
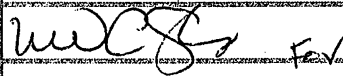


California Child and Family Services Review

Annual SIP Progress Report 2015



California – Child and Family Services Review Signature Sheet

County	Sacramento
CSA Period Dates	2008 - 2011
SIP Period Plan Dates	June 2012 to May 2017
Outcome Data Period	University of California at Berkeley (UCB) California Child Welfare Indicators Project, Q3 2013
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**SIP Progress Report
Sacramento County 2012-2017
Year Three Update**

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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.

The core team for the California Child and Family Service Review (C-CFSR) process was comprised of representatives from Sacramento County Department of Health and Human Services, Child Protective Services Division, Sacramento County Probation Department, Child Abuse Prevention Council of Sacramento, Inc., and the California Department of Social Services. The SIP involves three collaborative planning stages: the Peer Quality Case Review (PQCR), the County Self-Assessment (CSA), and System Improvement Plan (SIP). Sacramento County submitted the SIP for the time period of June 2012 to May 2017 in 2012. The first SIP Progress Report was completed in 2013 followed by the second report in 2014.

Overall, the Sacramento County 2015 Annual SIP Progress Report will provide a written analysis of the performance toward the SIP improvement goals as measured by the UCB California Child Welfare Indicators Project, Q3 2014. The report will also provide an analysis of the status and progress of strategies and action steps, including any revisions. In addition, it will include an analysis of obstacles, systemic issues, and environmental conditions that may be contributing to outcome improvement or decline; it will describe any other successes and promising practices that have led to consistent positive performance within specific Outcome Data Measures. Lastly, it will contain a SIP chart with necessary updates to reflect the county's performance, current status of implementation strategies, and any revision to the time frames.

Stakeholders Participation

Sacramento County continues to team with community partners, county agencies and other key stakeholders to provide services to the children and families in our community. For example, the Children's Research Center (CRC) provides consultation in regard to practice needs and county findings relating to the full implementation and utilization of Structured Decision Making (SDM) as required in Strategy 1. In addition, staff participates in the Statewide SDM Workgroup.

There has been intense participation in the expansion of services to offer Aftercare services to all families exiting the dependency system, primarily at a network of nine Family Resource Centers in Sacramento County. Providers have been meeting weekly since January 1, 2015 to develop/amend Policies and Procedures to address this expanded population, as well as build/modify a database to ensure collection of appropriate data. In the last three months over 210 presentations have been made to both internal staff and external providers to educate them on this service expansion in support of Strategy 6.

Strategy 8 continues to have strong community partners/stakeholder collaboration. For example, Casey Family Programs, Lilliput Children's Services, Sierra Forever Families and Child Welfare Services have consistent ongoing meetings to enhance permanency support services to improve child welfare outcomes.

Finally, staff from the Centralized Placement Support Unit (CPSU) continues to participate in monthly meetings with various community partners (i.e. the Foster Family Agency Committee, the Shared Leadership Foster Parent Association, and the Sacramento Native American Round Table). These efforts have allowed our agency to sustain and expand networks, discuss and expand our recruitment efforts for types of homes as well as homes in certain zip code areas to ensure compliance with laws, regulations and policy.

Current Performance Toward SIP Improvement Goals:

C1.1 Timely Reunification

Sacramento County's timely reunification rate, defined as reunification within 12 months of removal, was 63.5% as reported in the County Self-Assessment (CSA) dated May 2012. This data was extracted from the University of California at Berkeley (UCB) California Child Welfare Indicators Project and covered the time period 10/01/10 to 9/30/11. The most recent data available from the time period 10/01/13 to 9/30/14 from the UCB California Child Welfare Indicators Project reveals Sacramento County's timely reunification rate is 81.4%. This reflects an improvement of 17.9%.

C1.4 Reentry

The 2012 CSA reported Sacramento County's reentry into foster care rate, which is defined as reentry into foster care in less than 12 months from prior reunification, was 13.7% as reported by UCB California Child Welfare Indicators Project for the time period 10/01/09 to 9/30/10. Currently, UCB California Child Welfare Indicators Project reports Sacramento County's reentry rate has increased to 17.7% for the time period 10/01/12 to 9/30/13. This represents a decline in performance of 4%.

C3.3 In Care 3 Years or Longer (Emancipated/Age 18)

Sacramento County's rate of children in care 3 years or longer at the time of emancipation or at age 18 was 64.7% at the time of the CSA. This data was extracted from the University of California at Berkeley (UCB) California Child Welfare Indicators Project and covered the time period 10/01/10 to 9/30/11. UCB California Child Welfare Indicators Project reports Sacramento County's rate of children in care 3 years or longer dropped to 52.7% for the time period 10/01/13 to 09/30/14. This reflects an improvement of 12%.

C4 Placement Stability

The Placement Stability composite looks at how many children in foster care in the year had two or fewer placement settings in the following three measures: at least 8 days but less than 12 months in care (C4.1); at least 12 months but less than 24 months in care (C4.2), and at least 24 months in care (C4.3).

As to outcome measure C4.1, the CSA reported Sacramento County's performance was 80.7% for the time period 10/01/10 to 9/30/11. The current UCB California Child Welfare Indicators Project for the time period 10/01/13 to 9/30/14 reports the County's performance is 83.2% in this area, which is an improvement of 2.5%.

Sacramento County's performance regarding outcome measure C4.2 was 59.8% for the time period 10/01/10 to 9/30/11 as reported in the CSA. UCB California Child Welfare Indicators Project reports the performance for Sacramento County in this area is 64.5% for the time period 10/01/13 to 9/30/14. This represents an improvement of 4.7%.

Regarding outcome measure C4.3, the CSA reported Sacramento County's performance was 27.8% for the time period 10/01/10 to 9/30/11. UCB California Child Welfare Indicators Project reports the County's performance for 10/01/13 to 9/30/14 is 28.1%. This represents an increase of .3%.

C4 Placement Stability (Probation)

Probation has seen an improvement in Outcome Measure C4.3, Placement Stability (At Least 24 Months In Care). UCB data from the original SIP reflected performance at 13% in this measure. During the time period 10/01/01 to 9/30/11, the performance was 27.8%. Current data from 10/01/13 to 9/30/14 indicates the percentage has increased to 33.1%. This improvement is seen as a result of the creation of the placement intake unit. This unit is responsible for interviewing and placement all of our kids. Before, any of the 18 officers assigned to the division would be responsible for the assigned placement. This intake unit now ensures consistency in how cases are evaluated and how placements are selected.

4B Least Restrictive Placement

UCB data from the original SIP reported Probation had 66% of youth in the most restrictive placement. Current data (point in time date 10/01/13) from the UCB Q3 2013 data reflects 60.4% of Probation youth are placed in the most restrictive placement. The current data reflects an improvement of 5.6% from the original SIP report of 66%.

8A ILP Well Being

Regarding Probation's Outcome Measure 8A ILP Well Being, a National Standard and county performance were not reported at the time of the original SIP. Subsequently, Probation's initial performance was determined to be 87.5%, which was added to the SIP. Current data reflects 100% of Probation youth received ILP services during the period 07/01/14 to 09/30/14. A National Standard is not noted in the current UCB data. This is an increase of 12.5% during this data period, compared to our initial performance.

Analysis of Outcome Improvement or Decline:

Outcome measure C1.1 reunification within 12 months of removal may have been positively impacted by frequent training and supervisory oversight. This measure continues to improve, and has a one year percent change of 5.2% and a five year percent change of 15.6%.

Sacramento County's performance decline in outcome measure C1.4 may be linked to the way voluntary placements are tracked in our data system. Sacramento County frequently uses Protective Emergency Placements (PEPs), which are voluntary placements primarily utilized in the Emergency Response and

Informal Supervision programs. These placements are counted as an entry into placement; therefore, when they end they are also counted as a reunification. However, Sacramento County will explore this issue by implementing Permanency SDM QA reviews and Elements of Permanency Review Tools to enhance this performance area.

Outcome measure C3.3 continues to show improvement; however, this measure remains above the national standard or goal. Sacramento County continues to require that relatives be identified and documented in CWS/CMS. Identification of relatives aids in children exiting care by presenting opportunities for permanency. Sacramento County recently reviewed data regarding children in placement for 3 years or longer and how many of those identified cases had relatives documented in CWS/CMS. As of December 2, 2014, 58.02% of the identified cases (358/617) had relatives documented in the Collateral Notebook of CWS/CMS. The County addressed this issue by distributing the list of cases to the assigned program manager and supervisor, so that the assigned social worker would be alerted to enter relatives in the Collateral Notebook.

Regarding outcome measure C4, Sacramento County's practice of initial placement of children in shelter care may be impacting this area. Placement at the Children's Receiving Home (CRH) may be a necessary practice to allow time to identify the appropriate needs and match for a child coming into care; however, this will impact all future placement stability rates.

Strategies Status

Strategies containing action steps scheduled to start and/or be completed during this reporting period are discussed below.

Child Welfare Services Strategies

Strategy 1: "Improve to 85% of FR program cases that have timely SDM Risk Reassessments and Family Strengths and Needs Reassessments." The May 2012 baseline is 13.4% for FSNA and 18.7% for Risk Reassessment."

Outcome Measure C1.1 Timely Reunification, C1.4 Reentry

The Permanency Leadership Team resumed meeting in January 2015, however the SDM Case reviews are currently on hold due to the Department's resources being generated towards the Court Services Stabilization efforts. This strategy will resume in August of 2015. Court Services staff will receive training concerning the SDM Family Strengths and Needs tool which informs (with the family's input) strong case plans. Court Services will also be trained on the SDM Reunification tool, allowing the Court Services staff to be versed in the tool and aware of the decision making points in reunification. Training will begin the end of March 2015 (Dates TBD) for all new workers and those in need of a refresher.

Update: Action Step B: This project has been delayed due to shifting CQI/QA staff resources to support the CS Stabilization Plan. Reviews will resume in September 2015.

Strategy 2: “Fully Implement Signs of Safety and Engagement Practices”;

Outcome Measure C1.1 Timely Reunification

Sacramento County continues to make progress toward Strategy 2, “Fully Implement Signs of Safety (SOS) and Engagement Practices.” Since the last Annual SIP Progress Report 2014, we are on target with Action Step A as the training for social workers, supervisors and management staff has been implemented in all four regions across the division. In addition, our CPS Intake Hotline, Kinship, Adoptions and Guardianship staffs have received two foundational introductory trainings on SOS tools, language and philosophy. We have also completed two series of Signs of Safety overview trainings for both internal and external Community Partners, including the California Department of Social Services (CDSS), service provider partners including Foster Family Agencies (FFA), Differential Response/Family Resource Center Staff, Alcohol and other Drug (AOD) services providers, as well as various County partners – Mental Health, Alcohol Drug Services (ADS) and Probation. Future focus on partner and community education will include our Court system, along with attorney representation, and will build off prior exposure to this group.

Regarding the identified measure C1.1 Timely Reunification related to the implementation of the SOS model in our County, currently Sacramento is slightly above national standard (75.2% at 12 months) coming in at 81.4%. The SOS Model supports timely reunification through effective family engagement and involvement. As it continues to spread through the regions, we would expect to see timely reunification rates remain above the national standard. As previously reported, Sacramento County utilizes the practice intervention, Protective Emergency Placements (PEPs) which is designed to mitigate immediate safety concerns which in turn allows for parents to engage in services while their child is in a safe environment. Sacramento County data includes those preventive efforts and PEPS placements “count” as a placement. Should the intervention result in the child continuing to remain out of the home, reunification data may be impacted. Sacramento County recognizes this data limitation, yet fully supports the PEP practice as a successful prevention practice in safely keeping children from entering the foster care system.

Action Step B is completed and ongoing. While there is no doubt that SOS can support the engagement process, which would contribute to the development of effective Safety and Aftercare Plans, the Practice Element Tools (ER and Dependency (in development)) aren’t designed to identify the SOS impact on those issues – Safety and Aftercare Plans and individual roles. It will capture whether or not the agency meets the expectations spelled out in the Family Safety Plan Policy, Procedure and Protocol (PPP). Implementation of the Family Safety Plan PPP includes a redesigned Safety Plan, which engages the family and safety network in the development of the plan and their acknowledgement of their participation and roles is part of its documentation.

Action Step C: Due to the shifting of Quality Assurance staff resources to support the CS Stabilization Plan, the timeframe for this action step is being changed from January 2015 to October 2015.

Action Step E: We have not surveyed to establish a baseline due to the shifting of Quality Assurance staff resources to support the CS Stabilization Plan.

We would also like to report this period that Sacramento County will be participating in the California’s IVE Waiver Demonstration Project. The Federal portion of the project is Safety Organized Practice (SOP). SOS and SOP have great similarity in regards to practice foundation. Our implementation of SOS gives Sacramento County a strong background to build from and we will continue our SOS/SOP transition plan to include ongoing

consultation, training and coaching with UCD and outside experts. Both the Emergency Response/Informal Supervision Leadership Academy and the Permanency Leadership Academy will help with leading through the slight transition as will the ongoing Learning Circles. One of the first steps in the transition phase will be to further develop our “cross walk” with SOS and SOP activities.

Strategy 3: Increase the percentage of case plan objectives that are behaviorally based by 20 percentage points over the baseline.

Outcome Measure(s): C1.1 Timely Reunification and C1.4 Reentry

This is the first time reporting on Strategy 3, “Increase the percentage of case plan objectives that are behaviorally based by 20 percentage points over the baseline.” It is unknown at this time the impact of Strategy 3 on timely reunification and reentry for children because Sacramento County is in the planning process.

Regarding Action Step A, Sacramento County is currently working with UC Davis to develop staff training for behaviorally based case plans that will include services to meet the behavioral needs of the child, as well as the requirements of Katie A. Due to an impacted training schedule and UC Davis trainer availability, as well as Sacramento County transitioning from Signs of Safety (SOS) to Safety Organized Practice (SOP) behaviorally based case plan training will be integrated into the Safety Organized Practice (SOP) training. This will help support the framework of SOP in that services will include the child and family voice as well as be tailored to families’ needs. The anticipated training start date is July 2015.

Action Step B & C – Case Plan quality assurance reviews will be conducted after all staff have been trained and behavioral based case plans have been implemented. Division Management has to approve the Aftercare Plan. (Due June & July 2016).

Strategy 4: “60% of the parents who have a Detention Hearing held regarding their children will have a social worker engage the parent/family within 15 days of the Detention Hearing in the preferred location. Baseline data derived from the Elements of Dependency showed 20% compliance, while a hand count of logs showed 38% compliance.”

Outcome Measure(s): C1.1 Timely Reunification and C1.4 Reentry

According to data available from the University of California at Berkeley (UCB) California Child Welfare Indicators Project, between October 2013 and September 2014, the national standard percentage of children who reunified within 12 months was 75.2% while Sacramento’s average was 81.4%. This is up from the last reporting period (77.2%). Family engagement early in the Court process may be one of multiple strategies that have assisted Sacramento in improving outcome measure C1.1 (timely reunification).

As for data regarding reentry, also available from UCB, for the time period of October 2012 to September 2013, the national standard percentage of children who reentered less than 12 months following reunification was 9.9% Sacramento County’s percentage of children who reentered less than 12 months following reunification was 17.7%. This is higher than the average. While it is suspected that the higher rate may be

due to the county's use of PEPs (temporary placements) while the family is being served by Emergency Response, more investigation is required regarding the true number of reentries following reunification.

Sacramento County has implemented Action Steps A and B, by setting a baseline and standard. The baseline data derived from the Elements of Permanency was 20%, with a hand count of logs showing 38% compliance. Since April 2014, the Quality Assurance (QA) Unit has been trained on conducting case reviews using the Elements of Permanency, which includes gathering information regarding the social worker's engagement with parents within 15 days of the Detention Hearing in the preferred location to build rapport, start parents in services and visitation.

Regarding Action Step C, quality assurance reviews have been delayed due to shifting QA staff resources to support the Court Services Program Stabilization Project. Additionally, program managers are no longer collecting logs regarding social worker's compliance with engagement of parents within 15 days of the Detention Hearing. However, it is anticipated that Elements of Permanency case reviews will resume in November 2015.

Strategy 5: "Hold a Reunification/Exit TDM prior to reunification occurring";

Outcome Measure C1.4 Reentry

Strategy 5 was developed with the understanding that Team Decision Making (TDM) meetings should be held at key decision points in a case when any type of placement is made, including reunification. To improve the reentry rate, Sacramento County has adopted the use of TDM meetings as a means to develop a solid plan, including a network of support for the youth and family, prior to reunification occurring, with the goal to prevent future removal of the children.

Action Step A in the original SIP was "Create a monitoring mechanism and set a baseline," with a timeframe for completion of January 2013. In the 2013 SIP Progress Report the timeframe for completion of Action Step A changed to January 2014. Sacramento County then altered Action Step A to "Set a baseline" and changed Action Step B to "Create a monitoring mechanism and improvement standards." It is more feasible to first set a baseline and subsequently create a monitoring mechanism and improvement standards.

To address Action Step A, in February 2014 Sacramento County completed an internal study to set a baseline regarding the use of Exit TDM meetings in the Permanency program (previously known as the Dependency program). This study focused on children who re-entered into a placement in the calendar year 2013, within 12 months of reunification and it identified which programs were assigned to the children at the time of reunification. For meetings that occurred 0-60 days prior to and 1-30 days after reunification, the baseline was 24.24%.

As a result of the study, Sacramento County clarified that an Reunification/Exit TDM is one that is held prior to or shortly after reunification and is also relevant to the reunification event, rather than a TDM that occurs prior to reunification but is for another purpose (for instance, placement stabilization). Sacramento County has clarified the following parameters for a Reunification/Exit TDM in the Permanency program:

- The TDM should occur within 45 days prior to the court hearing.
- If a situation arises in which the court orders reunification unexpectedly, an Exit TDM should be held within 15 days of reunification.

Because the parameters of what constitutes a Reunification/Exit TDM have been defined differently than the parameters used in the study, the baseline set in February 2014 is no longer valid and another baseline determination is needed.

In addition, the study showed that the Emergency Response (ER) and Informal Supervision (IS) programs were assigned to approximately 57% of the children at the time of reunification. Due to these findings, Sacramento County is now including the Emergency Response and Informal Supervision programs in Strategy 5. The Emergency Response and Informal Supervision programs will also hold Reunification/Exit TDM meetings, as children being served by these programs are sometimes reunified after being in Protective Emergency Placement Services (PEPS) placements. The following parameters for a Reunification/Exit TDM in the ER/IS programs are:

- The TDM should occur within 30 days prior to the child reunifying.
- If a situation arises in which the child reunifies before a TDM occurs, a Reunification/Exit TDM should be held within 15 days of reunification.

In October 2014, the Quality Assurance (QA) unit conducted a review of PEPS placements that were identified in the initial February 2014 study. The review was requested by the ER Division Manager to review the practice of PEPS and the fidelity of the model, while also measuring practices related to use of PEPS as an appropriate level of intervention. The study was limited to 30 PEPS and found that in 70% (20) of the cases PEPS was the appropriate level of intervention. Additional findings included, 83% (25) of the PEPS have a goal that matches one of the criteria for initiating a PEPS and 80 % (24) of the PEPS have a goal that is achievable in 15 days. This review was for ER/IS fidelity and use of PEPS. The ER/IS review of PEPS placements was added as Action Step C for strategy #5.

Now that the ER and IS programs are included in Strategy 5 and the PEPS review is complete, Sacramento County needs to establish a baseline for their use of Reunification/Exit TDMs and a new baseline is needed for the Permanency program, given the recently established parameters for when to conduct an Reunification/Exit TDM. Although the PEPS review was completed in October 2014, baselines for the Permanency program and the ER/IS program have yet to be established due to the need for a new pull and review of the data. This project has been delayed due to other priority assignments followed by the shifting of QA staff resources to support the Court Services Program Stabilization Project.

Once these baselines are solidified, monitoring mechanisms and improvement standards as described in Action Step C can be established. Consequently, the Action Steps and the timelines for each step in Strategy 5 have been modified and two Action Steps have been added. Currently the Action Steps are:

- **Action Step A:** Define "Reunification/Exit TDM" for the Permanency Program and for the Emergency Response and Information Supervision Programs.
- **Action Step B:** Set two baselines: one for the Permanency Program, one for the Emergency Response/Informal Supervision Program.
- **Action Step C:** Conduct a review of the Emergency Response/Informal Supervision Programs Protective Emergency Placement Services (PEPS) practice.
- **Action Step D:** Create a monitoring mechanism and improvement standards.
- **Action Step E:** Monitor staff performance and support improvement if needed.
- **Action Step F:** Review the effect and practice of Reunification/Exit TDMs. Make modifications as needed.

Although the numerous changes to the Actions Steps and the timelines are at times uncomfortable, these changes are due to the process of reviewing data, determining what it means and adjusting how to approach the issue of re-entry through the use of Reunification/Exit TDMs.

TDM data is captured as to the number and types of TDM's. Between the periods of May 1, 2014 – March 31, 2015 a total of 613 TDM's were held and 138 of those were Reunification/Exit TDMS. TDM Data will continue to be tracked on an ongoing basis.

Strategy 6: “Require social workers to develop an aftercare plan for each family who has successfully reunified and is exiting the system.”

Outcome Measure C1.4 Reentry.

To date, an official policy/process/procedure regarding the development of aftercare plans for families who have successfully reunified through Dependency court or placements prior to court intervention is not completed. However, on cases where placements occur prior to court intervention and children are sent home from a PEPS placement, a safety plan is developed with the family in order to keep the children home safely.

In addition, in the Dependency program steps have been taken to ensure that an aftercare plan is created prior to closing the case. Once determined that overnight visitations should move forward with a family, the case carrying social worker schedules an Exit TDM to address placement stability and identify a support network for the family. After reunification occurs and the case is recommended for dependency termination, the case carrying social worker outlines in the final court report the services and safety nets which can be accessed by the family in order to keep the children safely at home.

Aftercare planning remains a need and a high priority for Sacramento County. The revised plan for Action Step A identified a completion date of July of 2014, however diligent work is underway to get the Aftercare planning approved. A Permanency and Emergency Response CPS Program Planner has developed a draft of an Aftercare policy; however recent budget augmentations have allowed us to further develop an Aftercare Plan that is commensurate with both our recently approved Prevention and Permanency Initiatives. The Prevention initiative will invest in child abuse prevention services in the community to provide increased services and supports for children ages 6 through 17 by contracting with Birth & Beyond Family Resource Centers. The proposed service enhancements include home visitation for families with children 6 and older as well as parenting classes and support/social groups. By increasing available services, CPS expects to decrease entries, re-entries and increase safe and timely permanence. The Permanency Initiative will focus on Family Finding and Kinship Support and utilizes a strategy for finding permanency for children who have been in care for two years or longer and increasing relative placements for children entering care. The program will target children and youth for whom a family member has not been identified. Through family engagement, placement support and individualized case plans, children will have increased opportunity to achieve safe permanency with newly identified kin. Given the recent Budget approvals for these initiatives the Aftercare Plan will be modified to incorporate and support families that are inclusive of these models. Bi-weekly planning meetings are occurring with Providers to train and implement services for the expanded age range. Contracts are being finalized. Trainings have taken place within CPS Divisions to notify Social Workers of the new expanded age range for both Prevention and Aftercare services. The new proposed completion date for this Policy and Procedure development is October 2015.

Regarding Action Step B, the completion date to establish baseline data for reentries was July 2014. Baseline data has not yet been established because the policy/process/procedure is still in development. Therefore, the completion date for Action Step B is now December 2015.

Strategy 7: “Modify the reoccurring six month permanency staffing to include reunification as an option for long staying children.”

Outcome Measure C3.3 In Care 3 Years or Longer (Emancipated/Age 18)

In regards to Action Step A, Sacramento County revised the Concurrent Planning Staffing and Enhanced staffing model in February 2014 and the Policy and Procedure was officially implemented on July 1, 2014. The impact of Strategy 7 on permanency for children in care 3 years or longer appears to be improving. Sacramento County’s most recent performance is at 52.7% which is above the national standard (37.5%).

The Concurrent Planning procedure identifies the role of the Concurrent Planning Clerk. This clerk will receive a report identifying cases scheduled for a court hearing within the next 90 days. This report will provide the clerk with a list of cases requiring a Concurrent Planning staffing. If a staffing is not scheduled, the clerk will notify the social worker and supervisor that a staffing is needed. If the clerk does not receive a response the Program Manager will be notified, who will ensure the staffing occurs.

Action Step B - The process has been reviewed since inception and modifications have been made to refine the practice and achieve an accountability structure. Program and other staff will continue to monitor and adjust as needed.

Strategy 8: “90% of the cases will reflect that relatives are documented in CWS/CMS. Baseline data derived from the Elements of Investigation review showed 54% for Emergency Response. Baseline data derived from the Elements of Dependency showed 64% for Dependency cases.”

Outcome Measure C3.3 In Care 3 Years or Longer (Emancipated/Age 18)

Sacramento County continues making progress in addressing the issues raised in Strategy 8, through our efforts to impact youth in delayed permanency. We have been looking at youth in care three or more years including the use of data to further drill down on demographics such as age, ethnicity, etc. Recently, we have begun implementing strategies to address youth in care two or more years. As we move forward other than the C3.3 measure, our data will be based on youth in care two or more years.

According to the CWS/CMS January 2015 Data Extract Quarter 3 2014 from the University of Berkeley California (UCB) Indicators Project the percentage of youth in kinship placement has decreased 15.3% since the previous year. For the same time period there was an 81.1% increase in the number of first entries into relative placements (also according to UCB data). This data suggests that programmatically Sacramento County is doing an effective job identifying relatives early for first placements. Given this data, Sacramento County is focusing on identifying the barriers that impact youth continuing to remain in relative care, as well as addressing what supports could be provided so that the identified relative(s) and/ or additional relatives who may come forth during the process can continue to provide care. Sacramento County is working collaboratively with two agencies, Lilliput Children’s Services and Sierra Forever Families, in which executed contracts help to support this work moving forth.

As noted in our previous report Action Step B was completed. The Elements of Investigation QA Review was updated in July 2013 to reflect that documentation of relatives should be entered into the collateral section of CWS/CMS. This update was completed in the timeframe identified in the 2013 Annual SIP Progress Report. In addition, the Elements of Dependency has been developed and includes an audit of whether relatives are documented in CWS/CMS as collaterals. It should be noted however that although the tool has been completed, both The Elements of Investigation and the Elements of Dependency are currently on hold until August 2015 due to a redirection of resources to our Court related programs. Both reviews are a priority to bring back at the aforementioned timeframe.

Action Step C has been implemented. An audit of cases in Permanency as of December 2014 indicated 67% of cases had one or more relatives documented in CWS/CMS. That left a total of 235 cases that lacked relative documentation. As of March 2015 the number of cases lacking relative documentation diminished by 23% (212). Staff continues to be reminded to include/add relatives as collaterals in CWS/CMS, which will continue to be monitored.

Action Step C indicates monitor staff performance and support staff improvement when needed as reflected by outcome data from reviews. This will be ongoing, and reflects the CQI practice embraced by program.

In addition to the above, further efforts are underway to address children in care two or more years. Sacramento County has been working collaboratively with Casey Family Programs to develop an Intensive Case Review Process (ICR). This pilot project continues to be in development to conduct in depth case reviews for youth in each region affected by delayed permanency. Significant work has taken place within this reporting period that includes but is not limited to, the identification of each youth in respective regions, an identified process to be used consistently in each region that focuses on a teaming approach, an identified number of cases per month that will be required to be reviewed, and an implementation plan that includes an orientation to all levels of staff, the first of which occurred with the Executive Management Team on April 14, 2015. Further, a teaming approach will not only allow for levels of review to occur at the Program Manager, Supervisor and Social Worker level, but this innovative approach also includes a Permanency Partner from Casey Family programs as part of the team. The goal of the effort is to identify and address impediments adversely impacting achievement of permanency. The projected target for ICR is June 29, 2015. Prior to the start date, orientations, continued planning and evaluation measures, as well as staff engagement with teams will be underway. Once implemented, the primary goal is to continue the reduction of youth languishing in foster care. The Permanency Management Team did not delay this laser focus on the issue while the pilot was in development; in fact, during the December 2014 - March 2015 (Q1 2015) quarter, the number of youth in care 2 or more years dropped by 7%, according to our CQI data.

Strategy 10: "December 2015, 60% of non-relative placements will be made by the CPSU."

Outcome Measure C4 Placement Stability

Regarding Action Step A, CPSU maintains an Excel spreadsheet to log the referrals and placements made by CPSU staff. This Excel spreadsheet does not interface with the CWS/CMS system and requires the CPSU supervisor to compare the CPSU log to the CWS/CMS report of all placement changes made during a given time period. This is a very time consuming and tedious task. However, approximately 80% of non-relative placements have been made by the CPSU during the cumulative periods of March 2013 – March 2015. A more robust monitoring system is still being assessed to enhance our ability to validate monthly computerized reports.

Although Action Step B, "Increase CPSU staffing to meet demand" is not due for completion until June 2015, progress has been made in this area. CPSU has increased by two positions over the last year, through the assignment of Recruitment Allotment (RA) positions to assist with the increased need for finding placements for the entire Division. However, because RA positions are not permanent positions, Sacramento County will continue to examine the need to increase CPSU staffing to meet placement demand.

Child Welfare Initiatives

Sacramento County has been involved in the following initiatives:

Residentially Based Services (RBS)

Sacramento County RBS implementation began on September 16, 2010 and continues in full operation with three providers working in partnership with DHHS/Child Protective Services and Behavioral Health Services and Sacramento County Probation to offer Residential and Community Based Services to youth, ages 12-18. As of December 31, 2014, 84 youth and their families have been served in RBS and there are currently 15 youth enrolled in the RBS Program. Of the 15 youth enrolled, two of those youth have completed the residential component of RBS and are residing with family/extended family and are receiving RBS Community Based Services. Of the 69 youth who have exited the RBS Program, 29 of those youth (42%) have successfully completed the program.

The RBS census continues to be lower than initially projected and a number of efforts have been put into place, including "relaxing" the RBS enrollment criteria, to ensure that youth who could benefit from the program are referred and enrolled. The County and RBS providers are continuing to work in partnership to strengthen RBS services and supports to ensure positive permanency and safety outcomes for RBS youth. The following array of services continues to be provided to youth enrolled in the RBS Program and their families:

- Family Engagement
- Permanency Services
- Intensive Environmental Services
- Therapeutic Services
- Parallel Community Based Services
- After Care and Support
- Family Finding Services

Extended Foster Care (AB12)

The goal of Extended Foster Care (AB12) is to assist foster youth in maintaining a safety net of support while experiencing independence in a secure and supervised living environment. The extended time as a non-minor dependent can assist the youth in becoming better prepared for successful transition into adulthood and self-sufficiency through education and employment training.

As of December 31, 2014, there were 522 Extended Foster Care youth being served by Sacramento County Child Protective Services. There are two units of social workers who are specifically assigned to this population, although for various reasons, there are 9 youth with social workers serving the general foster care population and 93 youth served by ongoing Guardianship social workers. The Extended Foster Care Unit social workers have an average caseload of 38 and this number continues to increase.

Katie A. Core Practice Model

Sacramento County CPS is working collaboratively with the Sacramento County Division of Behavioral Health Services (DBHS) to implement the Katie A. Core Practice Model (CPM). We have included youth and parent advocates as well as provider stakeholders in our planning processes and have held meetings with providers and other stakeholders to clarify information-sharing protocols and review regulatory requirements. Sacramento continues to participate in weekly technical assistance calls and has participated in the Statewide Shared Learning Collaborative meeting (July 25, 2014) and the Second Statewide Path to Well-Being convening (August 21, 2014). During this reporting period, CPS and DBHS continued to work on clarifying issues related to consent and information sharing via meetings with County Counsel and the Children's Law Center. There have also been several trainings planned and conducted jointly by CPS and DBHS as follows:

Topic	Audience	Dates
Katie A. Overview	CPS social workers, CPS supervisors, MH providers	May – June 2014
Katie A. CPS Practice Training	CPS social workers and supervisors	June 2014
Mental Health First Aid – Overview for CPS	CPS supervisors	April –May 2014
CPS Overview for MH	MH providers and community partners	March –April 2014
Truly Trauma Informed: Assessing Your Agency Through The Trauma Lens	CPS staff, MH providers and community partners	July 2014

In addition to the above trainings, CPS and BHS held several resource fairs during August 2014 to encourage networking between CPS social workers and MH providers and to increase understanding of the MH services available in the community. Also training on completing the screening tool, referring children/youth for mental health services, and CWS/CMS documentation was provided to all CPS case carrying social workers and supervisors in June, July and August. Training regarding Child and Family Team Meetings is currently being developed with the intention of being rolled out this year.

The most recent progress report to CDSS (October 2014) indicates there were 1,681 Katie A. Subclass Members in Sacramento County with 209 receiving Intensive Care Coordination (ICC) and 144 receiving Intensive Home Based Services (IHBS).

Continuous Quality Improvement/Quality Assurance (CQI/QA) Framework

CPS hired six (6) additional staff to implement a Continuous Quality Improvement/Quality Assurance (CQI/QA) Framework designed to measure the quality of services provided by assessing the impact those services have on children and families and the effectiveness of the processes and systems utilized to deliver those services. The framework also incorporates the Plan, Do, Study, Act model and represents a key strategy for creating a learning culture, strengthening critical thinking, enhancing critical incident and case reviews and improving the overall quality of investigations; all of which contribute to increased safety.

Monitoring Foster Family Agencies (FFAs)

Sacramento County currently has Memoranda of Understanding (MOU) with 39 Foster Family Agencies. The MOU outlines performance goals for FFAs in the areas of safety, permanency and well-being. FFAs are required to submit an outcomes report semi-annually detailing their performance in the targeted areas. FFAs

with low performance levels are required to report quarterly until performance improves. The monitoring process includes site visits and corrective action plans as needed. When necessary, Sacramento County utilizes placement holds for FFAs with poor performance levels and/or unresolved safety issues. Sacramento County works closely with Community Care Licensing, sharing information and conducting joint site visits and home inspections.

Title IV-E California Well-Being Project

The purpose of this project is to assist counties in developing and implementing innovative services by providing more flexible funding streams. Savings accrued by participating counties as a result of improved outcomes are to be re-invested in services to children and families that meet the objectives of the Well-Being Project. Long term outcomes for this project include decreased entries, decreased re-entries and increased child and family well-being. Sacramento, along with seven other counties, is participating in Cohort 2. Sacramento County submitted a Project Plan describing the initiatives to be implemented under the Well-Being Project. These are: Safety Organized Practices (SOP), which is mandatory; the Child Abuse Prevention Initiative, which focuses on providing home visitation and other supportive services to families with children 6 years and older via the Birth and Beyond Family Resource Centers; and the Permanency Initiative which will provide Intensive Family Finding and Kinship Support services. Both Probation and Child Welfare are participating in the project and have sought input from stakeholders related to the initiatives to be implemented and strategies for reinvesting potential savings.

Education Equals Initiative

Sacramento County Office of Education (SCOE) and CPS partnered on a five-year grant awarded by the Stuart Foundation. The grant (Education Equals Initiative) is aimed at achieving dramatic improvement in educational outcomes for foster youth through engagement, school stability, and academic achievement across the educational continuum—from preschool to college. The overarching goal for this initiative is to help foster youth in California succeed at levels equal to or greater than the general population through mutual accountability and deliberate coordination between child welfare, juvenile court, and the education system. There are three core program elements: education-informed home placements, systematic information gathering and sharing, and customized case management and collaboration. The first year was dedicated solely to planning and the partnership is currently in the implementation phase. SCOE has Intensive Case Managers (ICM) co-located in the North and South Central CPS offices. The date of co-location in the East region was March 2, 2015.

The grant was designed to target foster youth in the following groups:

- Preschool Program—offer enrollment assistance, kindergarten transition, and link to district special education for evaluation
 - Services provided in first year from January to August 2014
 - 124 referrals processed
 - 187 completed waiting lists
 - 62 preschool enrollments
 - 32 received special education related assistance
 - 27 received kindergarten transition
- K-12 Program—offers Instructional Case Management (ICM) support to youth who are transitioning from 8th to 9th grade, back into the home, or higher education. The ICM develops an education plan and meets with them to provide support around grades, attendance, behavior, test scores, or any special education services they may be receiving.

Additionally, SCOE provides an Education Progress Summary (EPS). Four weeks prior to the court date, SCOE provides the EPS to the social worker, foster parent, education rights holder, and the child (if age appropriate). The Court has been advised of the EPS and expects social workers to attach the document to their court report.

Expectant and Parenting Youth Initiative

CPS is participating in the Expectant and Parenting Youth in Foster Care (EPYFC) National Peer Network. The Department will receive \$50,000 per year for three years to develop and implement a multi-generational and developmentally informed service model for expecting and parenting teens. Other jurisdictions in the network include Knox County (TN), New York City (NY), Washington (DC), and the State of Washington. The goal of the network is to examine local policies and practices related to serving expectant and parenting youth.

Additionally, Peer Network participation entails the following commitments:

- Improve well-being outcomes for participating youth and their children;
- Track implementation and short-term outcomes incorporated in CSSP's Theory of Change;
- Eliminate racial inequities in access to services and supports; and
- Use research and information on Evidence Based Practices and Promising Practices to inform service array.

Mission and Vision Statements

As the CQI Framework unfolded, the need to update the Division's mission and vision statements became clear. Building upon a set of organizational values developed by CPS staff in 2009 with the help of the Child Welfare League of America, the new mission and vision will serve as a foundation for current and future outcome improvement efforts. Below are the official vision, mission and values that are now in effect and will be used going forward (they can also be found on the attached PDF):

Vision:

Every child in Sacramento County will grow up in a safe, stable, and loving family, free of abuse.

Mission:

We protect children and strengthen families through innovative practices and community partnerships to improve safety, increase permanency, and promote well-being.

Values:

- Practice Excellence: We provide high quality services to children and families.
- Children and Family Engagement: We actively involve children and families in case planning and decision making at all levels of the organization.
- Accountability: We utilize Continuous Quality Improvement (CQI) and data-driven decision-making to improve outcomes for children and families.
- Staff Support: We provide opportunities for professional development and recognize each other's contributions to our agency and community.

- Diversity: We respect the rights of every individual and value diversity in our workplace and community.
- Partnership: We work collaboratively within CPS and with our partners to provide quality services to children and families.
- Communication: We communicate frequently and openly with children, families, staff, partner agencies and the community.

Crossover Youth Practice Model

This is a collaborative effort between CPS, Probation, SCOE, BHS and the Juvenile Court to establish protocols, practices, services and supports to reduce the number of foster children that cross over to the juvenile justice system.

The Division is eager to continue to work on these initiatives. The Title IV-E California Well-Being Project, in particular, will allow us to respond to families' and children's needs in a more flexible and focused manner and to generate savings that will further augment services and supports. As the year 2015 gets underway, we look forward to working with all of you to improve outcomes for children and families.

Children Exposed to Domestic Violence (CEDV) Partnership

In 2014, Sacramento County Child Protective Services partnered with A Community for Peace (ACFP), a domestic violence family resource center, and the Citrus Heights Police Department (CHPD) to address the safety, needs, and emotional well-being of children exposed to domestic violence. Through a joint response by CHPD, ACFP and CPS to Law Enforcement calls and CPS referrals regarding domestic violence, services are coordinated so that children are provided with effective, immediate, and ongoing services to help keep them safe, violence-free, and on the path to recovery from the effects of domestic violence. Additionally, a designated CPS social worker, who is well trained in domestic violence, has an office located in ACFP. The presence of a CPS social worker in ACFP has been effective in breaking down barriers to needed services for adult victims of domestic violence.

The second component of this partnership is to expand our agencies' understanding of children exposed to domestic violence through multi-agency cross training. In September 2014, CPS staff at all levels received training on DV intervention and safety planning. In October 2014, the CEDV partnership held a community conference titled, "Children Exposed to Domestic Violence: What About the Children? Opportunities for Community First Responders". More than 300 attendees from our agencies as well as representatives from the Probation Department, District Attorney, Behavioral Health Services and staff from various community service agencies. On-going cross training will continue in 2015 with the second phase of CPS staff trainings as well as CPS training for ACFP staff to occur in March. Further, the second CEDV community conference is scheduled for April 2015. The CEDV partnership is changing the way CPS is viewed in the community.

Probation Strategies

Strategy 11: "Improve support provided to relatives and NREFMs";
Outcome Measure C4.3 Placement Stability (At least 24 months in care)

To support parents, relative substitute care providers, and non-related extended family member (NREFM) substitute care providers, Probation developed a Placement Intake Unit in November of 2014. This unit consists of a Supervising Probation Officer, a Senior Deputy Probation Officer and a Deputy Probation Officer. They are responsible for interviewing each probation foster youth for the purpose of identifying additional relative and potential non-related extended family members. The identified persons are contacted by the unit and evaluated for potential placement. The officers also continue to provide a resource list to the parents. Probation's current performance is 13.2% which is below the national average of 41.8%. To address this, Probation will work to increase placement stability by 15% in the next year.

Regarding Action Step B, a review of the community resources took place at the November 2012 monthly Unit Meeting. An additional update meeting will be held in June 2015. In addition, the resource list is available to all staff in print form. In August of 2014, Field Officers were trained and allowed to use WRAP services as prevention to removal from the home on cases they were supervising, as an additional support to those families.

In November of 2014 Probation also added the ability to provide Kinship services to those relative and NREFMs placements. CPS has agreed to train Probation in the process of certifying homes to assist those placements in gaining Kinship revenue.

In Action Step E, in July 2013, Probation developed a questionnaire to send to relatives and NREFMs to determine if these two groups felt supported by the resource guide and WRAP services. Surveys conducted over the past several years revealed little information helpful to Probation. In November 2014, Probation also started conducting twice a year phone surveys of our relative and NREFMs placements. These phone surveys are felt to be the best way to evaluate if families felt supported by probation. Unfortunately, with the low number of NREFM and family placements on the probation side, connecting with the families was found to be difficult. Part of the problem was the amount of time that had passed from the placement to the phone survey. Additional phone surveys will be conducted closer to the placement date if possible.

Strategy 12: "Increase number of youth placed in relative or non-related extended family member (NREFM) homes";
Outcome Measure 4B Least Restrictive Placement

In Action Step A relatives are routinely evaluated based upon criminal history, CPS referral history, current functioning and willingness to participate. In November of 2014, Probation developed a Placement Intake Unit. This unit consists of a Supervising Probation Officer, a Senior Deputy Probation Officer and a Deputy Probation Officer. They are responsible for interviewing each probationer for the purpose of identifying additional relative and potential non-related extended family members. The identified persons are contacted by the unit and evaluated for potential placement.

Action Step B, develop an MOU with Child Protective Services regarding the relative approval process and the roles of the two agencies, was not completed as Child Protective Services does not have the capacity to assist Probation with this function. CPS is training Probation on the home evaluation process and has invited us to upcoming Kinship trainings.

In January 2013, the training of staff on the relative approval policy and procedure was reviewed in the Divisional Meeting. The relative approval process was reviewed with staff as the initial meeting in January. The follow up has been further discussions in subsequent Divisional Meetings where relative placement was

stressed as a priority where an appropriate relative exists. Supervisors are supporting this effort as they review cases with the officers. This is now the focus of the Placement Intake Unit.

Action Step E is to track youth placed in relative/NREFM homes via the Safe Measures report. This tracking is being done currently by the Supervising Probation Officer of the Placement Intake Unit who reports the findings to the Chief Deputy.

To support the goal of having the least restrictive placement possible, the Probation Department does Family Finding to the fifth degree. Meaning, Probation contacts five layers of family members to ascertain if there is any appropriate family member with whom to place the child. Typically, few appropriate family members are willing to care for children with the types of behaviors commonly exhibited by children served by the Probation Placement Unit. Prior to recommending an institutional (in-state or out-of-state) placement and before Probation recommends removal of a child from their home of origin, all available relatives and non-related extended family members are assessed. Probation makes a recommendation to the Court for placement and the Court makes the final decision to remove the child from the home. If reunification is the goal, when the child completes placement program requirements, Probation uses Family Finding again to determine if a parent or other relative can care for the child.

**Strategy 13: “Accurately enter placement information into CWS/CMS”;
Outcome Measure 4B Least Restrictive Placement**

In May of 2014, Probation developed a CWS check sheet for the officers to complete. The sheet is then submitted to clerical staff for entry into the CWS system. The clerical staff have attended CWS update training in April of 2014. Placement Supervisors continue to audit the CWS/CMS system data through Safe Measures and have been directed to do so no less than quarterly. This change in practice has seen an increase in the input of CWS information into the system. Probation monthly computer reports indicate the number of CWS entries have increased. Each month individual reports for each officer are generated and reviewed between the officer and their assigned supervisor. The constant reminder of the importance of generating these entries is reinforced at the end of each month.

**Strategy 14: “Utilize Family Finding techniques to locate family and placement resources for youth”;
Outcome Measure 4B Least Restrictive Placement**

In Strategy 14, Action Step A was to develop a Family Finding protocol for Probation staff to follow. Family Finding protocols were in place when the PQR (Peer Quality Case Review) came out in October 2012. Probation Officers in the Juvenile Court and Placement Divisions both do family finding in an attempt to place children with parents or relatives. Both divisions use an online search tool (Lexis Nexus) to assist in identifying family members. The search is completed to the fifth degree of relation to comply with current law.

In Action Step B the use of the Placement Intake Interview was added in November of 2014. All officers were also trained in the Family Finding search tool.

Action Step C to utilize technology, such as internet search engines and software tracking tools, for Family Finding. The Probation department added Lexis Nexus to our Court and Placement Divisions in April of 2014.

As related to Action Step D, an audit of the Family Finding function is currently under development.

**Strategy 15: “Continue to be an active participant in the AB 12/212 planning committee”;
Outcome Measure 8A ILP Well Being**

Action Step A, outstation a Probation Officer in a joint unit with CPS, was completed April 2012. This allows for the free exchange of information between staff who are conducting the same business. The Probation Officer attends Assembly Bill 12 and Assembly Bill 212 training and is accessible for questions and feedback to the CPS staff. This will be an ongoing assignment and the Probation Officer will continue to work directly with AB 12 clients to provide services. Officers assigned to this unit have increased and are continuing to work in conjunction with allied agencies and extended foster care providers. Quarterly meetings continue and probation staff assigned to AB12 frequently work off site, reporting to the CPS ILP office. This off site work allows the probation officers to continue collaboration with our outside partners.

**Strategy 16: “Utilize Wraparound meetings to provide ILP services that are identified in the ‘Youth Team’ meeting, 90 day Transition Plan, and/or by ILS provider”;
Outcome Measure 8A ILP Well Being**

Strategy 16 Action Steps A-C include meet with Wraparound providers and discuss the priority of providing ILP services within the Wraparound context, develop a plan of action, outline how the services will be discussed and handled within the meeting, and continue to meet on a quarterly basis to track progress and problem solve. WRAP services were added to the Field Division in August of 2014. Probation management attends quarterly WRAP cross system meeting. This meeting includes all of the county WRAP providers. Outcomes and barriers are discussed at each meeting.

Barriers to Implementation

Child Welfare Services

Preparation for the implementation of Action Step B of Strategy 2 is underway through the work of a Implementing Safety Organized Practice. We are building on our work with Signs of Safety and training to Safety Organized Practice, consistent with our Title IV-E Waiver requirements. Wherever SOS is noted, we will be changing to SOP. Implementation for this project has been delayed due to shifting staff resources from across the division to support the Court Services Stabilization Plan.

Probation

Strategy 15, Action Steps B, C, and D are for Probation to develop a memorandum of understanding (MOU) that outlines how the relationship with Child Protective Services and service provision will proceed, train staff on this, and implement a related policy and procedure. An MOU has not been developed as coordinating this function has not become a priority. The current verbal agreement is working well. In addition, initiated June 2013, the out-stationed Probation Officer attends AB 12 trainings and updates and briefs the unit, Senior Probation Officers, and Placement Manager in the monthly Division Meeting. Further, the implementation of

Policy and Procedure has not taken place due to staffing limitations. The department's policy and procedure unit has indicated at potential start date of July 2016. It appears at this time the MOU with CPS may not be necessary.

Other Successes/Promising Practices

Child Welfare Services has ongoing collaborative efforts as it relates to the implementation of Safety Organized Practice (SOP). In addition to participating in the CDSS Title IV-E Well Being Waiver Project and attending meetings sponsored by CDSS along with other Waiver Counties and Probation, Child Welfare Services continue to work with the Northern California Training Academy, Casey Family Programs, Sacramento County Counsel and Labor partners. The agency will also be moving forward with engaging staff for input via an informational survey to solicit training needs as we transition from Signs of Safety (SOS) to SOP.

Probation modified our computer information system in November of 2014. An officer case view report was modified to show the date of last CWS entry, days in current placement, last parent contact and the age of the probationer. These changes will allow the officer and their supervisor to quickly see potential problems with supervised cases and ensure the best outcome for the case.

Other Outcome Measures Not Meeting State/National Standards

Child Welfare Services

The UCB Q3, 2014 data shows Sacramento County CWS is not meeting the National Standards in Outcome Measures C1.3 Reunification within 12 Months (Entry Cohort) and C3.1 Exits to Permanency (24 months in care)

C1.3 Reunification Within 12 Months

Sacramento has established a delayed permanency workgroup to implement strategies to address enhancing this performance area. In addition, to ensure staff accountability, a revised Concurrent Planning Staffing and Enhanced Staffing model was officially implemented on July 1, 2014.

C3.1 Exits to Permanency (24 months in care)

The most important programmatic change affecting these numbers is the implementation of AB12 and its countervailing impacts on older youth moving to permanency. Many older youth, in consultation with their attorney have opted not to move on to permanency, but to remain in care so they can have full advantage of AB12 supports. Sacramento County has implemented an enhanced permanency staffing early on in Reunification cases as a means of youth not ever reaching the 24 month mark without achieving permanence.

Probation

The strategy to improve Reunification within 12 months will also be addressed in 2015. UCB data reflects from July 2013 to June 2014, Probation reunified 47.7% of its cases within 12 months, but the National Standard or Goal is 75.2%. While Probation has seen an increase in this area (July 2012 to June 2013 was 39.2%) + 8.5%, this is a continued area of importance for Probation. To meet the National Standard, Probation will now require all cases be staffed with the Probation Placement Administration if reunification will not occur at the 6 month mark. With this improvement strategy, our goal will be to improve our results by 10% during the next year.

SYSTEM IMPROVEMENT PLAN CHART

Priority Outcome Measure or Systemic Factor: C1.1 Timely Reunification – Child Welfare

National Standard: 75.2%

Initial Performance: 63.5% (10/1/10-9/30/11 UCB)

Current Performance: From 10/01/13 to 09/30/14, of those children who did reunify, Sacramento reunified 81.4% within 12 months. (Q3, 2014 UCB)

Target Improvement Goal: The county plans to maintain and/or enhance the 75.2% timely reunification as measured by C1.1 now that the goal has been met. ~~Improve timely reunification as measured by C1.1 to 75.2% by June 2017.~~

Priority Outcome Measure or Systemic Factor: C1.4 Reentry – Child Welfare

National Standard: 9.9%

Initial Performance: 13.7% (from 01/01/11-12/31/11 UCB).

Current Performance: 17.7% of Sacramento children who reunify reenter placement within 12 months (from 10/01/12 to 9/30/13 – Q3, 2014 UCB).

Target Improvement Goal: Decrease reentry rates by another 1-2% in the next reporting period as an effort to reach the National Standard and beyond.

Priority Outcome Measure or Systemic Factor: C3.3 In Care 3 Years or Longer (Emancipated/Age 18)– Child Welfare

National Standard: 37.5%.

Initial Performance: 64.7% (10/1/10-9/30/11 UCB)

Current Performance: In Sacramento County 52.72% (from 10/01/13 to 09/30/14 – Q3, 2013 UCB) of those who emancipated or turned 18 had been in care 3 or more years.

Target Improvement Goal: The county plans to decrease by 5% of those youth who have been in care 3 or more years, and emancipate or turn 18 over the next year. However, AB12's confounding effects are not considered in the overall projections. ~~As measured by C3.3 of those who emancipated or turn 18, 48.5% or less will have been in care 3 or more years.~~

Priority Outcome Measure or Systemic Factor: C4 Placement Stability – Child Welfare

Initial Performance: (Q4, 2012 UCB)

01/01/12-12/31/12	National Standard:	Current Performance:
< 12 mo	86%	80.7%
12-24 Mo	65.4%	59.8%
24 mo +	41.8%	27.8%

Current Performance: (Q3, 2014 UCB)

10/01/13-09/30/14	National Standard:	Current Performance:
< 12 mo	86%	83.2%
12-24 Mo	65.4%	64.5%
24 mo +	41.8%	28%

Target Improvement Goal: By the next reporting period, the county plans to increase Placement Stability in Child Welfare Services for children in care 12-24 months by 5%. For children in care less than 12 months and 24 months or longer, the goal is to maintain at or above the national standard as indicated by the current performance.

Priority Outcome Measure or Systemic Factor: C4.3 Placement Stability Outcome: Placement Stability (At Least 24 Months In Care)--**Probation**

National Standard: 41.8%

Initial Performance: 13.8% of youth placed in foster care for at least 24 months had less than 2 placements, UCB July 2012 to June 2013.

Current Performance: 10.6% of youth placed in foster care for at least 24 months, had less than two placements, UCB July 2013 to June 2014.

Target Improvement Goal: The goal is to increase this measurement by 10 to 23% by 2017.

Priority Outcome Measure or Systemic Factor: 4B Least Restrictive Placement--**Probation**

National Standard: N/A

Initial Performance: 66% of youth are placed in the most restrictive placement of Group Homes. (FFA 2.5%, REL 3.4%, FH.0%, for a total of 5.9% based on UCB 2011 Q1 data.

Current Performance: FFA 0.8% , Relative 0.4%, or Foster Homes 0.0% - UCB July 2013 to June 2014

Target Improvement Goal: Use the above Initial Performance as a baseline and increase the number of children placed in these three programs by 2% annually.

Priority Outcome Measure or Systemic Factor: 8A ILP Well Being--**Probation**

National Standard: N/A

Initial Performance: 87.5% UCB July 2012 to June 2013.

Current Performance: 100% - UCB July 2013 to June 2014

Target Improvement Goal: Continue to maintain a 100% status.

<p>Strategy 1: Improve to 85% of FR program cases that have timely SDM Risk Reassessments and Family Strengths and Needs Reassessments Assessments.</p> <p>The May 2012 baseline is 13.4% for FSNA and 18.7% for Risk Reassessment.</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>C1.1 Timely Reunification C1.4 Reentry</p>
<p>Action Steps:</p> <p>A. Include this standard in the Data Integrity and Accountability Plan. Data Integrity and Accountability Plan is in development. (May require meet and confer with labor.) Train ER and Dependency social workers to ensure that staff across the division is aware of their role in completing timely SDM given the new change as measured by monthly Safe Measures data reports.</p> <p>B. Conduct SDM case reviews in the Dependency program to ensure accountability and determine if there are contributing factors that can be ameliorated through practice or service improvement.</p>	<p>Timeframe:</p> <p>June 2013–May 2017 and on-going</p> <p>October 2014 and ongoing</p> <p>On-going</p>	<p>Person Responsible:</p> <p>Division Managers</p> <p>Division Managers and QA Manager</p>

Strategy 2: Fully implement Signs of Safety and engagement practices	Applicable Outcome Measure(s) and/or Systemic Factor(s):	
	<input type="checkbox"/> CAPIT	C1.1 Timely Reunification C1.4 Reentry
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
<input checked="" type="checkbox"/> N/A		
Action Steps:	Timeframe:	Person Responsible:
A. Provide ongoing training for direct service, supervisory, and management staff on Signs of Safety.	December 2013 June 2013 Update: On-target and ongoing.	Division Managers
B. Train ER investigators and Dependency social workers to ensure that parties in a safety network or aftercare plan know their role as measured by the ER Elements of Investigation Review or Dependency-SDM-review the in-development Dependency-Practice-Elements Review tool. Audit Tool. Elements of Dependency.	January 2013 – June 2013 Update: Completed and ongoing	ER-Division Managers
C. Analyze reentry cases to determine if there are contributing factors that can be ameliorated through practice or service improvements.	January 2015 October 2015	QA Program Manager
D. Implement service or programs enhancements subsequent to analysis of reentry cases.	May 2016	Deputy Director
E. Survey direct service staff Supervisors to determine how many of their staff routinely use Signs of Safety tools. Use the results as a baseline for improvement.	June 2013 June 2013 Update: Preliminary survey completed. Ongoing work is occurring with SOS Model Fidelity Workgroup.	ER Division Manager QA Program Manager

Strategy 3: Increase the percentage of case plan objectives that are behaviorally based by 20 percentage points over the baseline.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A		Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.1 Timely Reunification C1.4 Reentry
	Action Steps:		
	Timeframe:		
	Person Responsible:		
A. Train dependency and IS staff on case plan policy/process/procedure and creation of behavioral objectives.	September 2014-July 2015		Program Specialists
B. Conduct a Case Plan quality assurance review to establish a baseline.	June 2016 [resource dependent]		QA Unit Program Manager
C. Conduct a Case Plan quality assurance review monthly.	July 2016 [resource dependent]		QA Unit Program Manager
D. Monitor staff performance and support staff improvement when needed, using the approaches in the Data Integrity and Accountability Plan.	September 2016		Supervisors

<p>Strategy 4: Engage the parents/family in reunification services more often within 10-15 days of the dependency worker's assignment to the case. Detention Hearing:</p> <p>60% of the parents who have a Detention Hearing held regarding their children will have a social worker engage the parent/family within 15 days of the Detention Hearing in the preferred location.</p> <p>Baseline data derived from the Elements of Dependency showed 20% compliance, while a hand count of logs showed 38% compliance</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>C1.1 Timely Reunification C1.4 Reentry</p>
<p>Action Steps:</p>		
<p>A. Determine the current baseline.</p>	<p>Timeframe:</p> <p>June 2012 June 2013 Update: Completed</p>	<p>Person Responsible:</p> <p>QA Unit Program Manager-Dependency Division Managers</p>
<p>B. Set a standard.</p>	<p>August 2012 June 2013 Update: Completed</p>	<p>Division Managers</p>
<p>C. Conduct a routine quality assurance review.</p>	<p>August-2012 June 2013 Update: Change to August 2013 June 2014 Update: Completed and on-going.</p>	<p>QA Unit Program Manager</p>

<p>Strategy 5: Hold a reunification/exit TDM within 14 calendar days of SDM reassessment when the reassessment shows that prior to reunification occurring, is indicated.</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>C1.4 Reentry</p>	
<p>Action Steps:</p>		<p>Timeframe:</p>	<p>Person Responsible:</p>
<p>A Create a monitoring mechanism and set a baseline. Define "Reunification/Exit TDM" for the Permanency Program and for the Emergency Response and Informal Supervision Programs.</p>	<p>January 2013 June 2013 Update: Change to January 2014 July 2014 December 2015</p>	<p>Quality Assurance Program Manager and Division Managers</p>	
<p>B Create a monitoring mechanism and improvement standards. Set two baselines: one for the Permanency Program, one for the Emergency Response/Informal Supervision Program.</p>	<p>March 2013 June 2013 Update: Change to March 2014 August 2014 December 2015</p>	<p>Quality Assurance Program Manager and Deputy Director and Division Managers</p>	
<p>C Review the effect and practice of exits TDMs. Make modifications as needed. Conduct a review of the Emergency Response/Informal Supervision Programs Protective Emergency Placement Services (PEPS) practice.</p>	<p>September 2013 September 2014</p>	<p>Deputy Director and Division Managers Quality Assurance Program Manager and Division Managers</p>	
<p>D Monitor staff performance and support improvement if needed. Add Create a monitoring mechanism and improvement standards.</p>	<p>September 2013 September 2014 December 2015</p>	<p>Supervisors Quality Assurance Program Manager and Division Managers</p>	

<p>E Monitor staff performance and support improvement if needed.</p>	<p>September 2013 September 2014</p>	<p>Supervisors</p>
<p>F Add: Review the effect and practice of Reunification/Exit TDMs. Make modifications as needed.</p>	<p>On-going</p>	<p>Division Managers</p>

Strategy 6: Require social workers to develop an aftercare plan for each family reunifying who has successfully reunified and is exiting the system.	Applicable Outcome Measure(s) and/or Systemic Factor(s):	
	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	C1.4 Reentry
Action Steps:	Timeframe:	Person Responsible:
A Develop policy/process/procedure requiring an aftercare plan.	June 2013 June 2013 Update: Change to September 2013 July 2014 October 2015	QA Program Manager
B Set improvement targets for B above. Establish a baseline.	July 2016 June 2013 Update: Change to March 2014	Deputy Director and Division Managers
C Review the effect and practice of family meetings and make modifications, if necessary.	July 2014 December 2015 December 2016 June 2013 Update: omit	Deputy Director and Division Managers
D Create improvement standards (Monitor staff performance and support staff improvement when needed)	October 2016 June 2013 Update: Change to July 2014 Ongoing	Supervisors

Strategy 7: Modify the reoccurring six month permanency staffing to include reunification as an option for long staying children.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C3.3 Permanency for Long Stayers
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:		Person Responsible:
A Implement the revised staffing model.	Timeframe: June 2013	Adoption and Dependency Program Managers
B Review the effects and practice of the revised staffing model. Make modifications if necessary.	January 2014 February 2015	Adoption and Dependency Program Managers

<p>Strategy 8: January 2015, in 90% of the cases, will reflect that relatives are documented in CWS/CMS, as reported in the emergency response quality assurance review. The review of December 2011 cases showed the baseline to be 54%. Baseline data derived from the Elements of Investigation review showed 54% for Emergency Response. Baseline data for Dependency will be identified via the in-development Dependency Practice Review tool. Baseline data derived from the Elements of Dependency showed 64% for Dependency cases.</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>C3.3 Permanency for Long Stayers</p>
<p>Action Steps:</p>	<p>Timeframe:</p>	<p>Person Responsible:</p>
<p>A Train staff when to list relatives as collaterals vs. clients in CWS/CMS</p>	<p>October 2012 June 2013 Update: Completed</p>	<p>ER and Dependency Division Managers</p>
<p>B Add documentation of relatives as collaterals to the Elements of Investigation QA monthly review and to the Dependency Case Review, which is in development.</p>	<p>January 2013 June 2013 Update: Change to July 2013 for Elements of Investigation review Change to September 2013 for Dependency Case Review-Audit Tool April 2014 Update: Completed</p>	<p>ER and Dependency Division Managers</p>
<p>C Monitor staff performance and support staff improvement when needed as reflected by outcome data from reviews.</p>	<p>March 2013 June 2013 Update: Additional strategies will be planned April 2014 Update: Completed and on-going</p>	<p>ER and Dependency Division Managers</p>

<p>Strategy 9: June 2015, 60% of children experiencing a possible placement change will have a TDM within a specified timeframe, or an approved waiver on file. The baseline as reported on page 11 is 17%.</p> <p>June 2013 Update: Omit Strategy 9</p> <p>Action Steps:</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>C4 Placement Stability</p>
Timeframe:		Person Responsible:
<p>A Specify timeframe for TDM</p>	<p>December 2012 June 2013 Update: Omit</p>	<p>Executive Management Team</p>
<p>B Develop a pilot program training at least 3 dependency unit supervisors to create data reports to monitor TDM use.</p>	<p>August 2012 June 2013 Update: Omit</p>	<p>Dependency Program Managers and QA Program Manager</p>
<p>C Review the effect and process of the monitoring report on increasing TDM compliance. Make modification if necessary.</p>	<p>December 2012 June 2013 Update: Omit</p>	<p>Dependency Program Managers and QA Program Manager</p>
<p>D Train all dependency unit supervisors to create the TDM monitoring report.</p>	<p>January 2013 June 2013 Update: Omit</p>	<p>QA Program Manager</p>
<p>E Monitor supervisor performance and support improvement when needed.</p>	<p>February 2013-June 2013 Update: Omit</p>	<p>Dependency Program Managers</p>

Strategy 10: December 2015, 60% of non-relative placements will be made by the CPSU.	Applicable Outcome Measure(s) and/or Systemic Factor(s):	
	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	C4 Placement Stability
Action Steps:	Timeframe:	Person Responsible:
A Create a monitoring system.	December 2012 June 2013 Update: On target April 2014 Update: On target	QA Program Manager
B Increase CPSU staffing to meet demand.	June 2015	All Program Managers

Strategy 11: (Probation) Improve support provided to relative and NREFM.	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.3: Placement Stability Outcome: Placement Stability (At Least 24 Months In Care)			
	<input type="checkbox"/> CAPIT	<input type="checkbox"/> CBCAP	<input type="checkbox"/> PSSF	<input checked="" type="checkbox"/> N/A
	Timeframe:			
	Person Responsible:			
Action Steps:				
A. Identify community resources available for relatives like Family Resource Centers, etc.	Initially by October 2012 and ongoing thereafter. June 2013 Update: Completed on target and ongoing	Placement Supervisor		
B. Train PO staff to the availability of resources.	November 2012 In unit meetings on a monthly basis June 2013 Update: Completed on-target and ongoing.	Placement Supervisor		
C. Develop resource list for relatives and distribute to all relatives via the probation officer monthly contact.	January 2013 June 2013 Update: Completed on-target and ongoing	Placement Supervisor		
D. Link all relative placements with SB163 wraparound program.	January 2013 June 2013 update: Completed on-target and ongoing.	Placement Supervisor		
E. Develop an evaluation process to measure if relatives feel supported, and implement this on a yearly basis.	Twice a year survey	Placement Supervisor		
F. Update policies and procedures based on the evaluation information.	August 2013 and ongoing	Placement Supervisor		

<p>Strategy 12: (Probation) Increase number of youth placed in relative or non-related extended family member (NREFM) homes.</p>	<p><input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A</p>	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): 4B Least Restrictive Placement</p>
<p>Action Steps:</p>	<p>Timeframe:</p>	<p>Person Responsible:</p>
<p>A. Develop a written Relative Approval policy and procedure.</p>	<p>By September 2012 June 2013 Update: Relatives are routinely evaluated based upon their criminal history, CPS referral history, current functioning and willingness to participate. November 2014: Addition of Placement Intake Unit</p>	<p>Placement Supervisor</p>
<p>B. Develop and MOU with DHHS regarding the Relative Approval policy and the roles of the two agencies.</p>	<p>By November 2012 June 2013 Update: Omit</p>	<p>Placement Supervisor</p>
<p>C. Train staff on the policy and procedures regarding the relative approval process.</p>	<p>By January 2013 June 2013 Update: Completed on-target November 2014: Kinship evaluation</p>	<p>Placement Supervisor</p>
<p>D. Develop an audit process to ensure that the policy is being followed and conduct the audit on a quarterly basis.</p>	<p>Quarterly commencing in July 2014</p>	<p>Chief Deputy</p>
<p>E. Track youth placed in relative/NREFM homes via Safe Measures Report.</p>	<p>February 2013 on a monthly basis through 2017. June 2013 Update: Completed on-target and ongoing</p>	<p>Placement Supervisor</p>

F. Continue to communicate or meet as needed to track progress and problem solve issues.	Ongoing through 2017 June 2013 Update: On-target and ongoing.	Chief Deputy
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Strategy 13: (Probation) Accurately enter placement information into CWS/CMS.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): 4B Least Restrictive Placement
	Action Steps:	
A. Identify CWS/CMS training.	Timeframe: March/April 2012 – 2017 April 2014 update: Completed on-target and ongoing.	Person Responsible: Placement Supervisor
B. Train identified Clerical staff to enter data into CWS/CMS.	March/April 2012 – 2017 June 2013 update: Completed on target.	Chief Deputy Placement Supervisor
C. Develop audit process utilizing Safe Measures to ensure that the protocol is being followed.	April 2012 – On-2017 June 2013 update: Ongoing.	Placement Supervisor

<p>Strategy 14: (Probation) Utilize Family Finding techniques to locate family and placement resources for youth.</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): 4B Least Restrictive Placement</p>	
<p>Action Steps:</p>		<p>Timeframe:</p>	<p>Person Responsible:</p>
<p>A. Develop Family Finding Protocols for probation placement staff including search and tracking procedures.</p>	<p>October 2012 June 2013 update: Completed on-target.</p>	<p>Placement Supervisor</p>	
<p>B. Train all placement staff in Family Finding techniques.</p>	<p>Initially by November – December 2012 and then on an as needed basis thereafter, through 2017. June 2013 update: Completed on-target and ongoing.</p>	<p>Placement Supervisor</p>	
<p>C. Utilize technology for Family Finding such as internet search engines and software tracking tools.</p>	<p>January/February 2013 – 2017 Lexis Nexis training April 2014 – Update training scheduled for later in 2015</p>	<p>Placement Supervisors</p>	
<p>D. Develop a quarterly audit process to ensure that the protocol is being followed – Safe Measures.</p>	<p>Ongoing quarterly through 2017</p>	<p>Placement Supervisor</p>	

Strategy 15: (Probation) Continue to be an active participant in the AB 12/212 planning committee.	Applicable Outcome Measure(s) and/or Systemic Factor(s): 8A ILP Well Being	
	<input type="checkbox"/> CAPIT	
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
<input checked="" type="checkbox"/> N/A		
Action Steps:	Timeframe:	Person Responsible:
A. Outstation Probation officer in a joint unit with CPS to partner with AB12/212 youth.	April 2012 June 2013 update: Completed on-target.	Placement Supervisor
B. Develop a Plan of Action (MOU) that outlines how relationship and service provision will proceed.	April 2013 July 2014 update: The vacant SPO position has been filled and the current plan of action will continue	Placement Supervisor
C. Train staff on the plan of action and policies and procedures.	June 2013	Placement Supervisor
D. Implement policies and procedures.	July 2013 July 2016	Placement Supervisor
E. Meet quarterly to monitor progress and problem solve issues.	September 2013 and quarterly ongoing through 2017.	Placement Supervisor
F. Participate in cross regional groups to participate in practice sharing.	September 2013 and quarterly ongoing through 2017.	Placement Supervisor
G. Update policies and procedures on a yearly basis to provide the best support for youth.	July 2014 and yearly ongoing through 2017.	Placement Supervisor
H. Provide yearly training and technical assistance to staff regarding new information obtained.	August 2014 and ongoing through 2017.	Placement Supervisor

<p>Strategy 16: (Probation) Utilize wraparound meetings to provide ILP services that are identified in the "Youth-Team" meeting, 90 day Transition Plan and/or by ILS Provider.</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): 8A ILP Well Being</p>	
<p>Action Steps:</p>		<p>Timeframe:</p>	<p>Person Responsible:</p>
<p>A. Meet with Wraparound Provider and discuss priority of providing ILP services within the wrap context.</p>	<p>April 2012-November 2013</p>	<p>Placement Supervisor AB 12 Officer</p>	
<p>B. Develop a Plan of Action and outline how the services will be discussed and handled within the wrap meeting.</p>	<p>June 2012 June 2013 update: Completed on target. November 2013 – On going</p>	<p>Placement Supervisor AB 12 Officer</p>	
<p>C. Continue to meet on a quarterly basis to track progress and problem solve issues.</p>	<p>October 2012-2017 June 2013 update: Completed on target and ongoing-November 2013</p>	<p>Placement Supervisor AB 12 Officer</p>	
<p>D. Continuously update policies and procedures to provide the best support for youth.</p>	<p>January 2013—2017 June 2013 update: Completed on target and ongoing-November 2013 Policies and procedures will be developed once the supervisor vacancy is filled. The Supervisor position has been filled and the new Supervisor will attend the next Cross Systems Meeting. Policy development will begin after the meeting on Feb. 11, 2014. Updated information will be shared with the Placement Division at the monthly Placement meetings.</p>	<p>Placement Supervisor</p>	

<p>E. Collect and review Wrap Plans to ensure ILP is being discussed and provided.</p>	<p>January 2013 – 2017 June 2013 update: Completed on target and ongoing. November 2013 This process will be initiated once the supervisor vacancy is filled. The new Supervising Probation Officer (SPO) will inform the two other SPO's on ILP issues and reviews.</p>	<p>AB12 Officer</p>
<p>F. Provide ongoing training and technical assistance to staff regarding information obtained in the monitoring of the Wrap program.</p>	<p>January 2013 – 2017 June 2013 update: Completed on target and ongoing. November 2013 Training up dates and TA will be given after the supervisor vacancy is filled. The new SPO will provide this assistance to the two other SPO's as the new information becomes available.</p>	<p>AB 12 Officer</p>