, six Court Services social workers, eight Permanency social workers, 12 Extended Foster Care social workers, and recently created one position in the Informal Supervision Program. There continue to be strong partnerships between CPS, mental health providers, juvenile probation, caretakers, youth, family members, public health and regional centers, as well as the courts and attorney partners. All CSEC referrals are staffed in a huddle after the child is detained to ensure the appropriate services and supports are in place. In 2019, there were 19 huddles on behalf of the youth in this population.

As of December 2019, the total number of CSEC youth in open cases was 174. Currently, the Extended Foster Care (EFC) Program has the largest number of CSEC youth (91) comprising 52% of the 174 youth in open cases. While this is encouraging to note as essentially this means youth are opting in to EFC and want support in achieving self-sufficiency, it also means that the youth coming to the EFC program are coming with a variety of complex needs, which often make meeting eligibility for EFC quite challenging. In addition, resources for young adults are more limited than for CSEC minors. In an effort to mitigate some of the issues the youth face while transitioning to EFC, a Permanency to EFC Staffing has been developed.

Sacramento County program planners host and facilitate a Permanency to Extended Foster Care Multi-Disciplinary Team (MDT) monthly for youth transitioning to EFC within 90 days. Present at the MDT is the social worker, EFC supervisor, Independent Living Program (ILP) social workers, and representatives from Public Health, Alta Regional Center, Behavioral Health Services, and WEAVE. An action plan is developed within the MDT to ensure youth are connected to appropriate services as they transition to Extended Foster Care. This teaming approach has facilitated an opportunity for an earlier identification of an EFC social worker, youth engagement in placement planning, connection to Independent Living Program services, and opportunities for a “warm hand-off” between social workers and programs. Discussions within the MDT have led to youth being connected to services, properly supported through a transition, and placed timely and appropriately in supportive placements that best meet their needs.

Sacramento County continues to contract with U.C. Davis CAARE Center for CSEC education

provided to CPS staff and community partners, the Children’s Law Center (CLC) to provide two CSEC Advocates, and WEAVE for 24/7 CSEC Advocates. In this fiscal year, U.C. Davis CAARE Center provided trainings for CPS staff and completed the first series of Trauma Informed Courts training with all bench officers for both Dependency and Delinquency Courts, including a pre and post training observation and evaluation piece. In 2020, the Trauma Informed Courts training will be provided to all attorneys working within the Dependency and Delinquency Courts. Additionally, a train the trainer curriculum was developed at the request of Sacramento County CPS to educate care providers to understand sexual exploitation of minors, including recognizing when a youth in their care has been sexually exploited, as well as useful skills for a caregiver who is caring for a youth who has experienced sexual exploitation. This train the trainer series was provided to the trainers at American River College where a large number of certified Resource Family Approval (RFA) families receive their required ongoing education credits. Very shortly, this training will be mandatory for resource families providing care to youth age 10 years and older. CLC continues to utilize their CSEC Advocates to support youth who have been identified as having experienced sexual exploitation.

Additionally, CLC and WEAVE along with the support of CPS, have joined together to form “The Advocate Collaborative” which meets monthly to support the work the advocates do as well as provide professional support and camaraderie. This collaborative provides an opportunity for the advocates to enhance their practice and provide much needed support given the challenging jobs they do. During the 2019-20 fiscal year, Sacramento County worked with WEAVE to embed CSEC Advocates in CPS’s Centralized Placement Support Unit located at the Children’s Receiving Home. Also, the advocates attend the MDT meetings when a youth is transitioning from the Permanency program into the Extended Foster Care program. Additionally, WEAVE will be hiring a CSEC Advocate with the intention of embedding that advocate with our EFC program to help support the increased number of CSEC identified youth who are participating in EFC.

Sacramento County’s CPS CSEC program planner team continues to review and revise operations as needed. CSEC program planners collectively reviewed and made recommendations for edits to the current CSEC MOU/Protocol. These recommended edits are intended to streamline the MOU/Protocol, incorporate lessons learned and current All County Letters (ACL)/All County Information Notices (ACIN). The revisions are currently being reviewed and upon approval by the CSEC Steering Committee, the appropriate signatures will be obtained. Until the revisions are finalized, the County continues to operate under the executed CSEC MOU/Protocol.

In the last year, Sacramento continued to focus on harm reduction practices and awareness of sexual orientation, gender identity and gender expression (SOGIE) as certain subpopulations within this area are more vulnerable to exploitation. Although harm reduction was not a new strategy to Sacramento County, the material provided by CDSS was utilized to further the training and discussion on how to implement this practice when working with youth who have been identified as CSEC. In addition, as part of the Preventing and Addressing Child Trafficking (PACT)

collaborative, Sacramento County had the opportunity for additional training on this subject that was provided to CSEC specialized supervisors and CSEC specialized social workers. This continues to be an area of discussion at CSEC staff meetings and a focus for training as Sacramento strengthens the practices for youth identified as CSEC.

Sacramento County has also developed internal training resources to provide SOGIE awareness training for initial and ongoing education in this area. To date, 64 staff members have received training, as it is provided to new staff during the new social worker cohort training and on-going as needed.

Lastly, Sacramento County has identified six staff members who were certified as CSE-IT trainers in 2019. They train social workers at the social worker new hire training and as needed. To date, 390 staff members have received this training. These trainers also act as support to staff in each program and work with peers to strategically coach others in real time to complete the CSE-IT Tool.

### CYPM/CSEC

The Title IV-E Wavier ended during this fiscal year 2019-20 and with that the joint funding for CPS and Juvenile Probation also ended. As a result, the work done under the Crossover Youth Practice Model (CYPM) continues in the collective work with youth identified as CSEC. CPS social workers and juvenile probations officers work together when a youth is dually involved with both systems (a dependent youth on informal probation). Additionally, some of these youth are also involved in Sacramento County's "Department 90 Court" which is a specialized court calendar hearing only cases for youth who have experienced sexual exploitation and are on some level of probation. This court utilizes a teaming approach to address the needs of the youth and the cycle of exploitation. During the last fiscal year, Sacramento County CPS, Juvenile Probation, and the Juvenile Court have worked together to address the needs of the children and families collectively served while examining how this collaboration might look in the future with the State enacted legislation "Continuum of Care Reform" (CCR) which codified CYPM practices. Recently, leadership from CPS, Juvenile Probation and the Juvenile Court met and the CYPM Executive Team changed to the Cross Systems Executive Team to align the group's future work with the new legislation AB2083 (Trauma Informed Systems of Care). The group is reviewing the CYPM Protocol and will be making revisions to reflect the changes in legislation brought about by CCR and AB2083.

### Core Practice Model (CPM)

In March 2019, a CPM implementation team was formed and was renamed the Foundational Practice Team (FPT). It is comprised of five CPS program planners representing various programs across the CPS division, tasked with implementation planning and support of CPM throughout Child Welfare in Sacramento County. The team meets weekly for three hours and monthly for a

full day, and works closely with CPM coach with the Central California Training Academy, California State University, Fresno. Additionally, the FPT provides monthly updates to the Executive Management Team (EMT) and meets regularly with the Executive Leadership Team (ELT) to ensure information feedback loops are occurring.

In July 2019, the FPT developed an Implementation Roadmap, which includes six Modules in three phases to systematically educate management (phase 1), supervisors (phase 2), and line staff (phase 3) on CPM.

FPT is currently in Phase 1 – Executive Leadership Readiness: FPT engages managers in CPM overview (Modules 1-6) and designs linkage of key teams.

Between September 2019 and November 2019, the FPT delivered Modules 1, 2, and 3 in small, diverse groups of management team members:

- Module 1 – Ensured managers had clarity of the CPM - provided a brief history of CPM and unpacked the model (Theoretical Framework, Values, Leadership Behaviors, Practice Behaviors, and Implementation Domains)
- Module 2 – Gave managers a deeper dive into the CPM Values - revisited how CPM Values are derived from theoretical frameworks, completed a Values’ exercise and discussion, and explored expectations for demonstrating Values at work
- Module 3 – Gave managers a deeper dive into the CPM Practice Behaviors - focused on how Practice Behaviors are linked to the Values and completed a Practice Behaviors Values activity and discussion

Due to a Sacramento County Child Welfare restructure pilot that was scheduled to begin testing in February 2020 (currently on hold due to COVID-19) to streamline services to children and families (by having one social worker assigned from investigation through jurisdiction and a second social worker assigned from disposition through Permanency), the FPT in consultation with the CPM coach, updated the Implementation Roadmap in January 2020 to include a system level intervention focus alongside the family level intervention. Furthermore, the FPT drafted a cross-teaming vision, which was shared with three key partner teams: Safety Organized Practice Integration Team (SOP-IT), Restructure Core Team (RCT), and the System Improvement Plan (SIP) team, with a goal to meet quarterly to provide updates regarding the respective teams’ engagement work and explore opportunities for alignment and coordination of work efforts.

The FPT planned the delivery of Module 4a and 4b to groups of management team members, identified by programs managed, in February, March, and April 2020 to link and make connections between the Leadership Behaviors and Practice Behaviors as they relate to the specific work with children and families in the respective programs as follows:

- Module 4a – Linking Leadership Behaviors to program-specific roles
- Module 4b – Applying Practice Behaviors to program-specific roles

Delivery of Module 4a and 4b to all managers was discontinued due to the COVID-19 health crisis. The focus of the work shifted and the FPT developed conversation prompters to support managers, planners and administrative services officers in each program to engage their staff in conversations that help identify the adaptive work that aligns with CPM practice behaviors. The Division managers are also engaging in conversations with their respective managers to identify and discuss adaptive work that aligns with CPM leadership behaviors in their respective roles.

The FPT plans to resume the completion of Module 4a and Module 4b once limitations of COVID-19 are lifted or other mechanisms are identified to continue the CPM work. The FPT will work with managers to plan and practice their delivery of Module 1 to their supervisor and program specialist teams:

- Module 5 – Planning for overview sessions with supervisors
- Module 6 – Dry Run

Upon successful completion of Module 6, Sacramento County will begin moving to Phase 2 – Leadership Readiness. FPT will partner with managers to engage supervisors and program specialists in CPM overview and exploration of application (Modules 1-6).

### Emergency Child Care Bridge Program

The Emergency Child Care Bridge Program for Foster Children (“Bridge Program”) provides vouchers for childcare and childcare navigator services for resource families, as well as Trauma-Informed Care (TIC) training and coaching for childcare providers to enhance their ability to provide nurturing and safe environments for children. The Bridge Program is not an entitlement, instead, it is a time limited “bridge” to longer term childcare solutions used at the time of placement to stabilize children in the best possible settings, by ensuring that caretakers have adequate support to balance their work and home lives. The goal of the Bridge Program is to address the lack of childcare as a barrier for families otherwise willing to bring a foster child into their home, and for parenting foster youth.

Sacramento County CPS initially implemented the Bridge Program on May 22, 2018, and full implementation with voucher distribution, navigation services, and TIC training occurred on June 1, 2018. Sacramento County has implemented the three components of the Bridge Program in the following way:

Voucher Distribution – The Bridge Program issues vouchers directly to childcare providers on behalf of resource families to pay for childcare. During FY17-18 and FY18-19, the vouchers were available for up to 12 months. By July 2019, the Bridge Program was so popular, Sacramento County CPS exceeded the maximum amount of voucher dollars necessary to sustain the program

though the end of the fiscal year; therefore, in September 2019, vouchers were limited to 6-month terms only.

Navigation Services – Child Action Navigators work directly with resource families to help them find childcare, work through the application process, and connect to long-term childcare subsidies. Child Action employs two Navigator staff, each of whom carries a caseload of approximately 30 cases.

Trauma-Informed Care (TIC) Training –Child Action provides trauma-informed care training for childcare providers to help them understand and better manage the behaviors that children who have experienced trauma can sometimes exhibit. The purpose of the TIC training is to reduce the number of foster children (and other children who have experienced trauma) who are expelled from preschool programs because of difficult to manage behaviors. During the shelter in place order as a result of COVID-19, TIC training is suspended. However, TIC trainers continue to provide one-on-one coaching via Skype/Zoom for childcare providers.

All foster/resource families with an active foster placement, including parenting non-minor dependents (NMD) and youth, are eligible for the Bridge Program. In Sacramento County, there are two priority groups:

- Parenting youth and NMDs
- Relative placements

The priority groups became a focus in December 2019 when Sacramento County was able to begin issuing vouchers after a brief hold from September – November 2019, while voucher output was re-calibrated to allow the program to remain sustainable through the end of the fiscal year. Of approximately 50 families who had been on hold, 17 were relatives or parenting youth/NMDs who were given priority and awarded vouchers immediately. In February 2020, the program received an increased voucher allocation, which enabled the program to again issue vouchers to all eligible families who were referred to it.

As part of the implementation of the Bridge Program, Sacramento County has adjusted practice over time to reflect lessons learned. From October 2018 – April 2019, in an effort to increase the number of families served by the Bridge Program, the Child Action Childcare Eligibility List (CEL) for families who had foster children and were therefore eligible for the Bridge Program was analyzed for potential referrals. This practice was discontinued in May 2019 as the number of families referred to the Bridge Program increased. In September 2019, the maximum time for receipt of vouchers was reduced from 12 months to 6 months in order to offer assistance to more families and maintain fiscal sustainability.

The table below outlines Bridge Program activity.

Emergency Child Care Bridge Program Activity	FY17-18 (June only)	FY18-19	FY19-20 (thru Feb. 2020)	TOTAL
Number of resource families receiving vouchers	2	160	60	222
Number of children in those families	2	216	99	317
Amount of vouchers issued	\$415	\$753,768	\$646,712	\$1,400,895
Number of families served* (total referrals received and processed)	17	318	201	536

\*The Number of Families Served includes all referrals received and processed by Bridge Program staff, regardless of the eligibility status of the family – it counts the work completed even if a family was ultimately not eligible for the Bridge Program.

### Bringing Families Home (BFH) Program

Sacramento County CPS has witnessed the problem of homelessness and imminent risk of homelessness for families served by the child welfare system for many years. This need can have an impact on timely reunification and family stability, areas that Child Welfare agencies strive to increase. Due to the lengthy waiting lists of several housing programs in the Sacramento community, CPS has struggled to meet the housing needs of families within the timelines outlined by statute, creating a high need to provide timely housing interventions to families involved in the Child Welfare system.

As a result of this need, in 2016, Sacramento County CPS began reaching out to the larger network of local homeless services and housing providers to develop partnerships to better connect the families. Challenges were encountered when attempting to connect families, as Child Welfare involvement and timelines to reunification were not considered priorities for the homeless programs offered in this county.

Some success occurred in demonstrating the unique need to the local housing authority, Sacramento Housing and Redevelopment Agency (SHRA); however, they requested data to support the need. As a result, Sacramento County conducted a small sample study that was completed in August 2016. The study showed that of the 127 families reviewed who received reunification services, 60 (47%) faced housing challenges to varying degrees. Of the 60 families facing housing challenges, 20 were homeless (living in emergency shelter or unsheltered), 16 were “couch surfing,” 12 were living in unstable situations with relatives, five experienced an eviction, and seven were categorized as other. As of February 2016, there were 562 families receiving family reunification services through Sacramento County CPS. Using the numbers from the August study, it was estimated that 264 (47%) families receiving reunification services experienced housing challenges and of those, approximately 89 families (16%) experienced homelessness.

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The data gathered during the study helped demonstrate the local need related to housing stability and deepened the commitment to connect the families served to housing services and supports. Families who do not have stable housing face greater challenges in reunifying and keeping their children from out of home placement. The re-housing and housing stabilization support provided by the housing and homeless systems can complement Child Welfare services serving not only to strengthen housing stability, but through case management, to connection to employment, behavioral health, and other mainstream services.

Shortly after this study and working with SHRA to connect CPS families to housing services, California Department of Social Services (CDSS) announced a funding opportunity in 2017 creating the Bringing Families Home (BFH) program to provide housing interventions specifically to child welfare involved families. This opportunity provided a significant amount of leverage to secure housing interventions for CPS involved families.

In 2017, Sacramento County was one of the twelve counties awarded BFH funds. The amount received, \$860,100, allowed Sacramento to directly service child welfare involved families with a grant term of July 1, 2017 to June 30, 2019. The local design of the BFH program provides three types of housing interventions including one-time assistance, Rapid Rehousing (RRH), and Permanent Supportive Housing (PSH). Through this program, Sacramento Child Welfare has successfully housed over 140 families leading to timelier reunification and family stability.

As the internal process to identify families was developed, Sacramento was also able to better track the need for housing interventions. Between the time period of July 1, 2017 to September 30, 2019, 343 families receiving Family Reunification or Family Maintenance services from CPS have been identified as needing housing services, with 237 (69%) of those families meeting the “literally homeless” definition. This indicates an increase in homelessness experienced by families we serve since 2016, demonstrating a need to provide additional housing interventions focused on families involved in the Child Welfare system.

In 2019, Sacramento County submitted an application to a competitive bid process through CDSS seeking continued funding for the BFH program. In January 2020, Sacramento was selected to continue the program, receiving a grant award of \$1,305,000.

In an effort to expand the housing interventions offered through BFH, Sacramento County partnered with Sacramento Housing and Redevelopment Agency (SHRA) in 2019 to submit an application to a competitive bid process through the United States Housing and Urban Development (HUD) to secure Family Unification Program (FUP) housing vouchers for families involved in the Child Welfare system and for youth aging out of the system. In April 2020, Sacramento was selected to receive 36 FUP housing vouchers. The majority of those vouchers will be utilized in the BFH program to provide long-term housing subsidies to families who need them and continue after their child welfare case is closed. This additional resource allows

Sacramento County to provide a wider range of housing interventions to better meet the on-going needs of families.

### **Probation**

CCR, Resource Family Approval (RFA), Foster Parent Recruitment Retention Support (FPRRS), Child and Family Team (CFT) are current State Initiatives and are all described in detail under Child Welfare/Probation Placement Initiatives.

#### AB – 2083 Foster youth: Trauma- Informed System of Care:

AB 2083 requires system partners in Child Welfare, Probation, Courts, Education and Behavioral Health to ensure children, youth and families who are involved with child welfare or receiving foster care services through the juvenile justice system will receive timely, effective, collaborative services consistent with the Integrated Core Practice Model (ICPM). The ICPM allows for safe, permanent living situations that can meet their social, emotional, cultural and behavioral needs. County system partners will develop, implement and maintain an integrated and trauma focused system with a shared framework driven by innovation, information and reflective of ICPM. Additionally, a Memorandum of Understanding must be developed to align the policy and procedure of system partners in their mutual commitment to service delivery, oversight and accountability for state and federally funded programs/services and to address systemic barriers relative to ongoing services. Probation is working with our local system partners to develop an MOU consistent with the legislative requirements in AB 2083.

#### Federal Child and Family Services Review:

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. When there is a conflict and the Placement Supervising Probation Officer is unable to conduct the review, the case under review is then reassigned to personnel within DCFAS to complete the quarterly review.

### **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:**  $\leq 8.5$

**CSA Baseline Performance:** 8.74 (Q3 2016)

**Current Performance:** 6.25 (Q3 2019)

**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

**Priority Outcome Measure or Systemic Factor:** S2 Recurrence of Maltreatment

**National Standard:**  $\leq 9.1\%$

**CSA Baseline Performance:** 10.2% (Q3 2016)

**Current Performance:** 9.9% (Q3 2019)

**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:** 43.1% (Q3 2019)

**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:** 23.8% (Q3 2019)

**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:**  $\leq 4.12$  moves per 1,000 days

**CSA Baseline Performance:** 5.2 (Q3 2016)

**Current Performance:** 4.89 (Q3 2019)

**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"/> CBCAP		
	<input type="checkbox"/> PSSF	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
<b>A.</b> Identify Key decision points during a referral or case where a CFT meeting can be held <ul style="list-style-type: none"> <li>• Based on trigger events such as imminent risk of removal, case planning, placement changes, etc.</li> </ul>	February 2017	October 2017 Completed	Emergency Response Program Planner in collaboration with S2 and P4 SIP Strategy Team
<b>B1.</b> Analyze baseline data/population (for recurrence of maltreatment) further to determine triggering events to convene a CFT meeting <ul style="list-style-type: none"> <li>• Develop referral/case review tool looking at originating substantiated and subsequent substantiated referral:                         <ul style="list-style-type: none"> <li>○ Demographics</li> <li>○ Caregiver information</li> <li>○ Household makeup</li> <li>○ Safety plan</li> <li>○ Family Engagement</li> </ul> </li> </ul>	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"> <li>○ 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</li> <li>○ Referral to community partners</li> <li>● Conduct qualitative referral/case reviews using newly developed tool</li> <li>● Analyze data from the qualitative review to determine a focus subset of children and families where a CFT meeting will be held</li> </ul>	<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><b>B2.</b> 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"> <li>● Develop referral/case review tool looking at originating substantiated and subsequent substantiated referral: <ul style="list-style-type: none"> <li>○ Demographics</li> <li>○ Caregiver information</li> <li>○ Household makeup</li> <li>○ Safety plan</li> <li>○ Family Engagement</li> <li>○ If a Team Decision Making meeting was held and did</li> </ul> </li> </ul>	<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"> <li>○ Referral to community partners</li> <li>○ 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</li> <li>○ Referral to community partners</li> </ul> <ul style="list-style-type: none"> <li>● Conduct qualitative referral/case reviews using newly developed tool</li> <li>● Analyze data from the qualitative review to determine a focus subset of children and families where a CFT meeting will be held</li> </ul>	<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><b>C.</b> Establish targeted CFT meetings identified as Key decision points</p> <ul style="list-style-type: none"> <li>● Specific to reducing recurrence of maltreatment</li> <li>● Specific to reducing reentry to foster care</li> </ul>	<p><del>February 2018</del></p> <p>November 2018</p>	<p><del>April 2018</del></p> <p>January 2019 Completed</p>	<p>S2 SIP Strategy Team P4 SIP Strategy Team CFT Implementation Team</p>

<b>D.</b> 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
<b>E.</b> 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
<b>F.</b> Develop CFT policy and procedure	April 2017	<del>April 2018-</del> <del>December 2018-</del> <del>December 2019-</del> December 2020	Emergency Response and Permanency Program Planners
<b>G.</b> Train to CFT policy and procedure	<del>April 2018-</del> January 2019- February 2020 February 2021	<del>June 2018:-</del> <del>February 2019-</del> June 2020 June 2021 50% staff trained <del>August 2018:-</del> <del>April 2019-</del> <del>September 2020-</del> September 2021 100% staff trained and ongoing	Workforce Development Unit
<b>H.</b> Implement CFT meetings during identified Key decision points and CCR timelines <del>specific to reducing recurrence of maltreatment</del>	<del>August 2018-</del> December 2018	Ongoing June 2021	Program Managers Supervisors

<ul style="list-style-type: none"> <li>• Specific to reducing reentry to foster care</li> <li>• Specific to reducing recurrence of maltreatment</li> </ul>			
<b>I.</b> Develop CQI mechanism/model to determine effectiveness of CFT strategy	January 2018	<del>August 2018</del> June 2019 December 2020	Program Administration Data Lead S2 SIP Strategy Team P4 SIP Strategy Team CFT Implementation Team
<b>J.</b> Monitor progress utilizing the developed CQI mechanism/model at least bi-annually	<del>October 2018</del> <del>December 2019</del> December 2020	Ongoing June 2021	Program Administration Data Lead Program Managers and Supervisors (Emergency Response, Informal Supervision, and Permanency programs)
<b>K.</b> 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"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
<p><b>A.</b> 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"> <li>• Hold initial stakeholder meeting</li> <li>• Ongoing stakeholder meetings at least quarterly</li> </ul>	<p>May 2017 Ongoing</p>	<p>June 2017 Completed June 2021</p>	<p>CPS Division Manager CPS SIP Strategy Lead CPS Managers Various Community Stakeholders</p>
<p><b>B.</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"> <li>• Literature review</li> <li>• Identify any jurisdictions with best practice activities</li> </ul>	<p>August 2017</p>	<p><del>April</del> August 2018  Completed</p>	<p>CPS Division Manager CPS SIP Strategy Lead CPS Managers Various Community Stakeholders</p>

<p><b>C.</b> 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><b>D.</b> 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"> <li>• Understand the outcome measure</li> <li>• Dig deeper in the data to more clearly understand the population</li> </ul>	July 2017 August 2017	August 2017 - Completed <del>December 2018</del>  June 2019 Completed	CPS Program Administration Data Lead CPS Division Manager CPS SIP Strategy Lead CPS Managers Various Community Stakeholders
<p><b>E.</b> 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	<del>June August 2018</del> June 2019 Completed	CPS Division Manager CPS SIP Strategy Lead CPS Managers Various Community Stakeholders

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

<b>Strategy 3:</b> 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"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>
<b>A.</b> Review and analyze placement stability data to evaluate performance and identify needs.	July 2017	<del>December 2017</del> May 2018 Completed	Program Administration Data Lead, and Strategy Team
<b>B.</b> Research and identify best practice from other counties on caregiver resources and support.	Ongoing	June 2019 Completed	Strategy Team
<b>C.</b> 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	<del>June 2019 (ongoing)</del> December 2020	Program Administration Data Lead, RFA Team, and Strategy Team
<b>C.1</b> Identify staffing needs to develop <del>resource directory guide and to develop data tracking tool for trainings or resource parents</del>	<del>January 2018</del> December 2018	June 2019 (ongoing) Completed	CPS Executive Leadership Team and Strategy Team

<b>D.</b> 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
<b>E.</b> Use of resource parent mentors	Ongoing	June 2019	RFA Team
<b>F.</b> 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 Completed	RFA Team and CPS-RFA Training Team
<b>G.</b> 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 Completed	RFA Team and CPS Training Team-PC-CARE Program Planner

<p><b>H.</b> Refer resource parents of children ages 1-5 to PC-CARE Program.</p>	<p>December 2017</p>	<p><del>June 2020</del> June 2021</p>	<p><del>Primary Social Worker/PC-CARE Program Specialist Planner and UCD PC-CARE Team Planner CPSU</del></p>
<p><b>I.</b> <del>Develop</del> Maintain a tracking mechanism to ensure resource parents of eligible children ages 0-5 are referred to <del>identify caregivers who participate, complete or decline participation in the</del> PC-CARE Program.</p> <ul style="list-style-type: none"> <li>Review information on a semi-annual basis to determine if participation or non-participation by caregivers had an impact on placement stability.</li> </ul>	<p>October 2017</p>	<p>January 2021 (ongoing)</p>	<p>UCD PC-Care Team <del>Program Planner</del> and Program Administration</p> <ul style="list-style-type: none"> <li>UCD PC-CARE Team and Strategy Team</li> </ul>

<b>Strategy 4:</b> 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 type="checkbox"/> N/A		
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>
<b>A.</b> Review of data entry into CWS/CMS to evaluate for accuracy.	Dec. 2017	March 2018 Completed	Program Administration Team
<b>A.1.</b> Develop ongoing CQI process to monitor this area.	June 2018	<del>October 2018</del> June 2019 Completed	Program Administration Team
<b>B.</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
<b>C.</b> 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 Completed	Emergency Response and Program Administration Teams
<b>C.1.</b> 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 Completed	Emergency Response, Program Administration Teams, and Strategy Workgroup
<b>D.</b> 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	<del>May 2019</del> August 2019 Completed	Strategy Workgroup

safety. Include analysis of quality of face to face contacts.			
<b>D.1.</b> 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	<del>December 2019</del> December 2020	Workforce Development Unit, Emergency Response and Permanency Trainers Strategy Workgroup
<b>E.</b> Conduct analysis into additional areas identified by the workgroup as potential to decrease maltreatment in foster care	January 2020	June 2021	Strategy Workgroup
<b>F.</b> 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 21.3%. 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. **Current Performance: 2.9% (Q3 2019)**

**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 type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
<b>A.</b> 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>B.</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
<b>C.</b> 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
<b>D.</b> 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)
<del><b>E.</b> Conduct yearly meeting between Probation and placement programs to review expectations and allow Probation Officers to better assess placement options.</del>	<del>12/2020</del>	<del>12/2021</del>	<del>Placement Supervisors Placement DPOs</del>
<b>F.</b> 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><b>G.</b> 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>	<p>10/2018</p>	<p>12/2021 Ongoing</p>	<p>Placement Supervisors Placement DPOs</p>
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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 type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>
<b>A.</b> 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>B.</b> Recruitment of families to become certified Resource Family Approval homes for probation population.	1/2018	12/2021 Ongoing	Placement Supervisor Placement Sr. DPO
<b>C.</b> 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
<del><b>D.</b> Use of contracted family finding community based organizations to provide intensive family finding and supportive case management.</del> Internally, refer cases in need of family finding to Officers designated to perform family finding and supportive case management.	<del>1/2018</del> 8/2018	7/2019	Placement Supervisor Placement Sr. DPO