

Outcome Measure: 1A, 1B, 2A: Recurrence of Abuse

County's Current Performance:		
1A. Recurrence of maltreatment (Fed) - Of all children with a substantiated allegation within the first six months of the 12 month study year, what percent had another substantiated allegation within six months?		
Time Period	Sacramento County Performance	State Performance
07/01/05-06/30/06	9.5%	7.7%
04/01/05-03/31/06	9.5%	8.0%
01/01/05-12/31/05	9.0%	8.4%
1B. Recurrence of maltreatment within 12 months - Of all children with a substantiated referral during the 12-month study period, what percent had a subsequent substantiated referral within 12 months?		
Time Period	Sacramento County Performance	State Performance
07/01/04-06/30/05	15.3%	12.3%
04/01/04-03/31/05	16.6%	12.3%
01/01/04-12/31/04	17.1%	12.4%
2A. Rate of Recurrence of abuse/neglect in homes where children were not removed - Of all children with allegation (inconclusive or substantiated) during the 12-month study period who were not removed, what percent has a subsequent substantiated allegation within 12 months?		
Time Period	Sacramento County Performance	State Performance
07/01/04-06/30/05	8.3%	8.3%
04/01/04-03/31/05	8.3%	8.1%
01/01/04-12/31/04	8.9%	8.4%
Improvement Goal 1.0 Lower the rate of recurrence of maltreatment.		
Strategy 1.1:		Strategy Rationale 1.1:
Utilize Family Engagement Activities such as Differential Response and TDM to improve family engagement in community based resources for services.		Research and promising practices indicate that Family Engagement Activities increase families participation in culturally appropriate, community based resources that provide early intervention and prevention services.

Milestones	Timeframes	Assigned
<p>1.1.1 Complete contract with identified site for second phase of Differential Response (DR).</p>	<p>April 30, 2007</p>	<p>Lead: Redesign Team Emergency Response Program</p> <p>Partner: Differential Response Workgroup Community Partnership Workgroup Workforce Investment</p>
<p>1.1.1 Update: A contract has been completed with La Familia and River Oaks as identified sites for the second phase of Differential Response (DR).</p>	<p>Update: Completed</p>	
<p>1.1.2 Provide training to internal staff and external partners regarding the spread of DR, TDM, and other Family Engagement activities.</p>	<p>April 30, 2009</p>	<p>Lead: Redesign Team</p> <p>Partner: Training and Staff Development Differential Response Workgroup TDM Workgroup Community Partnership Workgroup</p>

<p>1.1.2 Update: The Redesign Team continues to provide Differential Response (DR) presentations to community partners, furthering the community's education of TDM, DR and Family Engagement. Internal staff is provided DR training through bureau meetings and other venues.</p>	<p>Update: April 30, 2009 Ongoing</p>	<p>Lead: Redesign Team Training and Staff Development Partner: Management Team Supervisors Social Workers Parent Leaders Youth Leaders Resource Parent Liaison Community Partners</p>
<p>1.1.3 Continue to use the Breakthrough Series Collaborative Process to spread Differential Response and to use TDM's to engage families.</p>	<p>April 30, 2007</p>	<p>Lead: Redesign Team Emergency Response Programs Partner: Community Partnership Workgroup TDM Workgroup</p>
<p>1.1.3 Update: The Breakthrough Series Collaborative process was used by the Redesign Team and Emergency Response (ER) programs to spread Differential Response. The series was also used for spreading the use of TDM's to engage families from both targeted and non-targeted neighborhoods.</p>	<p>Update: Completed</p>	
<p>1.1.4 Utilize the Breakthrough Series Collaborative process to spread TDM's in identified target populations to build toward full implementation of all placement changes in the Division.</p>	<p>April 30, 2009</p>	<p>Lead: Redesign Team Management Team Partner: TDM Workgroup Workforce Investment Workgroup</p>

<p>1.1.4 Update: The Breakthrough Series Collaborative process has been tested and completed with identified target populations.</p> <p>The Redesign Team is working to expand TDM to include all placement decisions according to the rollout schedule.</p>	<p>Update: April 30, 2009 Completed</p> <p>Ongoing</p>	<p>Lead: Redesign Team Management Team</p> <p>Partner: Supervisors Social Workers</p>
<p>1.1.5 Identify community partners who provide early intervention and prevention services that are “resource rich” and who are willing to partner with neighboring communities and/or agencies to spread Family Engagement practices.</p>	<p>April 30, 2008</p>	<p>Lead: Community Partnership Workgroup</p> <p>Partner: F2F Core Team Emergency Response Program Family Maintenance Program Family Reunification Program</p>
<p>1.1.5 Update: “Resource Rich” partners have been identified in Alcohol and Drug programs, Mental Health programs, Health programs, and Family Resource Centers (FRCs). These partners continue to spread Family Engagement practices. Other agencies and partners throughout the community who provide early intervention and prevention services are willing to form new partnerships with Sacramento County CWS. The identification of additional partners continues.</p>	<p>Update: April 30, 2008</p> <p>Ongoing</p>	<p>Lead: Management Team</p> <p>Partner: Supervisors Social Workers Parent Leaders Youth Leaders Resource Parent Liaison Community Partners</p>

<p>1.1.6 Develop a plan to address disproportionality data.</p>	<p>April 30, 2009</p>	<p>Lead: Redesign Team F2F Core Team</p> <p>Partner: Community Partnership Workgroup Management Team</p>
<p>1.1.6 Update: The Management Team completed the “Undoing Racism” training provided by the People’s Institute. A subcommittee will be developed to address disproportionality. Sacramento County has expressed interest to Annie E. Casey Foundation and the Family to Family Technical Assistant for participation in the BSC on disproportionality.</p>	<p>Update: April 30, 2008</p> <p>Ongoing</p>	<p>Lead: Redesign Team</p> <p>Partner: Management Team</p>
<p>1.1.7 Spread Differential Response by partnering with agencies that provide community-based culturally competent preventative services for families at risk of child abuse and neglect.</p>	<p>April 30, 2009</p>	<p>Lead: Emergency Program Family Maintenance Program</p> <p>Partner: Community Partnership Workgroup Differential Response Workgroup</p>
<p>1.1.7 Update: Partnerships have been created with community agencies and Family Resource Centers (FRCs) to provide culturally competent services. Additional partnerships continue to be created.</p>	<p>Update: April 30, 2009</p> <p>Ongoing</p>	<p>Lead: Redesign Team</p> <p>Partner: Community Partners</p>

<p>Update: New Milestone 1.1.8 Continue to utilize champions and volunteers to spread Family Engagement practices and principles to all populations.</p>	<p>April 30, 2009</p>	<p>Lead: Redesign Team Management Team</p> <p>Partner: Supervisors Social Workers</p>
<p>Strategy 1.2: Incorporate principles of Family to Family throughout the agency culture by focusing on community based regional services for families.</p>	<p>Strategy Rationale 1.2: The cultural shift towards family engagement and community involvement will build case plans based on family strengths and will provide additional resources and support. This approach is proven to stabilize families, resulting in a reduction of recurrence of child abuse and neglect.</p>	
<p style="text-align: center;">Milestones</p>	<p style="text-align: center;">Timeframes</p>	<p style="text-align: center;">Assigned</p>
<p>1.2.1 Explore with the internal workforce and community partners database information, including disproportionality data, in order to strengthen resources and supports for families.</p>	<p>April 30, 2009</p>	<p>Lead: CWS/CMS Team</p> <p>Partner: Community Partnership Workgroup Differential Response Workgroup F2F Core Team All Division Programs</p>

<p>1.2.1 Update: Examination and analysis of available data continues. This information is shared with staff and community partners.</p> <p>Data will be analyzed to identify and plan for geographic assignment of all staff, which will strengthen resources and support for families within their neighborhoods.</p>	<p>Update: April 30, 2009</p> <p>Ongoing</p>	<p>Lead: CWS/CMS Team Management Team</p> <p>Partner: Supervisors Social Workers Parent Leaders Youth Leaders Resource Parent Liaison Community Partners</p>
<p>1.2.2 Continue to provide training and support to both internal workforce and community partners regarding Family Engagement principles and practices.</p>	<p>April 30, 2009</p>	<p>Lead: Redesign Team</p> <p>Partner: Training and Staff Development Workforce Investment Workgroup Management Team</p>
<p>1.2.2 Update: The principles of Family Engagement have been shared with community partners at Youth Convenings, Resource Parent Convenings, Citizen's Academy, and other venues.</p> <p>The Division utilizes internal meetings to communicate the principles of Family Engagement.</p>	<p>Update: April 30, 2009</p> <p>Ongoing</p>	<p>Lead: Redesign Team Management Team</p> <p>Partner: Training and Staff Development Supervisors Social Workers Parent Leaders Youth Leaders Resource Parent Liaison Community Partners</p>
<p>1.2.3 Induction training reflects Family to Family principles through the use of the Core Strategies.</p>	<p>April 30,2007</p>	<p>Lead: Redesign Team</p> <p>Partner: Training and Staff Development</p>

<p>1.2.3 Update: Family to Family principles are incorporated into induction training.</p>	<p>Update: Completed</p>	
<p>1.2.4 As updates are needed, guidelines will be reviewed and rewritten to incorporate Family to Family principles into practices.</p>	<p>April 30, 2009</p>	<p>Lead: Management Team Partner: Redesign Team</p>
<p>1.2.4 Update: Guidelines are being reviewed and revisited to include Family to Family strategies. The strategies are also incorporated into Sacramento County Memorandums of Understanding with community partners.</p>	<p>Update: April 30, 2009 Ongoing</p>	<p>Lead: Management Team Partner: Redesign Team</p>
<p>Strategy 1.3: Internal staff and external partners continue use of the Structured Decision-Making (SDM) Model using the Safety, Risk, and Family Strengthens and Needs Assessments tools when assessing the protective capacity of the caretaker. MODIFIED Internal staff continue use of the Structured Decision-Making (SDM) Model using the Safety, Risk, and Family Strengthens and Needs Assessments tools when assessing the protective capacity of the caretaker. External partners will be knowledgeable of and understand how SDM is used in decision-making.</p>	<p>Strategy Rationale 1.3: The use of a comprehensive standardized system to assess safety and risk by both CPS and community partners improves the reliability and validity of child and family assessments in decision making.</p>	
<p>1.3.1 Continue to provide training for our Community Partners on the use of the SDM tools in order to further their understanding of our decision-making model.</p>	<p>April 30, 2009</p>	<p>Lead: Management Team Partner: Training and Staff Development</p>
<p>1.3.1 Update: SDM training is provided to various community partners to enhance the understanding of our decision-making model.</p>	<p>Update: April 30, 2009 Ongoing</p>	<p>Lead: Management Team Division SDM Coordinator Partner: Training and Staff Development</p>

<p>Update: New Milestone 1.3.2 Staff continues to receive training on the SDM tools. The training includes the practice of engaging the family in the use of the SDM tools.</p>	<p>April 30, 2008</p>	<p>Lead: Division SDM Coordinator</p> <p>Partner: Management Team Quality Assurance Division Supervisors Social Workers</p>
<p>Update: New Milestone 1.3.3 Review the use of the SDM tools post training and identify refresher training as needed.</p>	<p>April 30, 2008</p>	<p>Lead: Division SDM Coordinator</p> <p>Partner: Management Team Quality Assurance Division Supervisors Social Workers</p>
<p>Discuss changes in identified systemic factors needed to further support the improvement goals. Protocol for TDM referrals has been developed. The impact on social worker caseload is continuously monitored. Partnerships with community agencies continue to be developed.</p>		
<p>Describe educational/training needs. Training needs are identified in Milestones 1.1.2, 1.2.2, 1.3.1, 1.3.2 and 1.3.3.</p>		
<p>Identify roles of the other partners in achieving the improvement goals. Community partners will share a role in providing services to target families who would benefit from early intervention. Community partners will participate with CPS and families to identify and develop resources.</p>		
<p>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. Regulatory or statutory changes will be identified to support the accomplishment of the improvement goals.</p>		

Outcome Measure: 2B Referrals With a Timely Response

County's Current Performance:				
2B Percent of referrals with a timely response - Percent of child abuse and neglect referrals in the study quarter that have resulted in an in-person investigation stratified by immediate response and ten-day referrals, for both planned and actual visits.				
Time Period	Immediate Response	State Performance	10 Day Response	State Performance
Q2 2006*	93.9%	95.8%	93.1%	92.3%
Q1 2006	91.9%	96.6%	95.7%	94.1%
Q4 2005	86.4%	96.0%	89.7%	92.6%
* Starting in Q2 2006, the methodology was changed. Comparisons with previous quarters should not be made.				
Improvement Goal 2.0 Increase the rate of timely response to referrals.				
Strategy 2.1		Strategy Rational 2.1		
Continue to identify and eliminate the barriers to timely response.		Correct identification of internal process issues will allow for program specific solutions.		
Milestones		Timeframes	Assigned	
2.1.1 Review internal process of referrals assigned in all programs.		April 30, 2007	Lead: Management Team Partner: Program Specific Workgroups	
2.1.1 Update: The Management Team conducted an internal review in February 2007 and has implemented a centralized process to expedite referral assignments.		Update: Completed		
2.1.2 Review referrals that are out-of-compliance to identify barriers/patterns in meeting response time.		April 30, 2007	Lead: Management Team Partner: Quality Assurance Division	

<p>2.1.2 Update: A system to review out of compliance referrals has been established and is operational.</p>	<p>Update: Completed</p>	
<p>2.1.3 Develop and implement a plan to address identified barriers to ensure timely response.</p>	<p>April 30, 2007</p>	<p>Lead: Management Team Partner: Program Specific Workgroups</p>
<p>2.1.3 Update: The Management Team has developed and implemented a plan that addresses the barriers to ensure timely response. This plan has been rolled out to all programs at all levels. Each bureau is aware of the importance of timely response in investigation and incorporates this into daily supervision practice.</p>	<p>Update: Completed</p>	
<p>2.1.4 Identify methods to improve communication and coordination between program sites.</p>	<p>April 30, 2007</p>	<p>Lead: Management Team Partner: Program Specific Workgroups Quality Assurance Division</p>
<p>2.1.4 Update: Methods have been identified to improve communication and coordination between programs. The Management Team continues towards improvement in the area of sharing of information.</p>	<p>Update: Completed</p>	<p>Lead: Management Team Partner: Quality Assurance Division Supervisors Social Workers</p>

<p>Strategy 2.2:</p> <p>Continue to request funding for additional personnel to move closer to the staffing recommended in the SB 2030 Workload Study.</p>	<p>Strategy Rationale 2.2:</p> <p>Staffing levels remain below those recommended in the SB 2030 Workload Study (2000). Inadequate staffing impacts the workload of staff. There must be adequate staffing to respond to referrals and provide timely services to children and families.</p>	
<p>2.2.1 Request additional resources as needed.</p>	<p>April 30, 2009</p>	<p>Lead: CPS Management</p>
<p>2.2.1 Update: The Management Team continues to request funding for additional personnel to move closer to the SB2030 recommended staffing level.</p>	<p>Update: April 30, 2009 Ongoing</p>	<p>Lead: Management Team</p>
<p>Discuss changes in identified systemic factors needed to further support the improvement goals.</p>		
<p>Methods to improve communication and coordination have been established.</p>		
<p>Describe educational/training needs.</p>		
<p>There are no identified training needs.</p>		
<p>Identify roles of the other partners in achieving the improvement goals.</p>		
<p>This is an internal improvement goal.</p>		
<p>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</p>		
<p>Regulatory or statutory changes will be identified to support the accomplishment of the improvement goals.</p>		

Multiple Foster Care Placements (3B and 3C)

These measures reflect the number of children with multiple placements within 12 months of placement. This data was developed by UCB. It is a federal and state outcome measure.

3B. Percent with 1-2 placements within 12 months (Fed): For all children in child welfare supervised foster care for less than 12 months during the 12 month study period, what percent had no more than two placements?

Time Period	Sacramento County Performance	State Performance
07/01/05-06/30/06	81.6%	84.6%
04/01/05-03/31/06	81.2%	84.7%
01/01/05-12/31/05	81.4%	84.8%

3C. Percent with 1-2 placements – if still in care at 12 months (entry cohort) (State): For all children who entered child welfare supervised foster care for the first time (and stayed at least five days) during the 12 month study period, and were in care for 12 months, what percent had no more than two placements?

Time Period	Sacramento County Performance	State Performance
07/01/04-06/30/05	52.6%	67.3%
04/01/04-03/31/05	51.2%	67.1%
01/01/04-12/31/04	49.0%	66.9%

Improvement Goal 3.0 Lower the rate of multiple foster care placements.

Strategy 3.1:

Continue to expand TDMs through identified target populations.

Strategy Rationale 3.1:

TDMs are a proven method to identify needed resources to stabilize at risk placements.

Milestones	Timeframes	Assigned
<p>3.1.1 Continue to train staff and community partners together in TDM methods and outcomes.</p>	<p>April 30, 2008</p>	<p>Lead: TDM Workgroup</p> <p>Partner: Redesign Team Training and Staff Development Community Partnership Workgroup Probation</p>
<p>Update: Modified Milestone 3.1.1 Continue to train staff and community partners in TDM methods and outcomes.</p> <p>Division staff and many community partners have been trained in TDM methods and outcomes.</p> <p>Training will continue to additional staff and community partners.</p> <p>Probation Staff participated in TDM training in January 2007.</p>	<p>Update: April 30, 2008</p> <p>Completed</p> <p>Ongoing</p> <p>Completed</p>	<p>Lead: Redesign Team TDM Staff</p> <p>Partner: Management Team Training and Staff Development Parent Leaders Youth Leaders Probation</p>
<p>3.1.2 Continue to collect TDM data to evaluate outcomes for children and families.</p>	<p>April 30, 2008</p>	<p>Lead: Management Team CWS/CMS Team</p> <p>Partner: Redesign Team F2F Core Team TDM Workgroup Probation</p>

<p>3.1.2 Update: The CWS/CMS team produces monthly placement reports by bureau. Monthly TDM data reports are produced for the entire Division as well as for each bureau, for use in evaluation of outcomes and measurable impact of TDM's on children and families.</p> <p>Probation continues to collect data via the FC 23. Upon revision of the FC 23 form, staff will need training. Internal databases are actively being created by Probation for accurate placement statistics and to monitor outcomes.</p>	<p>Update: April 30, 2008</p> <p>Ongoing</p>	<p>Lead: Redesign Team CWS/CMS Team</p> <p>Partner: Management Team Supervisors Staff Probation</p>
<p>3.1.3 Continue to evaluate impact of TDM on staff culture shift towards family engagement.</p>	<p>April 30, 2008</p>	<p>Lead: Redesign Team</p> <p>Partner: Management Team TDM Workgroup F2F Core Team Workforce Investment</p>
<p>3.1.3 Update: Staff culture continues to shift towards family engagement techniques. TDM participants provide written and verbal feedback that indicates a significant shift in understanding and appreciation of family engagement techniques.</p>	<p>Update: April 30, 2008</p> <p>Ongoing</p>	<p>Lead: Redesign Team Management Team</p> <p>Partner: Supervisors Resource Parent Liaison Community Partners Youth Leaders Parent Leaders</p>

<p>3.1.4 Continue to utilize Breakthrough Series Collaborative Process to expand the use of TDM's to additional target populations.</p>	<p>April 30, 2009</p>	<p>Lead: Redesign Team</p> <p>Partner: Management Team PDSA Core Team Training and Staff Development TDM Workgroup</p>
<p>3.1.4 Update: TDM has been implemented in the Family Reunification and Permanent Placement programs. TDM will be implemented in Family Maintenance, Emergency Response, and Court Services, and implementation will be tailored to each program.</p>	<p>Update: April 30, 2009</p> <p>Ongoing</p>	<p>Lead: Redesign Team Management Team</p> <p>Partner: Supervisors Social Workers Parent Leaders Youth Leaders</p>
<p>3.1.5 Increase the number of kin care placements</p>	<p>April 30, 2009</p>	<p>Lead: Management Team</p> <p>Partner: Family to Family Recruitment Workgroup TDM Workgroups</p>
<p>3.1.5 Update: The Kinship program has staff assigned to processing home evaluations for the Emergency Response program to increase kin care assessments and placements earlier on.</p> <p>Financial support options for Kincare Placements are being explored.</p>	<p>Update: April 30, 2009</p> <p>Ongoing</p>	<p>Lead: Management Team</p> <p>Partner: Supervisors Social Workers</p>

<p>Strategy 3.2: (New Strategy)</p> <p>Secure most stable and appropriate placements for children.</p>	<p>Strategy Rationale 3.2:</p> <p>Children placed in a stable and appropriate environments are more likely to build permanent relationships with a significant adult and have fewer placement moves.</p>	
<p>Milestones (NEW)</p>	<p>Timeframes</p>	<p>Assigned</p>
<p>3.2.1 Identify barriers in making an appropriate placement in the current placement process.</p>	<p>April 30, 2008</p>	<p>Lead: Management Team</p> <p>Partner: CWS/CMS Team Foster Home Licensing</p>
<p>3.2.2 Explore processes that other Counties use to make appropriate placements.</p>	<p>April 30, 2008</p>	<p>Lead: Management Team</p> <p>Partner: CWS/CMS Team Foster Home Licensing</p>
<p>3.2.3 Identify methods to improve the placement process.</p>	<p>April 30, 2009</p>	<p>Lead: Management Team</p> <p>Partner: CWS/CMS Team Foster Home Licensing</p>

Strategy 3.3: (New Strategy) Assess children’s strengths and needs to promote stable and appropriate placements.	Strategy Rationale 3.3: Assessing children’s strengths and needs will ensure the proper provision of services that will promote permanency in stable and appropriate placements.	
Milestones (NEW)	Timeframes	Assigned
3.3.1 Identify an assessment center to provide comprehensive assessments of targeted youth that are at risk for multiple placements.	April 30, 2007	Lead: Management Team Partner: Supervisors Social Workers
3.3.1 Update: An assessment center was identified. Services were implemented providing comprehensive assessments to 12 to 17 year old females who have experienced or are at risk of multiple placements.	Update: Completed	Lead: Management Team Partner: Supervisors Social Workers
3.3.2 Utilize the assessment center for identified populations that are at risk for multiple placements, to determine their appropriate placement.	April 30, 2008	Lead: Management Team Partner: Supervisors Social Workers Probation

<p>3.3.2 Update: The assessment center provides in-depth assessment of youth's strengths and needs to determine an appropriate placement.</p> <p>Probation continues to utilize the Probation Assessment Center to provide comprehensive assessment to determine appropriate placements.</p>	<p>Update: April 30, 2008</p> <p>Ongoing</p>	<p>Lead: Management Team</p> <p>Partner: Supervisors Social Workers Probation</p>
<p>Discuss changes in identified systemic factors needed to further support the improvement goals. The referral protocol for TDMs has been developed. Continue to spread the practice of TDM throughout Child Welfare Services staff and increase the level of involvement by community partners.</p>		
<p>Describe educational/training needs. Training needs are identified in Milestone 3.1.1 and 3.1.2.</p>		
<p>Identify roles of the other partners in achieving the improvement goals. Community partners will participate in TDMs.</p>		
<p>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. Regulatory or statutory changes will be identified to support the accomplishment of the improvement goals. Update: Regulatory or statutory changes in the method of placement counts, e.g. the first 24/48 hour placement is currently considered a placement in the outcome measure.</p>		

Outcome Measure: 3F, 3G: Foster Care Re-Entry

County's Current Performance:		
3F. Percent of admission who are re-entries (Fed) - For all children who entered child welfare supervised foster care during the 12-month study period, what percent were subsequent entries within 12 months of a prior exit?		
Time Period	Sacramento County Performance	State Performance
07/01/05-06/30/06	16.7%	10.7%
04/01/05-03/31/06	16.5%	10.5%
01/01/05-12/31/05	17.2%	10.2%
3G. Percent who re-entered within 12 months of reunification - For all children who entered child welfare supervised foster care for the first time (and stayed at least five days) during the 12 month study period and were reunified within 12 months of entry, what percent re-entered foster care within 12 months.		
Time Period	Sacramento County Performance	State Performance
07/01/03-06/30/04	20.7%	12.7%
04/01/03-03/31/04	19.6%	12.3%
01/01/03-12/31/03	18.8%	11.8%
Improvement Goal 4.0 Lower the foster care re-entry rate.		
Strategy 4.1:		Strategy Rationale 4.1:
Improve family engagement by expanding the variety of techniques and tools social workers use in the case planning process.		Involving parents and youth in case planning is crucial for empowering and engaging the family in addressing their areas of strengths and needs. The result is improved case plans that can be successfully completed by the family.

Milestones	Timeframes	Assigned
<p>4.1.1 Further the use of the Breakthrough Series Collaborative methodology to share the SDM Reunification Reassessment tool and other SDM tools with families, and utilize other techniques to engage and involve families in the case planning process.</p>	<p>April 30, 2007</p>	<p>Lead: Family Reunification Program Permanent Planned Living Arrangement (PPLA)</p> <p>Partner: Workforce Investment Workgroup Family Reunification Plan Do Study Act (PDSA) Core Team</p>
<p>Update: Modified Milestone 4.1.1 Share the appropriate SDM tools with families, and identify other techniques to engage and involve families.</p> <p>TDM meetings will continue to be piloted in which the SDM tools will be shared with families in efforts to engage and involve families.</p>	<p>Update: April 30, 2008</p> <p>Ongoing</p>	<p>Lead: Management Team</p> <p>Partner: TDM Staff Supervisors Social Workers</p>
<p>4.1.2 Identify and recommend additional practices for implementation that enhance the case planning process.</p>	<p>April 30, 2008</p>	<p>Lead: Permanency Workgroup Youth Transition Workgroup</p> <p>Partner: Redesign Team Management Team Training and Staff Development Workforce Investment Workgroup</p>

<p>4.1.2 Update: To enhance the case planning process motivational engagement training has been provided as a practice.</p>	<p>Update: April 30, 2008 Ongoing</p>	<p>Lead: Management Team Partner: Redesign Team Supervisors Social Workers Parent Leaders Youth Leaders</p>
<p>4.1.3 Further utilize TDM'S to include all placement decisions in order to promote family engagement in case planning.</p>	<p>April 30, 2009</p>	<p>Lead: Management Team Partner: TDM Workgroup Workforce Investment Workgroup F2F Core Team</p>
<p>4.1.3 Update: TDM has been implemented in the Family Reunification and Permanent Placement programs. TDM will be implemented in Family Maintenance, Emergency Response, and Court Services, and implementation will be tailored to each program.</p>	<p>Update: April 30, 2009 Ongoing</p>	<p>Lead: Redesign Team Management Team Partner: Supervisors Social Workers Parent Leaders Youth Leaders</p>
<p>Strategy 4.2: Continue to utilize data to drive practice.</p>	<p>Strategy Rationale 4.2: Data analysis allows for the monitoring of performance on specific process and outcome indicators.</p>	

Milestones	Timeframes	Assigned
4.2.1 Continue to review and analyze the re-entry data.	April 30, 2008	Lead: CWS/CMS Team Partner: Quality Assurance Division All Programs
4.2.1 Update: Re-entry data is analyzed monthly.	Update: April 30, 2008 Ongoing	Lead: Management Team Partner: CWS/CMS Team Supervisors Social Workers
4.2.2 Explore, test and recommend practices for implementation that produce alternatives to short term and long term foster care.	April 30, 2009	Lead: Emergency Response Program Family Maintenance Program Court Services Program Family Reunification Program Partner: TDM Workgroup Workforce Investment Workgroup Permanency Workgroup Youth Transition Workgroup Family to Family Workgroup

<p>4.2.2 Update: Several practice/techniques/methods have been explored and tested to produce alternatives to foster care. Evaluation of these practices is ongoing.</p>	<p>Update: April 30, 2009</p> <p>Ongoing</p>	<p>Lead: Management Team</p> <p>Partner:: Supervisors Social Workers</p>
<p>4.2.3 Explore, test and recommend practices for implementation that facilitate family stability and prevent reentry.</p>	<p>April 30, 2009</p>	<p>Lead: Family Maintenance Program Family Reunification Program PPLA</p> <p>Partner: Permanency Workgroup Youth Transition Workgroup Workforce Investment Workgroup TDM Workgroup Community Partnership Workgroup</p>
<p>4.2.3 Update: Several practice/techniques/methods have been explored and tested. Evaluation of these practices is ongoing to determine their effect on family stability and reentry prevention. Examples of such practices are connecting families to Family Resource Centers (FRCs), Icebreakers, TDM, Family Reunification Success (aftercare for reunified families), and Parent Leader Presentations.</p> <p>Probation is providing after-care services though programs such as WRAP and Family/Child Community Treatment Program (FCCTP).</p>	<p>Update: April 30, 2009</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Lead: Management Team</p> <p>Partner: Supervisors Social Workers Resource Parent Liaison Youth Leader Probation</p>

<p>Strategy 4.3:</p> <p>Increase opportunities to engage families in community based programs that provide support during and after CPS involvement.</p>	<p>Strategy Rationale 4.3:</p> <p>Research supports the benefits of connecting at risk families to community based programs such as home visiting programs and Family Resource Centers (FRCs). Family's connection to and engagement with these services within their own community will decrease the likelihood of children reentering foster care.</p>	
<p style="text-align: center;">Milestones</p>	<p style="text-align: center;">Timeframes</p>	<p style="text-align: center;">Assigned</p>
<p>4.3.1 Utilize Linkages to increase consumers access to services through CalWorks.</p>	<p>April 30, 2009</p>	<p>Lead: Emergency Response Program Family Maintenance Program Court Services Program Family Reunification Program</p> <p>Partner: Community Partnership Workgroup Training and Staff Development</p>
<p>4.3.1 Update: Modified Milestone: Utilize Linkages to increase families access to services through CalWorks.</p> <p>Methods have been identified to increase families access to services through CalWorks. Plans are being developed to bring the CalWorks services to the targeted neighborhoods. Examples of service areas are AOD, Mental Health, and Domestic Violence.</p>	<p>Update: April 30, 2009</p> <p>Ongoing</p>	<p>Lead: Management Team</p> <p>Partner: Community Partners</p>

<p>4.3.2 Identify and implement practices that engage families in services at FRCs and other community based programs.</p>	<p>April 30, 2008</p>	<p>Lead: Emergency Response Family Maintenance Court Services Family Reunification Program</p> <p>Partner: Community Partnership Workgroups Training and Staff Development</p>
<p>4.3.2 Update: Practices are being identified and implemented that engage families in services at Family Resource Centers and community based programs. Practices include connecting families to FRCs, connecting families to neighborhood resources using community partnerships, Family Reunification Success, Differential Response, and Resource Specialist Team (RST) meetings.</p>	<p>Update: April 30, 2008</p> <p>Ongoing</p>	<p>Lead: Redesign Team Management Team</p> <p>Partner: Supervisors Community Partners</p>
<p>4.3.3 Expand external partnerships to increase community partners presence in TDMs.</p>	<p>April 30, 2008</p>	<p>Lead: Redesign Team</p> <p>Partner: Community Partnership Workgroup TDM Workgroup</p>
<p>4.3.3 Update: Community partners presence at TDMs has increased by the expansion of external partnerships.</p>	<p>Update: April 30, 2008</p> <p>Ongoing</p>	<p>Lead: Redesign Team</p> <p>Partner: Community Partners</p>

<p>4.3.4 Expand TDM to include all placement decisions throughout the Division.</p>	<p>April 30, 2009</p>	<p>Lead: Redesign Team Management Team</p> <p>Partner: TDM Workgroup Workforce Investment Workgroup F2F Core Team</p>
<p>4.3.4 Update: TDM has been implemented in the Family Reunification and Permanent Placement programs. TDM will be implemented in Family Maintenance, Emergency Response, and Court Services. The expansion will be according to the roll out schedule and the implementation will be tailored to each program.</p>	<p>Update: April 30, 2009</p> <p>Ongoing</p>	<p>Lead: Redesign Team Management Team</p> <p>Partner: Supervisors Social Workers Parent Leaders Youth Leaders</p>
<p>4.3.5 Continue to gather input from families regarding their service needs.</p>	<p>April 30, 2008</p>	<p>Lead: Management Team</p> <p>Partner: Community Partnership Workgroup Youth Transition Workgroup Parent Leaders Differential Response Workgroup Permanency Workgroup</p>
<p>4.3.5 Update: Through the use of family engagement activities, such as Differential Response and TDM, families are providing input regarding their service needs. Families are then linked to community resources.</p>	<p>Update: April 30, 2008</p> <p>Ongoing</p>	<p>Lead: Management Team Redesign Team</p> <p>Partner: Supervisors Social Workers</p>

<p>4.3.6 Increase opportunities for visitation at Family Resource Centers for children and families.</p>	<p>April 30, 2008</p>	<p>Lead: Management Team</p> <p>Partner: Court Services Program Family Reunification Program Permanency Workgroup</p>
<p>4.3.6 Update: Opportunities for visitation at Family Resource Centers (FRCs) have increased. Visitation opportunities continue to increase through the expansion of additional sites.</p>	<p>Update: April 30, 2008</p> <p>Ongoing</p>	<p>Lead: Management Team</p> <p>Partner Supervisors Social Workers Family Resource Center/ Birth & Beyond</p>
<p>Strategy 4.4: Include Resource Families (foster parents/Kin/NREFM) in reunification efforts.</p>	<p>Strategy Rationale 4.4: Family to Family and other innovative programs support expanding the role of resource families in the support of birthparents.</p>	

Milestones	Timeframes	Assigned
<p>4.4.1 Explore and implement recommended methods to create partnerships between Resource Families and birthparents, (i.e., the use of Breakthrough Series Collaborative Process to test and implement Ice Breaker Meetings between birth and resource families.)</p>	<p>April 30, 2008</p>	<p>Lead: Court Services Program Family Reunification Program</p> <p>Partner: Permanency Workgroup Youth Transition Workgroup Family to Family Recruitment Workgroup Foster Home Licensing Team TDM workgroup F2F Core Team PDSA Core Teams</p>
<p>4.4.1 Update: Various methods to create partnerships between the resource and birth parents have been explored. Methods that have been identified are included in the education and training of kin care providers, resource parents, birth parents, and CWS staff.</p>	<p>Update: April 30, 2008</p> <p>Ongoing</p>	<p>Lead: Management Team</p> <p>Partner: Supervisors Social Workers Resource Parent Liaison Youth Leader Probation</p>
<p>Strategy 4.5: Improve supportive services to kin caregivers while increasing the number of kin care placements.</p>	<p>Strategy Rational 4.5: Kin placements provide stability, family and community connections, and positive outcomes. Every effort should be made to support kin caregivers to overcome barriers to placement.</p>	

Milestones	Timeframes	Assigned
<p>4.5.1 Identify and establish connections with existing kin care supportive service providers (such as American River College).</p>	<p>April 30, 2008</p>	<p>Lead: Family Reunification Program PPLA Foster Home Licensing</p> <p>Partner: Redesign Team Family to Family Recruitment Workgroup Permanency Workgroup</p>
<p>4.5.1 Update: Connections with supportive services have been established with the Kinship Support Groups, Grandparent Support Group, Resource Parent Support Group, and Resource Parent Liaison.</p>	<p>Update: April 30, 2008</p> <p>Ongoing</p>	<p>Lead: Management Team</p> <p>Partner: Supervisors Social Workers Community Partners</p>
<p>4.5.2 Explore adapting the existing Kin Caregiver Support Training for use throughout the system.</p>	<p>April 30, 2009</p>	<p>Lead: Adoption Program Family Reunification Program Foster Home Licensing</p> <p>Partner: Family-to-Family Recruitment Workgroup Training and Staff Development</p>
<p>4.5.2 Update: The Kin Caregiver Support Training has been implemented through the Kinship Orientations. The expansion of the training throughout the entire system is being explored.</p>	<p>Update: April 30, 2009</p> <p>Ongoing</p>	<p>Lead: Management Team</p> <p>Partner: Foster Home Licensing Resource Families</p>

<p>Update : New Milestone 4.5.3 Complete Kinship Support Services Program (KSSP) planning and implementation.</p>	<p>April 30, 2008</p>	<p>Lead: KSSP Planning Team</p> <p>Partner: Community Partners Resource Families</p>
<p>Discuss changes in identified systemic factors needed to further support the improvement goals. Changes to be made in Case Review to increase practices that engage parents and youth in case planning.</p>		
<p>Describe educational/training needs. Training needs have been identified in Milestone 4.5.2.</p>		
<p>Identify roles of the other partners in achieving the improvement goals. Community partners are involved in the redesign workgroups and will have a role in providing services to at risk families as well as a role in participating in the TDM process.</p>		
<p>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. Regulatory or statutory changes will be identified to support the accomplishment of the improvement goals.</p>		

Systemic Factor: Foster/ Adoptive Parent Licensing, Recruitment, and Retention

County's Current Performance: Efforts to evaluate relatives and non-related extended family, assessments of children's needs timely, and match children to the appropriate placement resource can be improved.

Improvement Goal 1.0

Strategy 1.1:		Strategy Rationale 1.1:	
Enhance neighborhood based recruitment and support of resource families		Maintaining children within their original communities minimizes the trauma of removal. Resource families and services to support these families should be identified and fostered in communities with high removal rates.	
Milestones	Timeframes	Assigned	
1.1.1 Continue to utilize Family to Family strategies for recruitment and retention of resource families.	April 30, 2009	Lead: Family to Family Recruitment Workgroup Foster Home Licensing Partner: Redesign Team Community Partnership Workgroups	
1.1.1 Update: Foster Home Licensing has institutionalized orientations in neighborhoods that are identified by targeted zip-code areas. Data collected that targets recruitment and retention of resource families will continue to be used and analyzed. Monthly orientations for kin care providers are held at Family Resource Centers (FRCs).	Update: April 30, 2009 Ongoing	Lead: Foster Home Licensing Partner: Resource Parent Liaison Community Partners	

<p>1.1.2 Hold a Resource Family Convening to provide and enhance opportunities for cross training and education.</p>	<p>June 5, 2006</p>	<p>Lead: Management Team</p> <p>Partner: Redesign Team Family to Family Recruitment Workgroup</p>
<p>1.1.2 Update: Two Resource Family Convenings have been held.</p>	<p>Update: Completed</p>	
<p>1.1.3 Fully implement the Family to Family strategy of Icebreakers to build relationships between birth and resource families.</p>	<p>April 30, 2009</p>	<p>Lead: Foster Home Licensing Court Services Program Family Maintenance Program</p> <p>Partner:: Redesign Team Family to Family Recruitment Workgroup PDSA Core Teams</p>
<p>1.1.3 Update: Relationships between birthparents and resource families have been built by encouraging resource parents to call birth parents to better facilitate visitations, care of child, and sharing of necessary information. Ongoing partnership meetings will be used to explore and encourage similar relationships with the FFA resource families.</p>	<p>Update: April 30, 2009</p> <p>Ongoing</p>	<p>Lead: Management Team</p> <p>Partner:: Foster Home Licensing Court Services Program Family Maintenance Program Resource Parent Association Placement Programs</p>

<p>1.1.4 Explore development of a resource family liaison position.</p>	<p>April 30, 2007</p>	<p>Lead: Foster Home Licensing</p> <p>Partner: Redesign Team Family to Family Recruitment Workgroup</p>
<p>1.1.4 Update: A Resource Family Liaison position has been developed and the position was filled March 2006.</p>	<p>Update: Completed</p>	
<p>1.1.5 Partner with identified Community Agencies to support recruitment and retention efforts.</p>	<p>April 30, 2009</p>	<p>Lead: Family to Family Recruitment Workgroup</p> <p>Partner: Management Team Redesign Team Community Partnership Workgroups F2F Core Team TDM Workgroup</p>
<p>1.1.5 Update: Family Resource Centers (FRC's) and community agencies have been identified and are partnering to support recruitment and retention efforts. Recruitment efforts include partnering with neighborhood churches, development of a culturally competent Resource Family Binder for Native American children and families, and a Memorandum of Understanding with Sacramento City Unified School District.</p>	<p>Update: April 30, 2009</p> <p>Ongoing</p>	<p>Lead: Foster Home Licensing Management Team</p> <p>Partner: Redesign Team Community Partners Placement Programs</p>

<p>1.1.6 Utilize data to identify community specific recruitment needs and enhance efforts to address those needs.</p>	<p>April 30, 2008</p>	<p>Lead: Family to Family Recruitment Workgroup Redesign Team</p> <p>Partner: Management Team F2F Core Team</p>
<p>1.1.6 Update: Foster Home Licensing has created a database that tracks current recruitment activities and participation.</p> <p>The database will assist in the development of future recruitment strategies.</p>	<p>Update : April 30, 2008 Completed</p> <p>Ongoing</p>	<p>Lead: Foster Home Licensing Redesign Team</p> <p>Partner: Management Team CWS/CMS Team</p>
<p>Update: New Milestone 1.1.7</p> <p>Explore and develop a Resource Parent Shared Leadership Task Force.</p>	<p>April 30, 2008</p>	<p>Lead: Foster Home Licensing</p> <p>Partner: Redesign Team Resource Parent Association Resource Parent Liaison</p>

Strategy 1.2 Expand recruitment strategies that are child focused and for targeted populations.	Strategy Rationale 1.2 Sacramento County has had proven success with Family to Family Recruitment activities.	
Milestones	Timeframes	Assigned
1.2.1 Identify child specific needs and test recruitment strategies to address those needs.	April 30, 2008	Lead: Family to Family Recruitment Workgroup Foster Home Licensing Program Partner: Management Team F2F Core Team
1.2.1 Update: Exploring new recruitment strategies that identify the specific needs of target populations continues.	Update: April 30, 2008 Ongoing	Lead: Placement Programs Partner: Management Team Foster Home Licensing
1.2.2 Expand Heart Gallery and other ongoing events.	April 30, 2008	Lead: Family to Family Recruitment Workgroup Foster Home Licensing Adoption Program Partner: Management Team Permanency Workgroup

<p>1.2.2 Update: Expansion of the Heart Gallery includes: 14 separate successful events since November 2005.</p> <p>The Heart Gallery process has been institutionalized to ensure a complete and consistent gallery of children.</p> <p>The Heart Gallery, Adoption Day, and Adoption Awareness Day have received consistent media attention.</p>	<p>Update: April 30, 2008 Completed</p> <p>Ongoing</p>	<p>Lead: Foster Home Licensing Adoption Program</p> <p>Partner: Management Team</p>
<p>Strategy 1.3</p> <p>Expand Family to Family activities to utilize, educate, and support Kin caregivers.</p>	<p>Strategy Rationale 1.3:</p> <p>Sacramento County has had proven success with Family to Family Recruitment activities.</p>	
<p style="text-align: center;">Milestones</p>	<p style="text-align: center;">Timeframes</p>	<p style="text-align: center;">Assigned</p>
<p>1.3.1 Identify the barriers delaying early kin care placements and develop a plan to expedite the placement process.</p>	<p>April 30, 2008</p>	<p>Lead: Emergency Response Program Family Maintenance Program Court Services Program Family Reunification Program</p> <p>Partner: Program Specific Workgroups</p>

<p>1.3.1 Update: Barriers delaying early kin care placements have been identified. A process is being explored to address this issue.</p>	<p>Update: April 30, 2008 Ongoing</p>	<p>Lead: Management Team Partner: Supervisors Social Workers Parent Leader Youth Leader Resource Parent Liaison Community Partners</p>
<p>1.3.2 Expand family finding efforts on a child specific basis.</p>	<p>April 30, 2009</p>	<p>Lead: Court Services Program Family Reunification Program Foster Home Licensing PPLA Partner: Family to Family Recruitment Workgroup Permanency Workgroup PDSA Core Teams</p>

<p>1.3.2 Update: Family finding efforts have been instituted in several programs within CWS. To ensure contact and communication, the process to obtain permission for post-adoptive children to contact their biological siblings has been established. Efforts continue to include a significant adult's information in the child's case file.</p>	<p>Update: April 30, 2009</p> <p>Ongoing</p>	<p>Lead: Management Team</p> <p>Partner: Management Team Supervisors Social Workers Parent Leader Youth Leader Resource Parent Liaison Community Partners</p>
<p>1.3.3 Educate internal workforce, community partners and kin caregivers on the process of kin care placement.</p>	<p>April 30, 2009</p>	<p>Lead: Family Maintenance Program Court Services Program Family Reunification Program Foster Home Licensing Program</p> <p>Partner: Training and Staff Development Family-to-Family Recruitment Workgroup Permanency Workgroup Community Partners Workgroup Youth Transition Workgroup</p>
<p>1.3.3 Update: Education of staff, community partners, and kin caregivers on the process of kin care placement has been implemented and is ongoing.</p>	<p>Update: April 30, 2009</p> <p>Ongoing</p>	<p>Lead: Placement Programs Emergency Response</p> <p>Partner: Training and Staff Development</p>

Strategy 1.4 Improve the retention of resource families and the matching of children with the resource families by expanding the tools social workers use when placing children in out of home care.	Strategy Rationale 1.4: Retention of resource families and appropriate matching between a child and a resource family can be accomplished through the completion of a Child’s Needs Assessment and Placement Module.	
Milestones	Timeframes	Assigned
1.4.1 Continue work with CDSS and Children’s Research Center (CRC) to develop a Child’s Needs Assessment tool component for SDM.	April 30, 2008	Lead: Division SDM Coordinator Partner: Management Team Family-to-Family Recruitment Workgroup
1.4.1 Update: The CRC has released the Placement Module, a tool that encompasses child’s safety, risk, needs, and placement assessments. The exploration of the use of the module is occurring and a process for implementation will be developed.	Update: April 30, 2008 Ongoing	Lead: Division SDM Coordinator Partner: Management Team
1.4.2 Identify and recommend elements to assess when matching a child’s needs with the most appropriate placement.	April 30, 2008	Lead: Division SDM Coordinator Partner: Program Specific Workgroups Foster Home Licensing Team Family-to-Family Recruitment Workgroup

<p>1.4.2 Update: Elements to assess and match a child with an appropriate placement have been identified through the Placement Module.</p>	<p>Update: Completed</p>	<p>Lead: Division SDM Coordinator</p> <p>Partner: Management Team Supervisors Social Workers Parent Leader Youth Leader Resource Parent Liaison Community Partners</p>
<p>1.4.3 Utilize the Breakthrough Series Collaborative Process to test the Child's Needs Assessment Tool in targeted populations moving toward full implementation when matching.</p>	<p>April 30, 2008</p>	<p>Lead: Division SDM Coordinator Court Services Program</p>
<p>1.4.3 Update: Modified Milestone: Test the use of the Placement Module in targeted populations to move towards full implementation when matching a child to resource families.</p> <p>Possible target populations are being identified as pilot projects and roll out will be towards full implementation of the Placement Module when matching a child to resource family.</p>	<p>Update: April 30, 2008</p> <p>Ongoing</p>	<p>Lead: Division SDM Coordinator Management Team</p> <p>Partner: Foster Home Licensing</p>
<p>1.4.4 Develop a procedural plan to fully implement the use of the Child's Assessment Tool when matching a child's needs to a placement.</p>	<p>April 30, 2009</p>	<p>Lead: Division SDM Coordinator</p> <p>Partner: PDSA Core Teams Program Specific Workgroups</p>

<p>1.4.4 Update: Modified Milestone: Develop a procedural plan to fully implement the use of the Placement Module when matching a child’s needs to a placement.</p> <p>A plan to fully implement the use of the Placement Module when matching a child’s needs to a placement is being explored. A procedural plan to fully implement the module will be developed.</p>	<p>Update: April 30, 2009</p> <p>Ongoing</p>	<p>Lead: Division SDM Coordinator</p> <p>Partner: Management Team TDM Coordinator</p>
<p>1.4.5 Provide training and support to staff on use of the Child’s Assessment Tool and fully implement.</p>	<p>April 30, 2009</p>	<p>Lead: Division SDM Coordinator</p> <p>Partner: Training and Staff Development Management Team</p>
<p>1.4.5 Update: Modified Milestone: Provide training and support to staff on use of the Placement Module.</p> <p>Training and support will be provided to staff on the use of the Placement Module.</p>	<p>Update: April 30, 2009</p> <p>Ongoing</p>	<p>Lead: Division SDM Coordinator</p> <p>Partner: Training and Staff Development Management Team</p>
<p>Discuss changes in identified systemic factors needed to further support the improvement goals. Not applicable because Foster/Adoptive Parent Licensing, Recruitment is a systemic factor.</p>		
<p>Describe educational/training needs. Training needs are identified in these milestones: 1.3.3; 1.4.5.</p>		
<p>Identify roles of the other partners in achieving the improvement goals. Management Team, Supervisors, Staff, Parent Leader, Youth Leader, Resource Parent Liaison, and Community Partners will have a role in increasing placements that are less restrictive, provide permanence, and within child/family’s own community.</p>		
<p>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. New legislation prompted regulatory and/or statutory changes to support foster/adoptive licensing, recruitment, and retention.</p>		

Systemic Factor: Case Review

County's Current Performance: Sacramento County has a number of systems in place to facilitate services to families and to ensure compliance with mandates for court and case management related items. Improvements are needed to ensure mandates for court and case management are met.		
Improvement Goal 2.0		
Strategy 2.1: Provide case management tools to support staff.		Strategy Rationale 2.1: Workers should have all information available to assist them to organize and prioritize their workload.
Milestones	Timeframes	Assigned
2.1.1 Identify supportive case management tools such as Safe Measures and train staff in the use of those tools.	April 30, 2008	Lead: Management Team Partner: Training and Staff Development CWS/CMS
2.1.1 Update: Staff has been trained on the use of Safe Measures and have access to program specific databases as a case management tool. Staff receives monthly reports that provide child data identifying service need areas as well as focusing on a specific outcome.	Update: April 30, 2008 Completed Ongoing	Lead: Management Team Supervisors Social Workers Partner: Training and Staff Development CWS/CMS Team Staff Supervisors

<p>2.1.2 Evaluate the use and effectiveness of supportive tools.</p>	<p>April 30, 2009</p>	<p>Lead: Management Team</p> <p>Partner: Program Specific Workgroups Workforce Investment Workgroup CWS/CMS</p>
<p>2.1.2 Update: The CWS/CMS team provides training to increase the understanding and utilization of Safe Measures and other case management tools.</p>	<p>Update: April 30, 2009</p> <p>Ongoing</p>	<p>Leads: Management Team</p> <p>Partner: CWS/CMS Team Quality Assurance Division Training and Staff Development</p>
<p>Strategies 2.2: Create an environment of open communication and information sharing.</p>	<p>Strategy Rationale 2.2: Communication between the court and CWS staff creates a venue to promote compliance of mandates for court. Providing feedback and recognizing effort encourages positive outcomes.</p>	
<p style="text-align: center;">Milestones</p>	<p style="text-align: center;">Timeframes</p>	<p style="text-align: center;">Assigned</p>
<p>2.2.1 Continue communication between CWS and the Court to better coordinate practices between the two entities.</p>	<p>April 30, 2008</p>	<p>Lead: Management Team</p>
<p>2.2.1 Update: CWS and the Court continue to meet regularly. Meetings such as Tri-Court, Standing Committee, and the Court and DHHS managers assist in coordinating practices between the two entities.</p>	<p>Update: April 30,2008</p> <p>Ongoing</p>	<p>Lead: Management Team</p>

<p>2.2.2 Continue to provide staff with program updates utilizing channels including: internet and intranet, bulletin boards, unit meetings, bureau meetings, newsletters, and other areas as determined.</p>	<p>April 30, 2007</p>	<p>Lead: Management Team PIO</p> <p>Partner: Workforce Investment Program Specific workgroups</p>
<p>2.2.2 Update: Staff has been provided program updates via newsletters, intranet, bulletin boards, and unit/bureau meetings. Programs have implemented open communication and information sharing through specific outreach such as "FR Highlights", "Pay it Forward", "Spotlight on Outcomes", Dashboards, TDM bulletin boards, Resource Family Calendars, and more.</p>	<p>Update: Completed</p>	
<p>2.2.3 Develop a system of acknowledgement to celebrate early and long-term achievements.</p>	<p>April 30, 2007</p>	<p>Lead: Management Team</p> <p>Partner: Workforce Investment</p>
<p>2.2.3 Update: Child Welfare Services has acknowledged and celebrated achievements through email, newsletters, luncheons, breakfasts, bureau meetings, unit meetings, and more. Dashboards have facilitated team acknowledgment of specific program outcomes.</p>	<p>Update: Completed</p>	
<p>Discuss changes in identified systemic factors needed to further support the improvement goals. Not applicable because Case Review is a systemic factor.</p>		
<p>Describe educational/training needs. Training needs are identified in milestone 2.1.1 and 2.1.2.</p>		
<p>Identify roles of the other partners in achieving the improvement goals. Not applicable as this is an internal improvement goal.</p>		
<p>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. Regulatory or statutory changes will be identified to support the accomplishment of the improvement goals.</p>		

Systemic Factor: Management Information System (Probation)

County's Current Performance:
 Probation does not have access to Child Welfare Services/Case Management Systems (CWS/CMS), which impacts timely collection and submission of Probation Foster Youth data. CDSS and CPOC initiated an online data collection form (FC-23), which is currently being revised. Although the FC-23 was in use throughout 2005, the data collected is not usable due to challenges in interpreting the form and lack of standardized training on its use by the 58 California Probation Departments tracking Foster Care data.

Improvement Goal 3.0

Strategy 3.1: County Probation Department will provide input to CDSS and CPOC in order to revise the FC-23.	Strategy Rationale 3.1: Corrections to the existing FC-23 format will facilitate accurate data collection and submission for analysis.
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Milestones	Timeframes	Assigned
3.1.1 Implement use of FC-23 upon roll out by CDSS.	January 1, 2007	Lead: Probation
3.1.1 Update: The FC 23 form is being used to submit monthly data. Monthly data will be submitted on the revised FC-23 upon release.	Modified Update: April 30, 2009 Ongoing	Lead: Probation
3.1.2 Participate in standardized training on the appropriate use of the FC23.	July 1, 2007	Lead: Probation
3.1.2 Update: All staff is appropriately completing the FC-23 form as indicated by CDSS representatives at recent NCPC meeting. Upon revisions, staff will need ongoing training.	Modified Update: April 30, 2009 Ongoing	Lead: Probation

Discuss changes in identified systemic factors needed to further support the improvement goals.
 Not applicable because Management Information is a systemic factor.

Describe educational/training needs.
 Training needs are identified in milestone 3.1.2.

Identify roles of the other partners in achieving the improvement goals.
 This is an internal goal pending revisions of the data collection format by CDSS.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.
 Regulatory or statutory changes will be identified to support the accomplishment of the improvement goals.