

## AGENDA ITEM #3

# COUNTY OF SAN DIEGO

## *Child and Family Strengthening Advisory Board*

### Minutes of November 22, 2019

#### BOARD OF SUPERVISORS

GREG COX  
First District

DIANNE JACOB  
Second District

KRISTIN GASPAR  
Third District

NATHAN FLETCHER  
Fourth District

JIM DESMOND  
Fifth District

#### Members Present:

Supervisor Greg Cox, County Board of Supervisors  
Supervisor Nathan Fletcher, County Board of Supervisors  
Judge Kimberlee Lagotta, Juvenile Court  
Alethea Arguilez, First 5 San Diego  
Crystal Irving, Protective Services  
Patty Boles, Straight from the Heart, Inc.  
Sarah Pauter, Phenomenal Families  
Meredith Riffel, District 2 Appointee  
Adam Reed, Dependency Legal Services  
Carolyn Griesemer, Children's Legal Services of San Diego  
Stephen Moore, Voices for Children, Inc.  
Jeff Weimann, Angels Foster Family Network  
Cheryl Rode, San Diego Center for Children  
Kimberly Giardina, Child Welfare Services  
Nick Macchione, County Health and Human Service Agency  
Maddy Kilkenny, District 5 Appointee  
Armand King, Paving Great Futures  
Suzanne Starling, Chadwick Center for Children and Families  
Dr. Paul Gothold, San Diego County Office of Education  
Sade Burrell, Former Foster Youth  
Melissa Villagomez, Former Foster Youth  
Simone Hidds-Monroe, San Pasqual Academy  
Jessica Heldman, AB & Jessie Polinsky Children's Center

#### Members Not Present:

Chief Adolfo Gonzales, County Probation Department

#### Staff Present:

Stephanie Gioia, Supervisor Nathan Fletcher's Office  
Khea Pollard, Supervisor Greg Cox's Office  
Kyle Sand, County Counsel  
Sandra McBrayer, The Children's Initiative  
Sarah Rafi, County Health and Human Services Agency  
Rachel Weber, County Department of Human Resources

### 1) Welcome and Introduction

- Supervisor Cox brought the meeting to order at 3:03 PM and the Advisory Board members did roll call.

### 2) Public comment

- Two members of the public addressed the Advisory Board.
  - A member of the public requested the Advisory Board address disproportionality in the Child Welfare Services landscape.
    - Supervisor Fletcher requested the public member speak with Sandra McBrayer following the meeting to look at bringing the item forward at a future meeting of the Advisory Board.
  - An additional member of the public reiterated the previous speakers request for the need to address disproportionality in the African American population and requested the Board support the Clinton Health Matters Initiative.
    - Supervisor Cox commented that he had the opportunity several years back to meet with President Clinton and the Clinton Health Matters Initiative and was successful in getting a three-year commitment from them. He shared that the San Diego Foundation is wrapping up their work on the project and he intends to have recommendations brought forward to the Board of Supervisors for consideration.

### 3) Approval of the Statement of Proceedings/Minutes for the meeting of September 13, 2019

- Supervisor Fletcher called for a motion to approve the minutes of the September 13, 2019 meeting, Nick Macchione moved to approve, Maddy Kilkenny seconded the motion, with all members present voting in favor.

### 4) Subcommittee Updates

- Supervisor Fletcher introduced the work of the subcommittees and turned the update over to Carolyn Griesemer for the Workforce Development subcommittee.
  - **Workforce Development**
    - Carolyn Griesemer provided comment on the Workforce Development subcommittee and shared that the Child Welfare Services Director, Kim Giardina, presented the status of four of the Child Welfare Service Review Working Group recommendations.
    - Carolyn Griesemer noted that there was robust conversation on recommendation number five: Provide access to licensed therapists throughout the regions who can provide ongoing support to workers and supervisors. Subcommittee members were interested in how the additional staff psychologists will be utilized. There was additional discussion on the remaining hiring needed in Child Welfare Services and the subcommittee shared their support for Kim Giardina and expressed their understanding of the process and how mindful Kim needs to be during the process.
    - An additional recommendation from the subcommittee included exploring ways to have Child Welfare Services Case Workers and resource families conduct presentations together in order to best serve the families.
  - Supervisor Fletcher allowed opportunity for questions or comments and then turned the update over to Jeff Weimann for the Organizational Structure subcommittee.
  - **Organizational Structure**
    - Jeff Weimann provided comment on the Organizational Structure subcommittee and shared that Child Welfare Services Director, Kim Giardina, presented the status of ten of the Child Welfare Service Review Working Group recommendations.
    - Jeff Weimann shared that there was a lot of discussion on three of the recommendations.
    - Recommendation number 12: Establish the position of the Chief of Social Work, reporting to the Director of CWS, who is focused on the transparent and unified delivery of social work practice across all Health and Human Services Agency regions.
      - Jeff Weimann shared that the recommendation has been implemented and the position was adapted as Director of Practice. The dialogue of the subcommittee focused on whether the new position would help make uniform practices throughout the regions.
    - Recommendation number 18: Determine as quickly as possible, the potential fiscal impact of the Title IV-E project ending.
      - Jeff Weimann confirmed that Child Welfare Services is exploring one-time fixes for the funding.
    - Recommendation number 30: The County must immediately leverage both internal and external technology resources to adopt/develop an RFA Applicant Management System.

- Jeff Weimann shared that Child Welfare Services is looking at implementing a new platform and, as a subcommittee, there was discussion on how to eliminate the delay brought on by the procurement process.
- Supervisor Fletcher allowed opportunity for questions or comments and then turned the update over to Crystal Irving for the Child and Family Services subcommittee.
  - **Child and Family Services**
    - Crystal Irving walked the Advisory Board through the recommendations that Kim Giardina provided an update for.
    - Recommendation number three: CWS to conduct quarterly audits of “unfounded” findings to ensure sufficient investigations are being conducted and to identify any training needs of this unit’s workers.
      - Crystal Irving expressed the subcommittee concerns for how these trends are being identified and shared with staff.
      - Crystal Irving also shared about the rich conversation on disproportionality and discussion on what will happen when an incorrect decision is made – what the process will look like.
    - Recommendation number one: Immediately take steps to ensure that children are readily able to attend their own court hearings.
      - Crystal Irving shared that the subcommittee discussed how we prepare children and youth for court. Additionally, the group spent time discussing how to make the courts as trauma-informed as possible and ways to empower children and youth while at court. Crystal also shared that the Bill of Rights for youth is in the process of being updated. The subcommittee wants to make certain Court staff are being provided trauma-informed trainings. A member of the subcommittee brought to light that some youth were prevented from attending court as a form of punishment. As a subcommittee, all in attendance agreed this was inappropriate and should never happen.
    - Recommendation number two: Create a special Emergency Response Unit to investigate reports of maltreatment while in care. This unit would be independent of regional case carrying social workers, have specialized training in interviewing children, and conduct independent investigations of hotline referrals when those referrals pertain to dependent children.
      - Crystal Irving informed the Advisory Board that the unit will launch in January of 2020. Crystal discussed the emergency response unit with coworkers and there is concern that the unit will not properly address personal rights violations.
    - An Advisory Board member expressed his concern for the eye-opening information shared on youth being unable to attend court as a form of punishment. He shared that he feels strongly about the Advisory Board investigating this practice.
- Sandra McBrayer requested Carolyn Griesemer give an update on the children and youth center at the court.
  - Carolyn Griesemer shared that the downstairs 10 and under children’s room has been updated at the court to be more inviting and trauma-informed.
  - Stephen Moore informed the Advisory Board that the upstairs youth room has been updated at the court to be more trauma-informed and allows the youth to be productive

- Carolyn Griesemer also shared that she and Kim Giardina have worked together on language for the Child Welfare case flowchart given to every client, a map of the courtroom, a “People to Keep Me Safe” handout, and “Know Your Rights” by age handout (foster care bill of rights).
- Supervisor Fletcher allowed opportunity for questions or comments, thanked the subcommittees, and reminded members of the public that all subcommittees are open to anyone interested in attending.
- Supervisor Cox commended the subcommittees on their work and acknowledged what a great turnout we’ve had at each meeting.

### 5) Child Welfare Data Dashboards

- Supervisor Cox introduced the Child Welfare Data Dashboards agenda item.
- Kim Giardina walked the Advisory Board through the changes made to the Data Dashboards. There was a primary request to focus on race and ethnicity and areas of disproportionality, each data set now includes this information as well as compares to the child population at large. Kim Giardina shared that the main content of the data dashboards has not changed.
  - Kim Giardina walked the Advisory Board through the data dashboards and spent time explaining the new sets of data, *Ethnicity and Path through Child Welfare Services*, which she explained, comes from U.C. Berkley’s data portal. Another new set of data, *Placements – Five Counties with the Highest Child Population Comparison on July 1, 2019*.
- Supervisor Fletcher asked for confirmation that the data sets were available online. Kim Giardina confirmed the data sets are shared on the Child and Family Strengthening Advisory Board website.
- Supervisor Cox allowed opportunity for questions and comments.
  - Sandra McBrayer shared that in response to several Advisory Board members inquiring about what data is available, the Advisory Board and Child Welfare Services will be hosting Dr. Daniel Webster from U.C. Berkeley, on December 9<sup>th</sup> from 2:00 PM – 3:30 PM at the County Administration Center. Dr. Webster will review available Child Welfare Services data. Sandra confirmed the presentation is open to the public and all who wish to attend.

### 6) Approval of Completed Workgroup Recommendations to Date

- Supervisor Cox announced the presentation by introducing the Child Welfare Services Review Working Group, reviewing the groups purpose, and sharing the outcome of 88 recommendations. Supervisor Cox then turned the presentation over to Kim Giardina to update the Advisory Board on some of the progress Child Welfare Services has made on the recommendations.
- Kim Giardina provided an update on the following recommendations:
  - #22 – Increase caseworker training on assessing for safety across all regions and units. *Ongoing- Complete*
  - #15 – Engage in cross-training and shared learning opportunities with system partners and providers to increase trauma awareness and improve collaboration. *Ongoing*
  - #3 – Conduct quarterly audits of “unfounded” findings to ensure that sufficient investigations are being conducted and to identify any training needs of this unit’s workers. *Ongoing*

- #2 – Create an implementation team to expand and evaluate Safety Enhanced Together (SET) efforts. The implementation team should be inclusive of community stakeholders and focused on the achievement of intended outcomes. *Completed*
- #7 – Change the chair of the Child Abuse Prevention Coordinating Council (CAPCC) from CWS management to a community representative, ideally an executive level representative of a community partner with the experience and expertise to set an agenda that includes community concerns and can provide more transparency to the community. *Completed*
- #8 – Establish a Standing CAPCC subcommittee of concerned and knowledgeable community partners who can understand and effectively promote implementation of the recommendation in this report and monitor their progress. *Completed*
- #9 – Authorize the new (CAPCC) standing subcommittee permission to investigate and report to the CAPCC chair on issues raised by community partners, child and families, or the general public that pertain to the implementation of recommendations in this report. *Completed*
- #10 – Require the CAPCC to monitor and issue a periodic report to the County Administrative Office (AEO) and Board of Supervisors, in cooperation with CWS, on the current state of Child Welfare Services that includes the implementation of “...improvements in services to families and victims who are in public charge” per CAPCC responsibility #5. *Completed*
- #12 – Establish the position of Chief of Social Work, reporting to the Director of CWS, who is focused on the transparent and unified delivery of social work practice across all Health and Human Services Agency (HHS) regions. *Completed*
- # 18 – Determine as quickly as possible, the potential fiscal impact of the title IV-E project ending. *Completed*
- Supervisor Cox asked for clarification on how many of the 88 recommendations have been started.
  - Kim Giardina confirmed 17 recommendations have been completed, 2 recommendations haven’t been started and all other recommendations are in progress.
- Supervisor Cox called for a motion to approve the completed workgroup recommendations to date, Maddy Kilkenny moved to approve, Crystal Irving seconded the motion, with all members present voting in favor.

Supervisor Cox and Supervisor Fletcher announced Kim Giardina’s promotion from Acting Director of Child Welfare Services to Director of Child Welfare Services.

### 7) County Child Services Landscape

- Supervisor Fletcher introduced the County Child Services landscape, explaining that the agenda item is designed to help the Advisory Board understand all the pieces of the Child Services Landscape.
- a) **Polinsky Children’s Center**
  - Alfredo Guardado shared information on the purpose of the Polinsky Children’s Center. He shared that it’s a 24 hour, 10-acre campus off of Ruffin road. He informed the group that the Polinsky Children’s Center offers schooling and activities for children. Alfredo informed the Advisory Board that around 1,000 children came through Polinsky Children’s Center in fiscal year 18/19.
  - Supervisor Fletcher commented that with recent changes in law, the population of Polinsky Children’s Center is changing, and staff are continuing to monitor what changes to implement in order to best serve the changing population.

- A member shared that the Polinsky Children's Center has an Advisory Board and it's open to the public and if anyone is interested in learning more about Polinsky Children's Center, they are encouraged to attend. The member shared that the Polinsky Advisory Board currently has one vacancy.
- There was a question on if children who experience trauma are given resources to address the trauma and help them understand where they go from Polinsky Children's Center. Kim Giardina shared that there isn't a formal program that focuses on transitions but that Child Welfare Services does do a lot of work with the resource families during transition visits. Kim also shared that children six and under are part of the Developmental Screening and Enhancement program which follows them through the transition.
- Crystal Irving spoke to the revolving door of Polinsky based on the 10-day turnaround. She inquired as to how we can address children being placed with families and then returning to Polinsky.
- There was a request for the Advisory board to look at making investments in the continuum of care gaps.
- Supervisor Fletcher requested the subcommittees look at how we can address the continuum of care gaps and the affect they have on the revolving door of Polinsky's Children's Center. Supervisor Fletcher requested the subcommittees add the agenda item at a future subcommittee meeting and bring recommendation(s) back to the Advisory Board on how best to address the issue.
- Crystal Irving also inquired about how children are expected to transition from Polinsky Children's Center to a home and would like to know how we are preparing the children and resource families.
- Supervisor Fletcher suggested that the Child and Family Services subcommittee meeting on December 19<sup>th</sup> add an agenda item to discuss Polinsky Children's Center and come to the next Advisory Board meeting with potential recommendations for how we transition children to homes.
- An Advisory Board member expressed interest in exploring how we can work a program that intentionally deinstitutionalizes the children's experience in Polinsky Children's Center.

### **b) San Pasqual Academy**

- Supervisor Cox introduced the idea behind San Pasqual Academy in 1998. Supervisor Cox shared how he heard from many emancipated youths at the Board conference and the amount of schools and homes the children had to go to throughout their time in care. Supervisor Cox discussed the Board exploring what options were available to help the youth have a reliable transition into adulthood. The Board of Supervisors were able to obtain funding to acquire San Pasqual Academy and took time to determine exactly what was wanted from the Academy. The result is a residential education facility for older foster youth, primarily ages 14-18. San Pasqual Academy provides onsite education through the San Diego Office of Education. Supervisor Cox expressed his appreciation of the transitional housing available for San Pasqual alumni to attend two and four year universities. Supervisor Cox informed the Advisory Board that since opening in 2001, there's been a 65% reduction of youth in out of home care and an additional 80% reduction in group home placements. Supervisor Cox also shared that San Pasqual allows opportunities for younger siblings in Junior High to be reunited with older siblings by attending San Pasqual.
- Supervisor Cox turned to Simone Hidds-Monroe to share her experience with San Pasqual.



- Simone Hidds-Monroe shared that she attended San Pasqual Academy for 5 years. Simone explained that San Pasqual was the only option for her and her siblings to be placed together. Simone expressed her excitement towards working with the Advisory Board and the opportunity to have intentional conversations about what San Pasqual is currently and who it serves. Simone stated she is a tremendous advocate for the Academy, because it works.
  - Supervisor Fletcher requested Simone Hidds-Monroe share her post-Academy experiences with the Board and the network of people she came to know.
  - Simone Hidds-Monroe informed the Board that the people of San Pasqual Academy became her family, throughout college she returned to her family each summer to work at San Pasqual. Simone expressed her opinion on the importance of community living for foster youth.
  - A member of the public commended Simone and her siblings and shared with the members of the Board, how unique San Pasqual is because it gives the youth so many connections in the form of teachers, staff, and community partners. She also reiterated the importance of post-graduation resources for the success of San Pasqual graduates.
  - A second member of the public shared that over 60 students are currently receiving secondary education and being supported by San Pasqual Academy.
  - Sade Burrell questioned if there was an age limit for the graduates to return for services from San Pasqual.
    - A community member shared that this would be handled on a case-by-case basis.
  - Supervisor Fletcher introduced Alethea Arguilez for First 5.
- c) First 5**
- Alethea Arguilez shared with the Board that their packets contained a fiscal year 17/18 Snapshot and fiscal year 17/18 Annual Report as well as informed the Board of the updated Annual Report posted to the Commission's website. Alethea provided a brief history on First 5, sharing that it's been around for 20 years and funding for the Commission comes for Prop 10 and is based on the registered live births in San Diego County. Alethea explained that the Commission is dedicated to leveraging the entire network of services available throughout the County for Children Services. Alethea also shared that First 5 is actively working to build strong support of cultural brokering and encouraged the Board to review the new strategies of the Commission on the website.
  - Patty Boles commented on how critical ages 0-5 are and wants there to be a focus on finding ways to better serve the children with special needs, as well as foster families who have never had a child with special needs.
  - Alethea Arguilez shared the "Are You on the Map" handout which is a way for cross-sector collaboration and she encouraged anyone with something to share on the first five years of life, to please do so.
  - A member of the public commented that there is not enough outreach happening for African American members of the community. She is requesting action be taken to address the lack of outreach.
    - Alethea responded to the public comment by sharing that this is an area that is being worked on and stating that First 5 encourages the community to share input and ideas.
    - The member of the public stated she is interested in working directly with Alethea Arguilez to establish better outreach to the targeted population.
  - Supervisor Fletcher introduced Brook Smith for Juvenile Justice Coordinating Council & Juvenile Justice Comprehensive Strategy Task Force.

### **d) Juvenile Justice Coordinating Council & Juvenile Justice Comprehensive Strategy Task Force**

- Brook Smith shared that the Council and Task Force provide oversight to the Countywide system of Juvenile Justice. Brook informed the Board that the focus of the two groups is to keep kids out of the system. Brook stated that the two groups follow a national model of family strength programming, positive youth development, and trauma informed care built throughout all programs, initiatives, and trainings. Brook discussed that the groups continue to do everything possible to keep youth out of the system. Brook shared that both the Council and Task Force meet quarterly with a focus on supporting a comprehensive strategy to put resources on the front end and that each meeting is open to the public.
- Supervisor Fletcher reiterated the importance of continuing to be educated on the Child Services Landscape and suggested that for future meetings, there will be fewer items to allow for more robust conversation.

### **8) CAPCC Existing Committees, Projects, Allocations**

- Supervisor Cox introduced agenda item eight and turned the item over to Kim Giardina.
- Kim Giardina provided a brief explanation of the previous CAPCC and then continued to brief the Board on CAPCC committees, projects and allocations:
  - Fairness and Equity Subcommittee – reviewed current research, promising practices, and developed an action plan for addressing disproportionality and disparate outcomes for Native American and African American families. The subcommittee was responsible for the development of the Cultural Responsiveness Academy for Child Welfare Services. The subcommittee stopped convening in 2017.
  - Stars Awards – Star stands for: supporting children and parents in the community, taking a positive perspective, addressing the issues, recognizing that parenting can be challenging and offering support and strengthening communities. The event was funded by CAPCC and included awards for community partners.
  - Parenting Expo – took place at multiple locations and was previously conducted in combination with Grandparents Raising Grandchildren events.
  - CAPCC Funding Summary – The AB 2994 Children's Trust Fund (CTF) consists of funding from birth certificate receipts, license plate fees, child maltreatment court restitution fines, Community-Based Child Abuse Prevention funds and grants, gifts or bequests from private sources. The approved CTF Funding for Fiscal Year 2018-19 is \$2,050,000.
    - Kim Giardina shared that the Advisory Board will receive an outline of the proposed funding for the current fiscal year. Kim explained that the Board will vote to approve and then the item will be taken to the Board of Supervisors for approval of the spending plan. Kim also shared that funding will be reduced in the next year and funding for Community Services for Families will now come from Child Welfare Services.
  - San Diego Prevention Project – The goal of the project is to move upstream. Meredith Riffel and Alethea Arguilez are working on the project. This project is very true child abuse prevention. A multidisciplinary team of 10 attended the Child Abuse Prevention Summit, did an extensive data review of the County and is focused on building the capacity of parents and caregivers to promote early childcare and education as well as the quality of early childcare and education. The YMCA has been instrumental in the project and was able to secure a grant which will allow the project to be operational.
- Sandra McBrayer stated that when we look to the trust fund for 2021, we'll be forming a small short term committee of non-interested parties to review how the trust fund can



support some of the recommendations from the Review Working Group as well as make recommendations to the Advisory Board.

- Supervisor Cox called for any additional questions or comments.
  - An Advisory Board member questioned if there will be conversation about increasing revenue to the trust fund now that funding is being reduced.
    - Sandra McBrayer confirmed that there would be conversation.
    - Supervisor Cox suggested the funding would be a good subject for a future subcommittee meeting.

Supervisor Cox called on the additional public speaker.

### 9) Advisory Board Member Updates

- Supervisor Cox asked Sandra McBrayer if she had additional information to share under Board member updates.
- Sandra McBrayer shared that the new agenda item was added at the request of several Advisory Board members. She encouraged members to share about work related to the Advisory Board, new projects members or what member organizations are working on, etc. Sandra informed the Board that this is also an opportunity for Board members to update the Board on items they were assigned to bring back to the Board.
- Judge Lagotta expressed her gratitude to the Board of Supervisors for their support of the renovations of the youth waiting areas in the Court. Judge Lagotta also shared that November 23<sup>rd</sup> is national adoption day and that in collaboration with HHSA, the Courts had a celebration for over 20 adoptive families in attendance.
- Simone Hidds-Monroe shared that Just in Time Foster Youth for 2020 will be creating lasting impact fulfillment tracking. She stated the purposes of the tracking is to access services and what impact they make for alumni after care. Simone discussed that instead of predicting success, they are measuring and determining areas that need to change and improve as well as confirming what's working. Simone shared that she is excited to bring the data to the Advisory Board.
- Kim Giardina reminded the Board that she was asked to bring an org chart for Child Welfare Services to the meeting. Kim let the members of the Board know that they each received an org chart and that she would be bringing an updated version to the January meeting since the new Chiefs are in place.

### 10) Adjournment

- Supervisor Cox reminded everyone about the data presentation on December 9<sup>th</sup>.
- Supervisor Cox stated that the Polinsky Children's Center will be added to the agenda for the December 19 Child and Family Services subcommittee meeting.
- Supervisor Cox reiterated that Sandra McBrayer and Patricia Bevelyn would work together on recommendations on disproportionality and that the Board would look at adding disproportionality to a future meeting agenda.
- Supervisor Cox acknowledged that the Advisory Board roster was out of order and an updated version would be distributed.
- Supervisor Cox adjourned the meeting at 5:05 PM.

### Future Agenda Items:

#### Next Meeting:

- January 10<sup>th</sup>, 2019

**Distributed:**

- Meeting Agenda
- Minutes of September 13, 2019 meeting
- Summary of October 24, 2019 Subcommittee Meetings
- Child Welfare Services Data Dashboards
- Child Welfare Services Recommendation Progress
- First 5 San Diego FY 17/18 Snapshot and FY 17/18 Annual Report
- Board Letter – Juvenile Justice Comprehensive Strategy Task Force
- CA Welfare and Institutions Code Sec. 749.22
- CAPCC Summary
- Flyer for Child Welfare Data Presentation by Dr. Daniel Webster

Meeting minutes were submitted by Rachel Weber. Please call her at (619) 531-5123 if you have corrections or suggested revisions. She may also be contacted for agenda items or general information.



**COUNTY OF SAN DIEGO**

**Child and Family Strengthening Advisory Board**

**Summary of Subcommittee Meetings**

**Subcommittees:**

Workforce Development	9:00-10:30 am
Child and Family Services	11:00-12:30 pm
Organizational Structure	1:30-3:00 pm

**Date:** December 19, 2019

**Location:** County Operations Center, 5530 Overland Avenue, First Floor - Room 124  
San Diego, California 92123

**Facilitators:** Sandra McBrayer, Sarah Rafi

**Meeting Staff:** Rachel Weber

**Workforce Development Subcommittee Summary:**

20 attendees took part in the Workforce Development Subcommittee. Sandra McBrayer opened the meeting providing a brief overview of the agenda. Sarah Rafi confirmed everyone's understanding of the agreements for interaction and communication for the committee structure and explained the group exercise.

Members introduced themselves and Sandra introduced that the goal of the meeting was to hear from Child Welfare Services (CWS) Director, Kim Giardina, on Continuum of Care Reform and then for committee members to share their top priorities from the remaining recommendations of the CWS Review Workgroup.

Kim Giardina walked the group through her presentation and handout on Continuum of Care Reform (Attachment A & Attachment B).

The subcommittee requested the cross communication with schools and foster care liaisons be examined to ensure schools are trauma informed and aware of any social impacts a youth may experience when returning to school. A member requested for follow up on how notification to school site occurs and what understanding staff have on what support a child may need upon return.

A request was made to tour the Polinsky Children's Center. Sandra McBrayer agreed to coordinate a tour for a day in January 2020.

Subcommittee members agreed that state minimum requirements should be reviewed to ensure San Diego County is aiming to exceed the requirements.

The group wrapped up discussion by requesting a clear shared vision among stakeholders, including schools.

Due to the in depth discussion on the Continuum of Care Reform, the subcommittee did not complete the group exercise, subcommittee members were asked to come to the February 27<sup>th</sup> subcommittee meeting ready to share their top three priorities for the remaining recommendations of the CWS Review Workgroup.

### **Child and Family Services Subcommittee Summary:**

33 attendees took part in the Child and Family Services Subcommittee. Sandra McBrayer opened the meeting providing a brief overview of the agenda. Sarah Rafi confirmed everyone's understanding of the agreements for interaction and communication for the committee structure and explained the group exercise.

Members introduced themselves and Sandra introduced that the goal of the meeting was to hear from Child Welfare Services (CWS) Director, Kim Giardina, on Continuum of Care Reform and then for committee members to share their top priorities from the remaining recommendations of the CWS Review Workgroup.

Kim Giardina walked the group through her presentation and handout on Continuum of Care Reform (Attachment A & Attachment B).

The subcommittee questioned how multiple types of team meetings are aligned (CFT and other teams).

Subcommittee members requested to determine the number of first-time youth at Polinsky Children's Center versus repeat placement youth.

There was discussion on criteria for extending 10-day maximum stay at Polinsky Children's Center and members requested keeping sibling sets together be added to the list of approved criteria. Sandra McBrayer shared that this would require legislation and suggested bringing the item forward at a future meeting of the full advisory board.

A member inquired about Medi-Cal restrictions and timeframes for medically fragile youth.

Emphasis was made on the importance of communication between agencies when sibling sets are being placed. It was disclosed that there have been foster families who could have taken sibling sets but weren't notified the foster youth they were working with had siblings.

Due to the in depth discussion on the Continuum of Care Reform, the subcommittee did not complete the group exercise, subcommittee members were asked to come to the February 27<sup>th</sup> subcommittee meeting ready to share their top three priorities for the remaining recommendations of the CWS Review Workgroup.

Sandra McBrayer concluded the meeting by sharing with attendees that she will be working on scheduling a tour of the Polinsky Children's Center for a day in January 2020.

### **Organizational Structure Subcommittee Summary:**

11 attendees took part in the Organizational Structure Subcommittee. Sandra McBrayer opened the meeting providing a brief overview of the agenda. Sarah Rafi confirmed everyone's understanding of the agreements for interaction and communication for the committee structure and explained the group exercise.

Members introduced themselves and Sandra introduced that the goal of the meeting was to hear from Child Welfare Services (CWS) Director, Kim Giardina, on Continuum of Care Reform and then for committee members to share their top priorities from the remaining recommendations of the CWS Review Workgroup.

Kim Giardina provided a high-level review of her presentation and handout on Continuum of Care Reform (Attachment A & Attachment B). Most of the meeting attendees had attended the Workforce Development and Child and Family Services subcommittees therefore, there was no further discussion.

Due to the attendance of the meeting, the subcommittee did not complete the group exercise, subcommittee members were asked to come to the February 27<sup>th</sup> subcommittee meeting ready to share their top three priorities for the remaining recommendations of the CWS Review Workgroup.

Sandra McBrayer concluded the meeting by sharing with attendees that she will be working on scheduling a tour of the Polinsky Children's Center for a day in January 2020.



# CONTINUUM OF CARE REFORM (CCR)

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*Kimberly Giardina, DSW, MSW  
Child Welfare Services Director  
December 19, 2019*





# CONTINUUM OF CARE REFORM (CCR) OVERVIEW



LIVE WELL  
SAN DIEGO

- The CCR, mandated by AB 403, AB 1997 and AB 404, is a continuation of California's ongoing system efforts to improve outcomes for children in foster care.
- The overarching goal of CCR is to ensure that **all** children live with a committed, nurturing and permanent family that prepares them for a successful transition into adulthood, and that those families have **all** of the necessary services and supports.



# FUNDAMENTAL PRINCIPLES



LIVE WELL  
SAN DIEGO

- Committed, Nurturing, and Permanent Family
- Child and Family Teams (CFTs)
- Services and supports in placements
- Collaborative providers and Comprehensive services
- Normalcy in development

# CCR REQUIREMENTS



LIVE WELL  
SAN DIEGO

- Give input and recommendations for assessment, placement, and service planning

## Child and Family Teams



- Short-term treatment
- Must provide mental health services
- Be accredited
- Trained Staff

## Group Homes transition to STRTPs



- All foster homes, including Foster Family Agencies convert to Resource Families.

## Resource Families



- Consistent across all home-based placements

## New Rate System



- County shelters like Polinsky become 10-day Assessment Centers

## Temporary Shelter Care Facilities



# PLACEMENT TYPES



## Resource Family

Relative/NREFM

### Foster Home

- FFA vs. County Foster Home
- ISFC and TFC

## STRTP

Short-term  
treatment for 6  
months or less

# TEAMING AND THE CHILD FAMILY TEAM (CFT)



LIVE WELL  
SAN DIEGO

Teaming is the process of a group of people coming together who are committed to a common purpose, approach and performance goals for which they hold themselves mutually accountable. Teaming will be done through formal CFT meetings and informally via regular team member communication.



# THE CHILD FAMILY TEAM (CFT) MEETING



LIVE WELL  
SAN DIEGO

- The CFT Meeting is a facilitated meeting process designed to:
  - **Produce a plan** for safety, placement, and services tailored to the individual needs of the child and family.
- CFTs will be created and maintained for all out of home youth including:
  - Family Reunification cases until return home
  - Out of home voluntary cases until return home
  - Extended Foster Care (EFC) youth
  - Adoptions cases until finalization
  - PP/APPLA cases until permanency or case closure



# THE TEAM



LIVE WELL  
SAN DIEGO



# CCR DATA SNAPSHOT



LIVE WELL  
SAN DIEGO



## Continuum of Care Reform (CCR)

CCR became effective 01/01/2017. There are five primary components of CCR: 10-day assessment center, STRTP, FFA, RFA and CFT.



## Polinsky Children's Center (PCC)

PCC is a 10-day assessment center. The average stay of a child is 9 days. Some youth may need to remain longer than 10 days. They may be medically fragile children or those with significant mental health needs. CWS is developing matching strategies for placement.



## Short-Term Residential Therapeutic Program (ST RTP)

Group homes have until 2019 to convert to STRTPs. STRTPs are treatment interventions, not placements. Youth should stay for no longer than six months. Medi-Cal certification is required to provide specialty mental health services (SMHS).



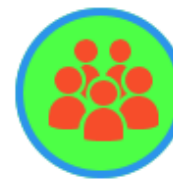
## Foster Family Agencies (FFA)

All FFAs are required to have national accreditation by CDSS. CWS is working closely with FFAs on recruitment efforts to expand Resource Family homes to prevent youth from entering STRTPs or to help youth step down into a less restrictive placement.



## Resource Family Approval (RFA)

Resource Family Approval streamlines the approval process for anyone interested in being a caregiver for a child. There are no longer separate processes for licensed foster parents, relative/NREFM caregivers, and adoptive parents. The goal is to improve the supports provided to all resource families and speed up the time to permanency for children/youth.



## Child & Family Teams (CFT)

San Diego began utilizing CFTs in 2014 as part of the implementation of Pathways to Well-Being. CCR expands the requirements for CFTs. All children who are out-of-home will have a CFT and the CFT must meet to make decisions about placement, services, assessment and mental health.

# QUESTIONS?



LIVE WELL  
SAN DIEGO



Kimberly Giardina, DSW  
[Kimberly.Giardina@sdcounty.ca.gov](mailto:Kimberly.Giardina@sdcounty.ca.gov)  
858-616-5815

# CONTINUUM OF CARE REFORM

## AGENDA ITEM #4 (Attachment B)



### Continuum of Care Reform (CCR)

CCR became effective 01/01/2017. There are five primary components of CCR: 10-day assessment center, STRTP, FFA, RFA and CFT.



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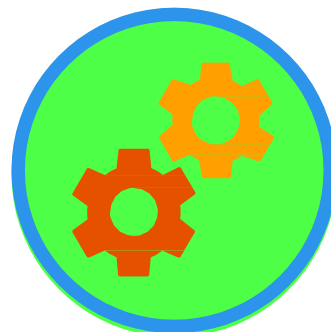
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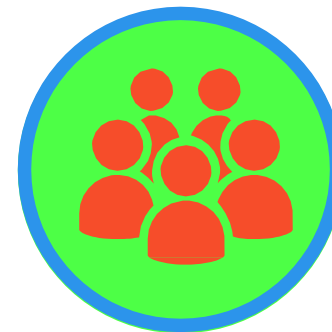
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## AGENDA ITEM #6

# COUNTY OF SAN DIEGO

## AGENDA ITEM

### BOARD OF SUPERVISORS

GREG COX  
First District

DIANNE JACOB  
Second District

KRISTIN GASPAR  
Third District

NATHAN FLETCHER  
Fourth District

JIM DESMOND  
Fifth District

**DATE:** January 28, 2020

**XX**

**TO:** Board of Supervisors

### SUBJECT

**EXTEND CONTRACT FOR PHYSICAL HEALTH SERVICES, MENTAL HEALTH MEDICATION SUPPORT AND CRISIS SERVICES, AND THE DEVELOPMENTAL SCREENING AND ENHANCEMENT PROGRAM FOR CHILD WELFARE SERVICES (DISTRICTS: ALL)**

### OVERVIEW

A.B. and Jessie Polinsky Children's Center (PCC) is a 10-Day Temporary Shelter Care Facility under the administration of the County of San Diego Health and Human Services Agency (HHS), Child Welfare Services (CWS). PCC provides various services to children ages zero through seventeen years old who are removed from their home when they can no longer safely remain with their family of origin due to abuse, neglect, sexual exploitation, or abandonment.

Under the current contract, as part of the Physical Health Services component, all children admitted to PCC receive an initial medical assessment and ongoing health services while in residence. Mental health medication support and crisis services are also provided to the residents at PCC. The Developmental Screening and Enhancement Program (DSEP) provides developmental and behavioral screening to children zero to six years of age placed at PCC, as well as children placed directly with resource families. The Wellness Team provides health education and counseling for youth in juvenile detention facilities. The current contract, Contract 549229, for the provision of these services expires on February 29, 2020 due to a 2-month extension.

On March 26, 2019 (7), the Board of Supervisors authorized the separation of the Physical Health Services and DSEP programs and the competitive solicitation for the re-procurement of these services. Authorization is requested today to extend the current contract for four months to ensure a smooth transition and avoid a disruption of services as active efforts continue to redesign services and separate the programs into two distinct contracts. This request supports the County's *Live Well San Diego* vision by supporting services that build better health, keep children safe and protected from abuse, and help them thrive through early intervention services.

### RECOMMENDATION(S)

#### CHIEF ADMINISTRATIVE OFFICER

In accordance with Board Policy A-87, Competitive Procurement, and Administrative Code Section 401, authorize the Director, Department of Purchasing and Contracting, subject to

**SUBJECT:** EXTEND CONTRACT FOR PHYSICAL HEALTH SERVICES, MENTAL HEALTH MEDICATION SUPPORT AND CRISIS SERVICES, AND THE DEVELOPMENTAL SCREENING AND ENHANCEMENT PROGRAM FOR CHILD WELFARE SERVICES (DISTRICTS: ALL)

successful negotiations and a determination of a fair and reasonable price, to amend Contract 549229 with Rady Children's Hospital-San Diego to extend the contract term through June 30, 2020 subject to the availability of funds; and to amend the contract to reflect changes to services and funding allocations, subject to the approval of the Agency Director, Health and Human Services Agency.

### **FISCAL IMPACT**

Funds for this request are included in the Fiscal Year 2019-21 Operational Plan in the Health and Human Services Agency. If approved, this request will result in additional costs and revenue of approximately \$1,915,000 in Fiscal Year 2019-20. The funding sources are Social Services Administrative Revenues and Realignment. There will be no change in net General Fund cost and no additional staff years.

### **BUSINESS IMPACT STATEMENT**

N/A

### **ADVISORY BOARD STATEMENT**

The A.B. & Jessie Polinsky Children's Center Advisory Board was informed of this Board Letter on November 26, 2019.

### **BACKGROUND**

A.B. and Jessie Polinsky Children's Center (PCC) is a 10-Day Temporary Shelter Care Facility under the administration of the County of San Diego Health and Human Services Agency (HHS), Child Welfare Services (CWS). Today's recommendations requests permission to amend contract number 549229 to extend the contract term through June 30, 2020 in order to continue to provide the following services:

#### *Physical Health Services*

Since its opening in October 1994, PCC has provided physical health services, mental health medication support, and crisis services to thousands of vulnerable children every year. Upon admission and parental or court consent, children receive an initial medical and mental health screening from contracted nursing staff and physicians. Services continue during the child's length of stay at PCC and include medical evaluation and day-to-day nursing, routine health care, immunizations, and medical treatment. Medication support and crisis intervention are provided as needed. These services ensure that health problems are prevented and identified so children can grow up healthy.

In Fiscal Year 2018-19, PCC served 1,503 children with an average daily population of 40 children. Additionally, PCC provided the following services:

- 1,387 nursing assessments including vision and hearing exams, vital checks, and overall health observations



**SUBJECT:** EXTEND CONTRACT FOR PHYSICAL HEALTH SERVICES, MENTAL HEALTH MEDICATION SUPPORT AND CRISIS SERVICES, AND THE DEVELOPMENTAL SCREENING AND ENHANCEMENT PROGRAM FOR CHILD WELFARE SERVICES (DISTRICTS: ALL)

- 355 additional follow up services with a medical doctor for attention and care for illnesses and injuries

*Developmental Screening and Enhancement Program (DSEP)*

The CWS Early Childhood Project (ECP) was implemented in the early 2000s to train social workers to recognize and address the developmental and social-emotional needs of children in foster care and provide developmental assessments, treatment, care coordination, and support for caregivers. Research has shown that a child's earliest experiences play a critical role in brain development; factors such as abuse, neglect or chronic stress, such as what is experienced in poverty, can impact behavior, learning development, and physical and mental health. However, early intervention services can change developmental trajectory and improve outcomes for children, families, and communities.

The formal DSEP in San Diego County began in November 2004, with the competitive solicitation in search for a provider that would administer the program and ensure all children in an open child welfare case ages zero to six years old receive developmental and social-emotional screenings and services needed to mitigate any gaps in development. These countywide services include:

- Developmental and social-emotional assessments for children from birth to six years old;
- Infant developmental, social, and primary caregiver relationship assessments (e.g., enhancing ability to provide for the child's developmental needs in their home with infant massage techniques);
- Annual re-screening and follow-up developmental and behavioral assessments for children from birth to five years and ten months old whose initial screening revealed no developmental or behavioral concerns;
- Expanded tracking processes to ensure each child receives the identified services (e.g., report on progress and/or newly identified developmental needs);
- Advocacy for timely enrollment in early education programs;
- Linking children and families to services, coaching, and providing support to caregivers and social workers on implementing the tips outlined in the child's Individual Care Plan; and
- Participation in Child and Family Team meetings to provide information and expertise on developmental needs and potential service recommendations.

In Fiscal Year 2018-19, DSEP provided screenings and services to 1,821 children. Of these children:

- 854 received an initial developmental and/or behavioral screening and an Individual Care Plan.
  - 487 of these children showed a developmental and/or behavioral concern that required referrals or additional services to resolve.
- 582 children received annual re-screenings to follow up on their development.

**SUBJECT:** EXTEND CONTRACT FOR PHYSICAL HEALTH SERVICES, MENTAL HEALTH MEDICATION SUPPORT AND CRISIS SERVICES, AND THE DEVELOPMENTAL SCREENING AND ENHANCEMENT PROGRAM FOR CHILD WELFARE SERVICES (DISTRICTS: ALL)

- 1,341 children received case management services from DSEP to support their development.
- 2,472 referrals were made for developmental, behavioral, early childhood education, and other services outside of DSEP to support their overall development and well-being.

The existing contract currently includes provision of physical health services, mental health medication support and crisis services, developmental and behavioral screenings, as well as a Wellness team that provides health education and counseling for youth in juvenile detention facilities. On March 26, 2019 (7), the Board of Supervisors (Board) approved to separate the physical health, mental health, medication support, and crisis services into a stand-alone contract, separate from DSEP. The design of the two separate contracts during the Request for Procurement (RFP) process, required exercising the additional six-month extension option authorized by the Board on November 5, 2013 (6).

The separation of these two critical and expansive programs required extensive collaboration to ensure that the structure of each contract maintained the type and level of services needed, with no gaps in service delivery. The current contract, inclusive of the six-month extension, was set to expire on December 31, 2019. As potential contractors may choose to apply for both Physical Health and DSEP services, it was determined that the procurements should be released separate of one another with sufficient time between proposal due dates. Additionally, for procurements of this size and complexity it is important to provide contractors with enough time to complete a thorough and complete proposal. A subsequent two-month extension through February 29, 2020 was authorized pursuant to Administrative Code Section 401(b)(4) to support the continued work and efforts to ensure a fair RFP process. The current two-month extension expires on February 29, 2020. Today's action requests the Board to authorize an additional four-month extension to allow for the completion of both RFP processes and to ensure a smooth transition and avoid a disruption of current services.

#### **LINKAGE TO THE COUNTY OF SAN DIEGO STRATEGIC PLAN**

Today's proposed action supports the Building Better Health and Living Safely initiatives in the County of San Diego's 2019-24 Strategic Plan, as well as the County of San Diego's *Live Well San Diego* vision by providing ongoing comprehensive physical, mental health, and developmental services that ensure that vulnerable children at PCC are healthy, safe, thriving, and receiving services supporting children and family well-being.

Respectfully submitted,

USE "INSERT PICTURE"  
FUNCTION TO INSERT  
SIGNATURE

HELEN N. ROBBINS-MEYER  
Chief Administrative Officer

**SUBJECT:** EXTEND CONTRACT FOR PHYSICAL HEALTH SERVICES, MENTAL HEALTH MEDICATION SUPPORT AND CRISIS SERVICES, AND THE DEVELOPMENTAL SCREENING AND ENHANCEMENT PROGRAM FOR CHILD WELFARE SERVICES (DISTRICTS: ALL)

**ATTACHMENT(S)**

N/A

DRAFT

**SUBJECT:** EXTEND CONTRACT FOR PHYSICAL HEALTH SERVICES, MENTAL HEALTH MEDICATION SUPPORT AND CRISIS SERVICES, AND THE DEVELOPMENTAL SCREENING AND ENHANCEMENT PROGRAM FOR CHILD WELFARE SERVICES (DISTRICTS: ALL)

**AGENDA ITEM INFORMATION SHEET**

**REQUIRES FOUR VOTES:** ☐ Yes ☒ No

**WRITTEN DISCLOSURE PER COUNTY CHARTER SECTION 1000.1 REQUIRED**

☐ Yes ☒ No

**PREVIOUS RELEVANT BOARD ACTIONS:**

March 26, 2019 (7), authorized issuance of a competitive solicitation for physical health, mental health medication support, and crisis services, including the Developmental Screening and Enhancement Program (DSEP) that provides developmental and behavioral screenings for children birth to six years at PCC; November 5, 2013 (6), authorized competitive solicitations for physical health services, mental health medication support and crisis services, and the developmental screening and enhancement program for Child Welfare Services; June 26, 2012 (13), extended DSEP services for two years; February 10, 2009 (6), amended contract with Rady Children's Hospital and established appropriations; December 12, 2006 (7), authorized negotiations for mental health medication support and crisis services for PCC with Rady Children's Hospital; July 13, 2004 (12), obtained authorization to seek grant funding to augment CWS programs; October 7, 2003 (3), authorized issuance of a competitive solicitation for physical health services at PCC; January 12, 1999 (22), approved Request for Proposals for physical health services at PCC; May 13, 1997 (2), approved sole source contract with Children's Hospital and Health Center to provide physical health services at PCC; September 27, 1994 (4), approved consortium to provide physical health services at PCC; June 21, 1994 (16), authorized Request for Proposals for physical health services at PCC.

**BOARD POLICIES APPLICABLE:**

A-87 – Competitive Procurements

**BOARD POLICY STATEMENTS:**

N/A

**MANDATORY COMPLIANCE:**

N/A

**ORACLE AWARD NUMBER(S) AND CONTRACT AND/OR REQUISITION NUMBER(S):**

Contract Number 549229

**ORIGINATING DEPARTMENT:** Health and Human Services Agency

**OTHER CONCURRENCE(S):** Department of Purchasing and Contracting

**SUBJECT:** EXTEND CONTRACT FOR PHYSICAL HEALTH SERVICES, MENTAL HEALTH MEDICATION SUPPORT AND CRISIS SERVICES, AND THE DEVELOPMENTAL SCREENING AND ENHANCEMENT PROGRAM FOR CHILD WELFARE SERVICES (DISTRICTS: ALL)

**CONTACT PERSON(S):**

Kimberly Giardina

Name

858-616-5815

Phone

Kimberly.Giardina@sdcounty.ca.gov

E-mail

Margo Fudge

Name

858-616-5989

Phone

Margo.Fudge@sdcounty.ca.gov

E-mail

## AGENDA ITEM #7

Liz Harris joined NCCD as a senior researcher in 2017. She began her career in 1994 in nonprofit development, public relations, and strategic planning. In 2002, she joined the Community and Economic Development unit for the City of Alameda, California, where she was responsible for conducting and analyzing community needs assessments to inform the city's allocation of community development funding. She later worked for five years with the City and County of San Francisco's child welfare department as a senior data/research analyst. In that role, she helped lead an initiative to coach and support supervisors, managers, and executives in using data to plan, implement, and evaluate child welfare practice strategies and programs. She also did research on a range of child welfare topics.

In her current position, Dr. Harris has served as the principal investigator for the Title IV-E Waiver Demonstration Project and currently leads three research evaluations in San Diego. She has also consulted and conducted research studies for the Bureau of Children's Justice with the California Department of Justice. Dr. Harris has published book chapters and academic articles about contemporary issues facing families in *The Journal of Research in Gender Studies*, *Social Science Quarterly*, and *Sociology Compass*.

Dr. Harris holds a PhD in sociology, with an emphasis on families and education, from Washington State University.





NCCD | National Council on  
Crime & Delinquency

# Title IV-E Waiver Demonstration Project

Elizabeth Harris, PhD, Principal Investigator

# Fiscal Structure of the Waiver: 2014–2019

Provides capped federal allocations to participating jurisdictions based on historic caseloads

Allows jurisdictions to spend federal allocations on promising strategies to reduce the foster care population

Uses savings from reductions in foster care population to improve the quality of services to children and families

# State Requirements to Participate



Adoption of safety-organized practice (SOP)

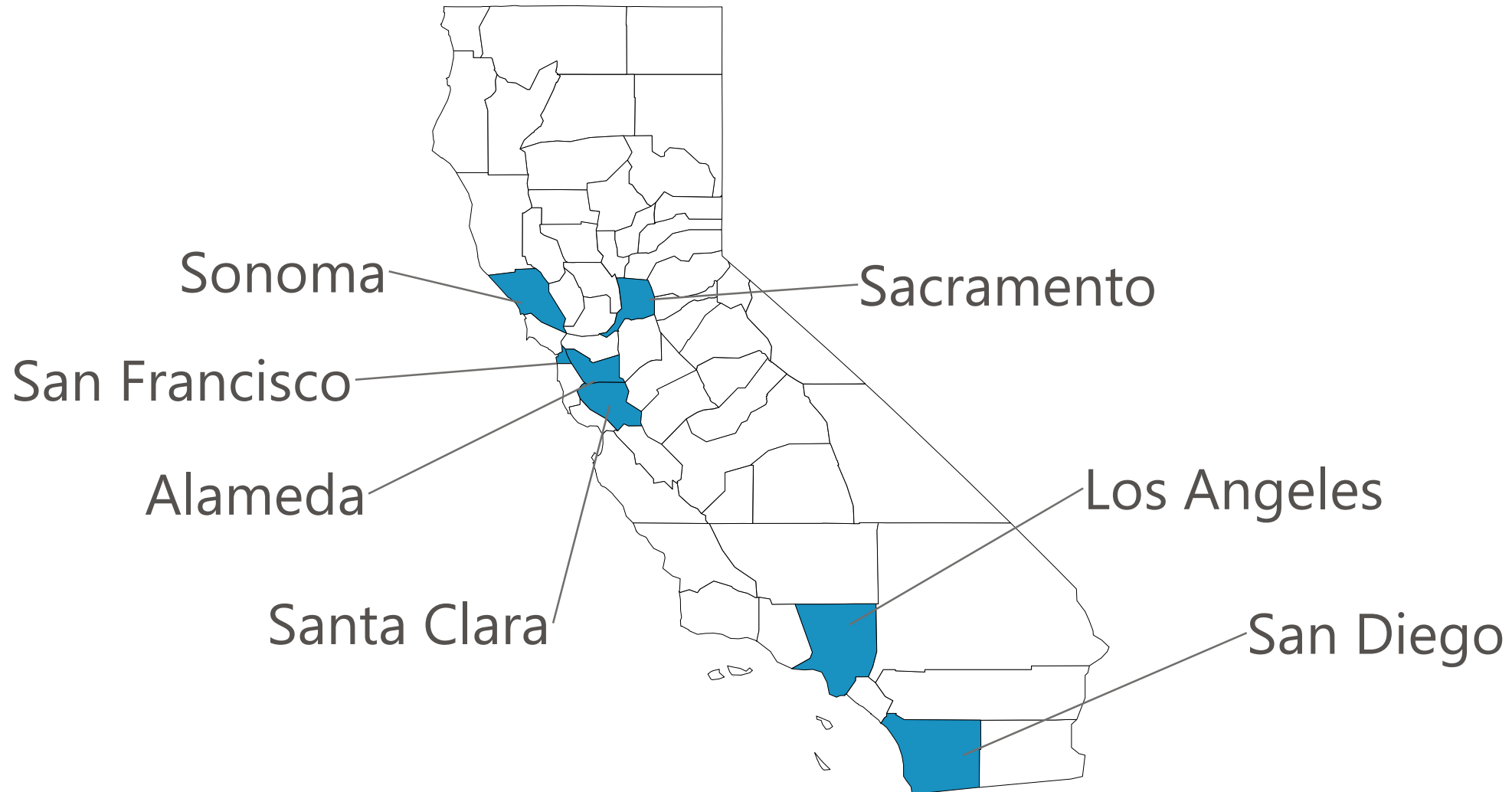


Expansion of wraparound



Support other investments that could reduce foster care populations while improving safety

# Participating Counties in California





# General Results

- Each county **invested funding differently.**
- Each county used their **own fidelity strategy** to monitor implementation of SOP and other promising approaches to reducing use of foster care.
- **Outcomes varied widely** from county to county.

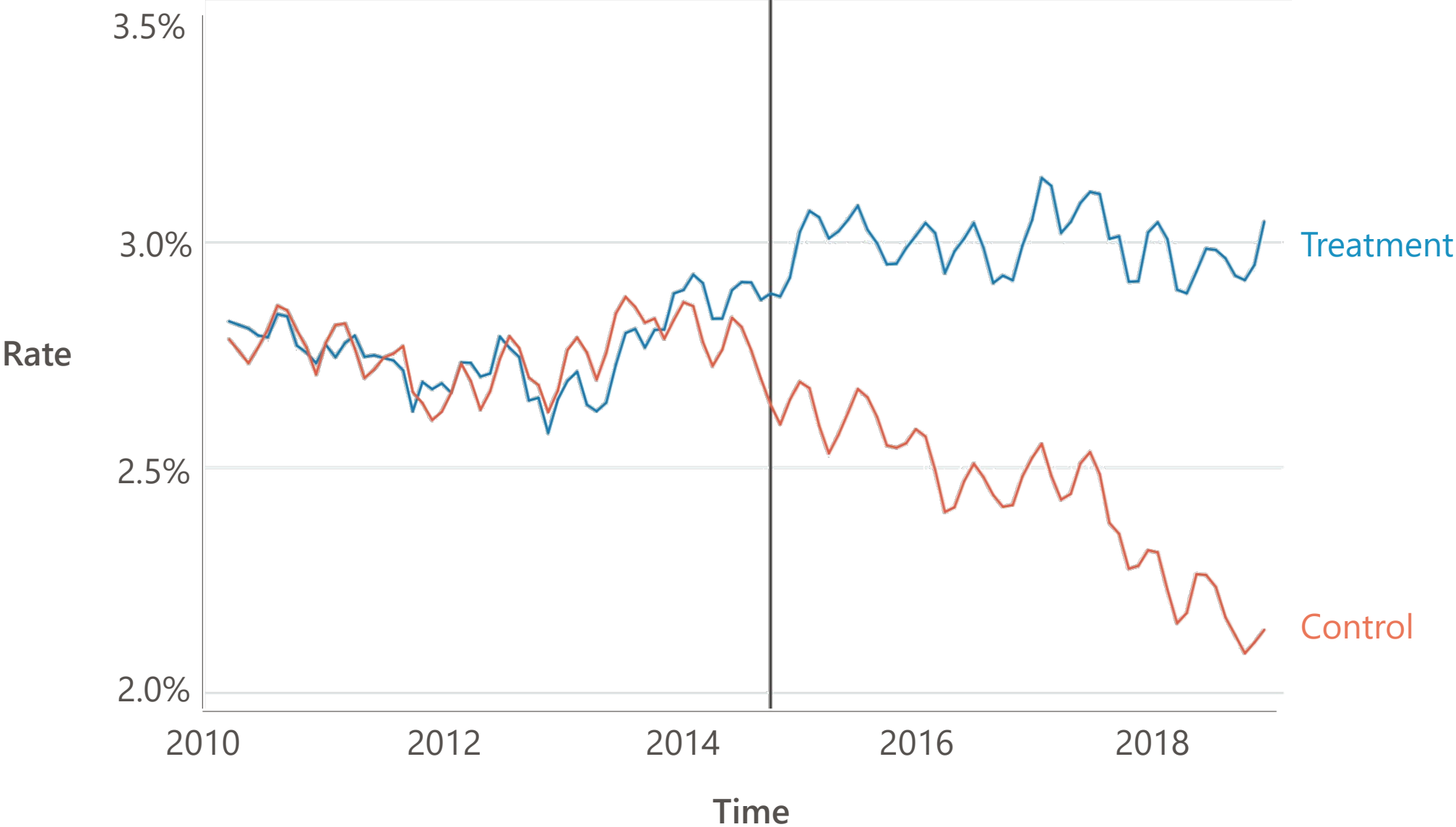


# County of San Diego Results

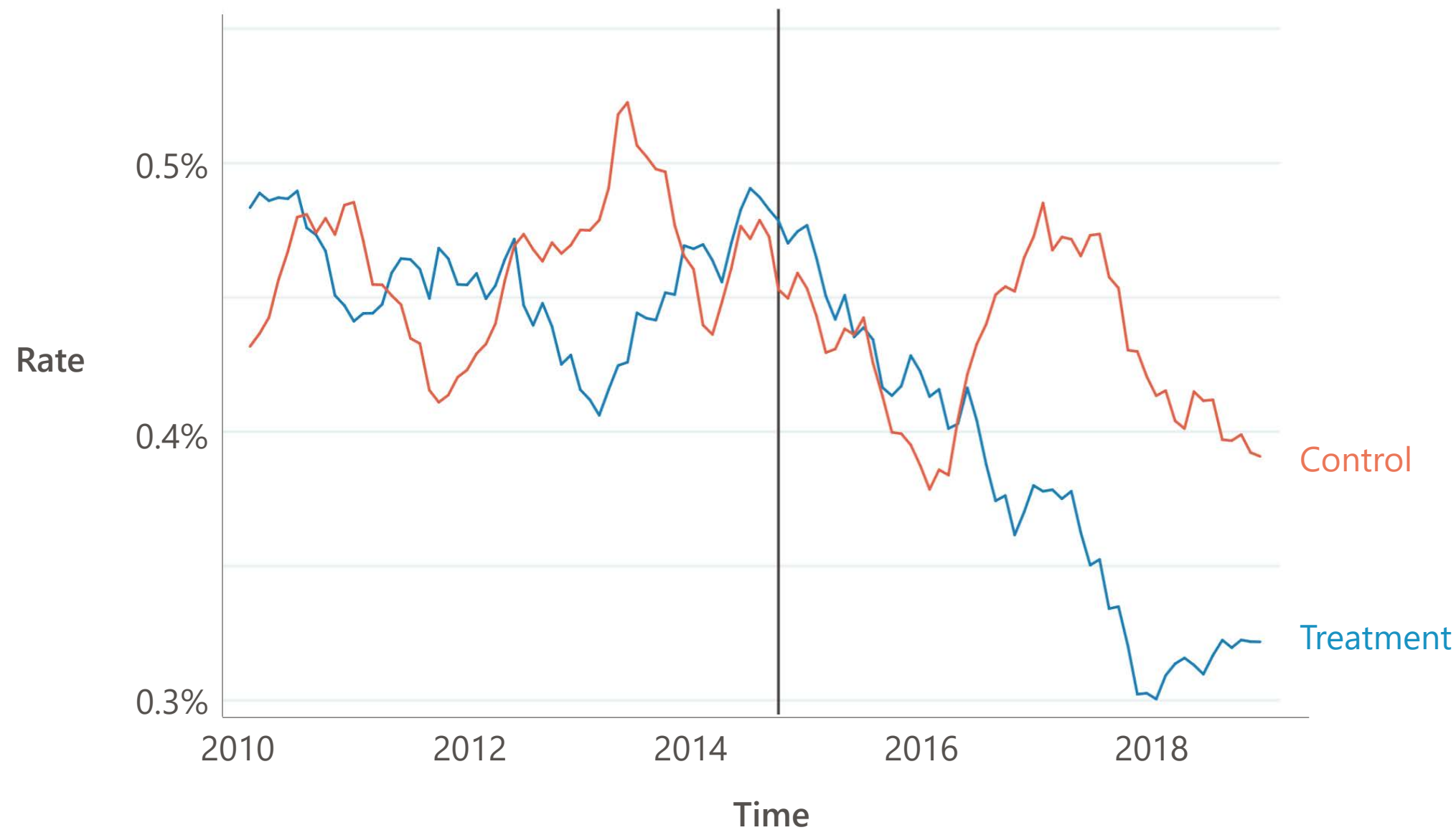
Of all participating counties, San Diego had the most positive results. In the qualitative portions of the study, San Diego also stood out for its careful fiscal planning and focus on fidelity.



# More Reinvestigations



# Fewer Follow-Up Substantiations

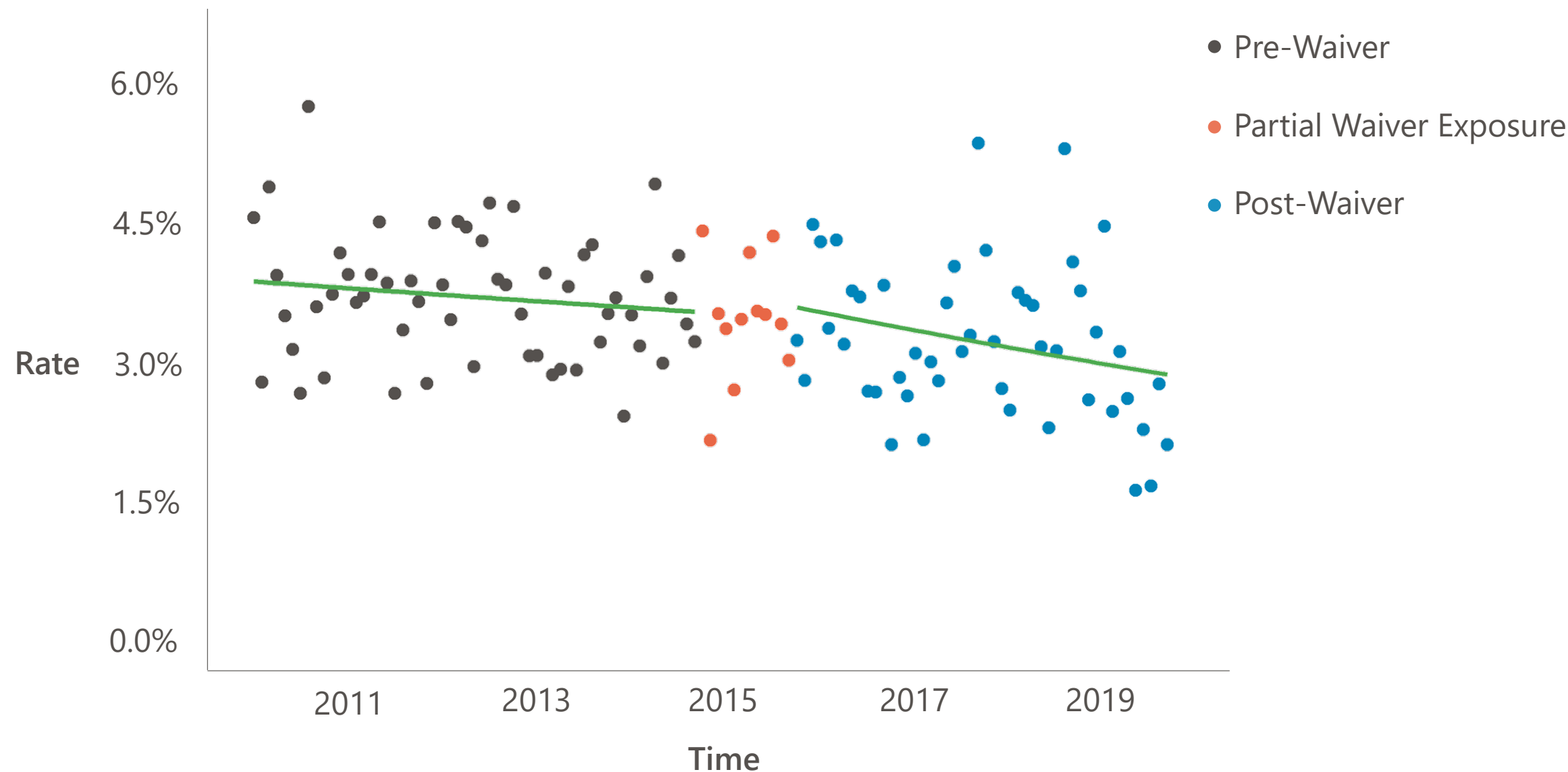




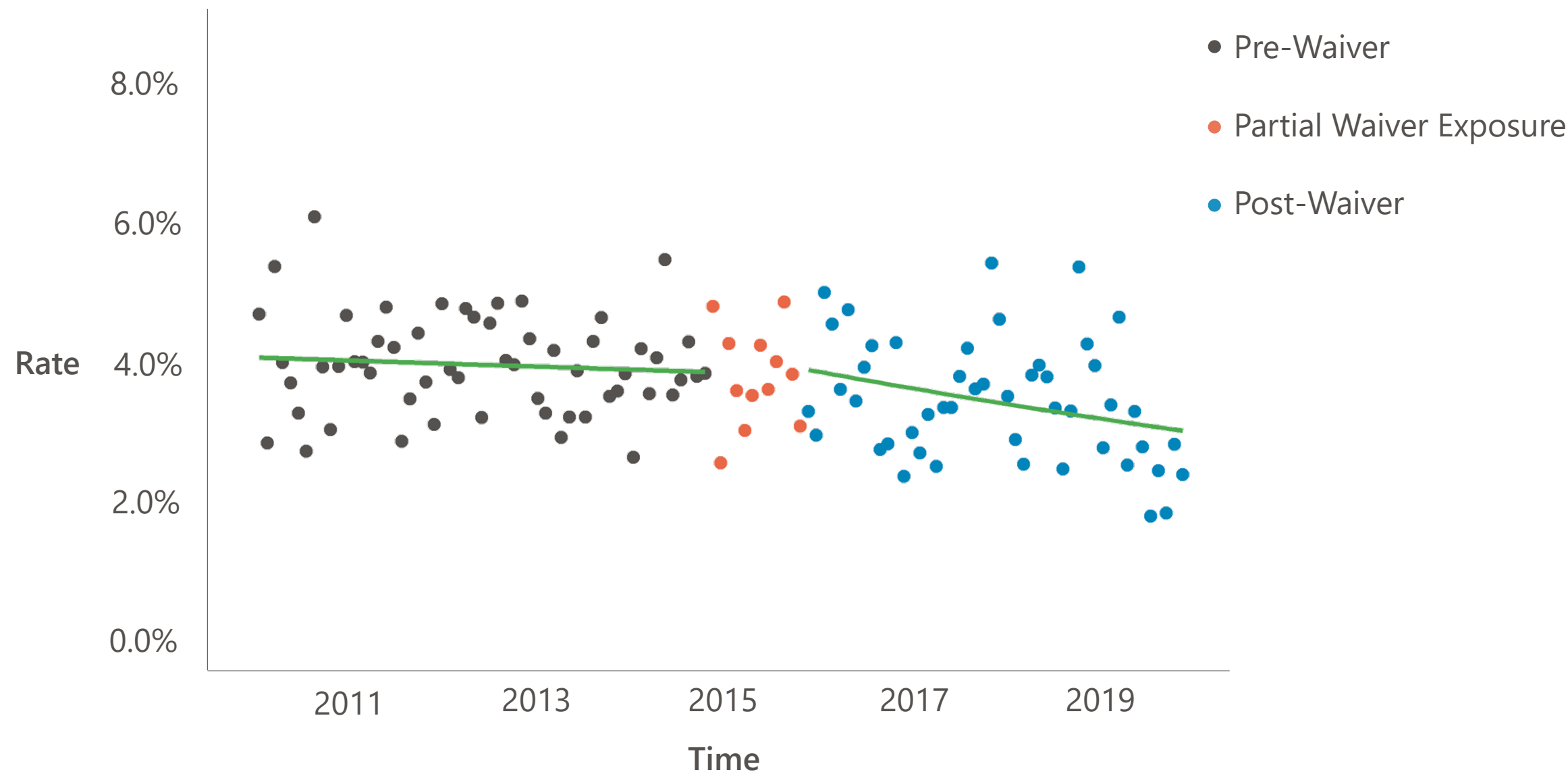
# Fewer Children Are Removed From Their Homes



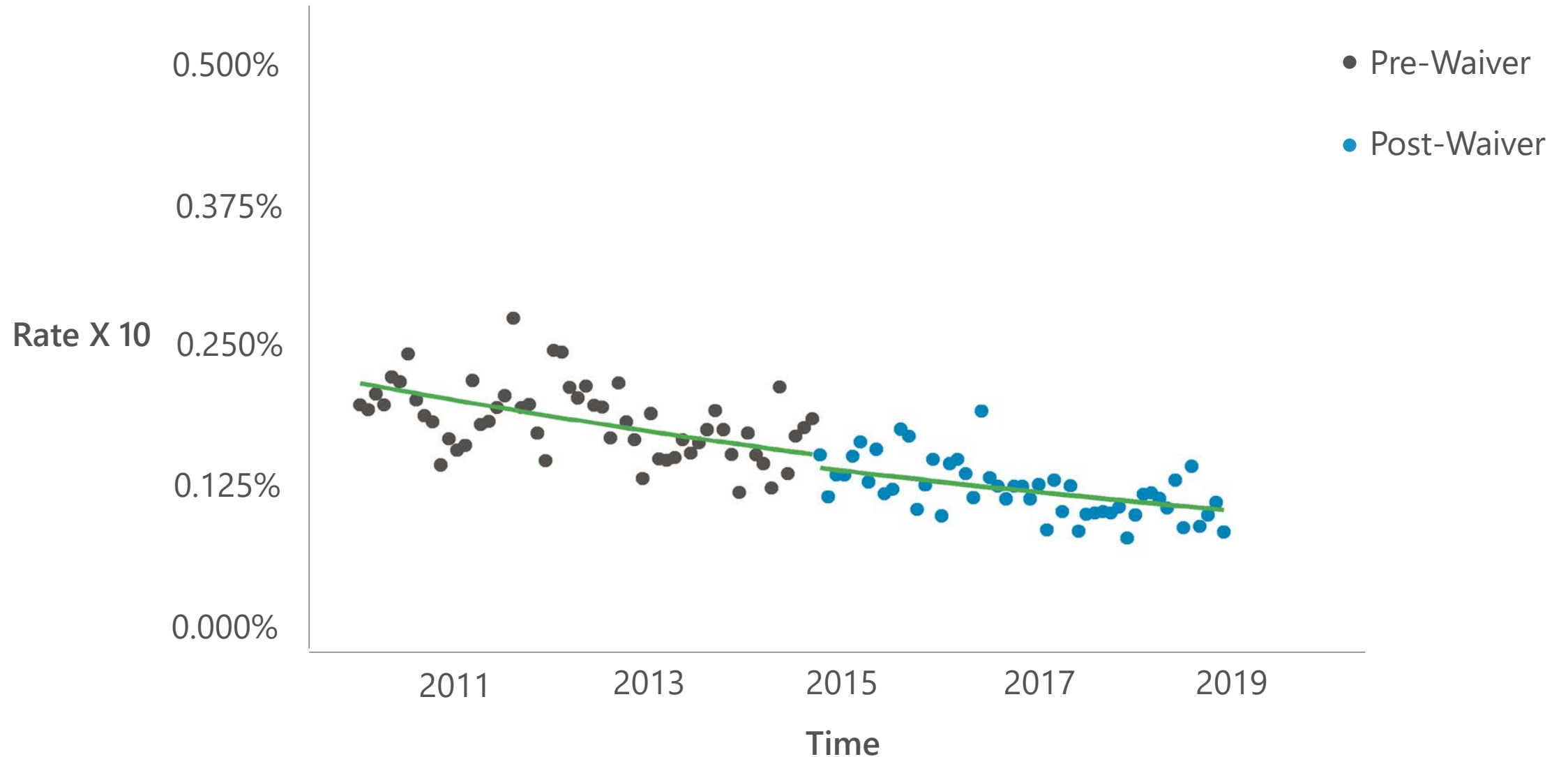
# No Effect on Reunification Within 365 Days



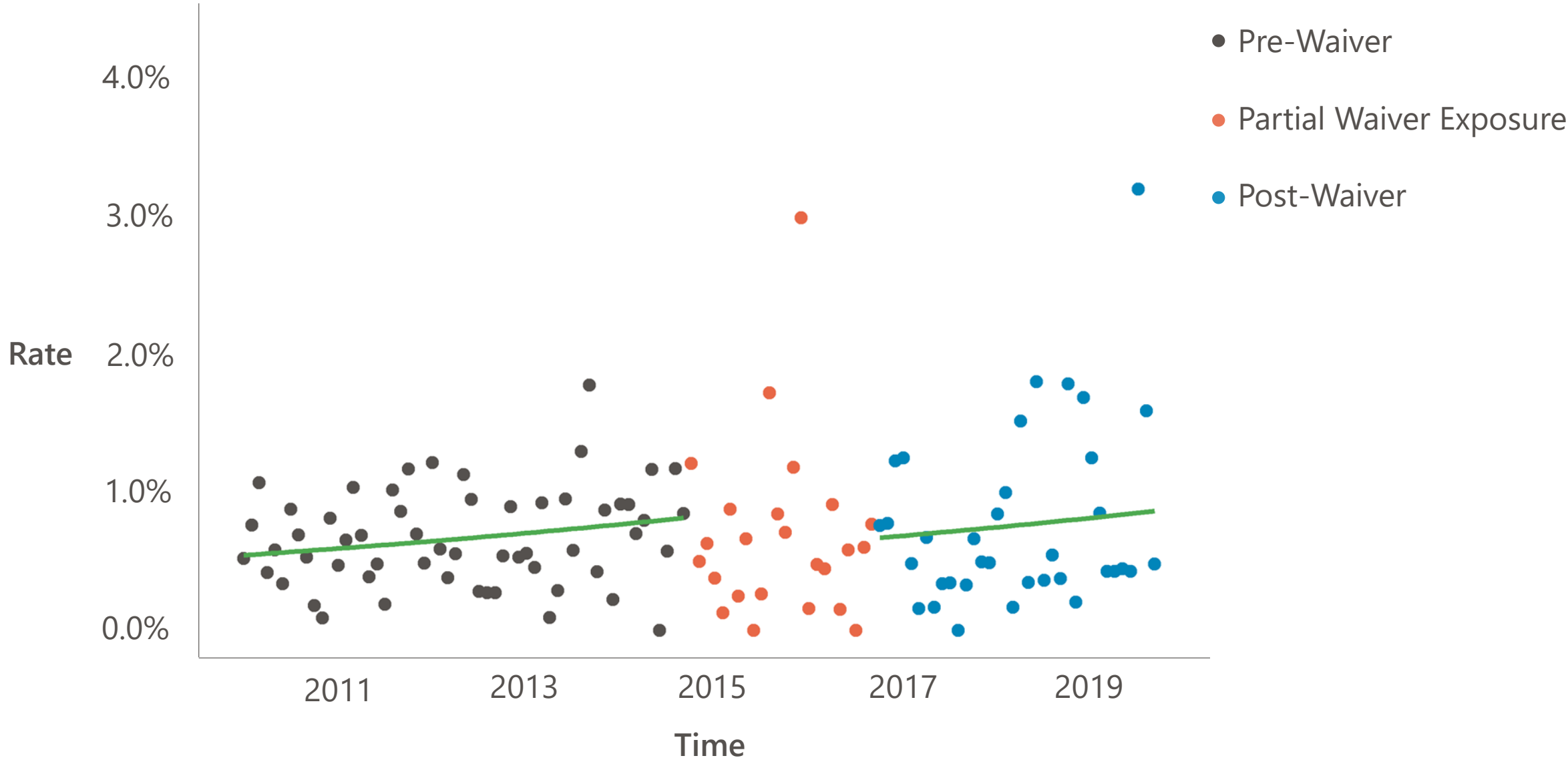
# No Effect on Permanency Within 365 Days



# Foster Care Entries as Percentage of Total Population Improved, but Not Due to Waiver



# No Marked Change in Foster Care Re-Entries



# Optional Interventions



- Permanent Connections
- Family Visit Coaching

# Permanent Connections

- Designed to increase relational permanency
- Intended to increase placements and permanency with relatives
- No measurable effect on either placements or legal permanency





# Family Visit Coaching



Designed to  
improve parenting  
skills, with long-  
term goal of  
improving  
reunification



# Better Parenting

Words and tone directed at child are positive, with praise and encouragement

↑ 44%

Communication between parent and child is responsive and reciprocal

↑ 52%

Parent facilitates reading/literacy activities with child

↑ 29%

Parent expresses realistic, age-appropriate expectations

↑ 55%

Child management plan consistently applied for the purpose of teaching child self-control

↑ 44%

Parent follows child management plan (non-physical—does not rely on infliction of physical pain to control behavior)

↑ 18%

Uses positive words and tone in child management

↑ 40%

Interactive, positive, enjoyable participation between parent and child

↑ 47%

Parent uses appropriate methods of teaching child new skills

↑ 53%

Expands on child's activities to encourage development

↑ 51%

Parent reads and responds appropriately to child's cues

↑ 58%

Positive interaction is apparent

↑ 40%

Parent displays empathy—identifies with and cares about child's feelings

↑ 38%

Parent describes child in positive terms, sees behavior as normal, responds positively to praise of child offered by visitor

↑ 43%

Environment is safe


↑ 33%

# Engagement



*"I think **I pay attention to them more.** I'm not just trying to be in the bathroom getting high. They don't miss school. **They always go to school now.** They don't miss appointments. **I take them to their appointments.** I actually get things done now."*  
—Alondra



A close-up photograph of a woman with long, dark, wavy hair smiling warmly as a young child with curly hair kisses her on the cheek. The woman is wearing a green textured sweater and gold hoop earrings. The child is wearing a light blue shirt. The background is a soft-focus green, suggesting an outdoor setting.

***"We call every day in the morning and at night. I get so happy when I'm around him." —Jennifer***

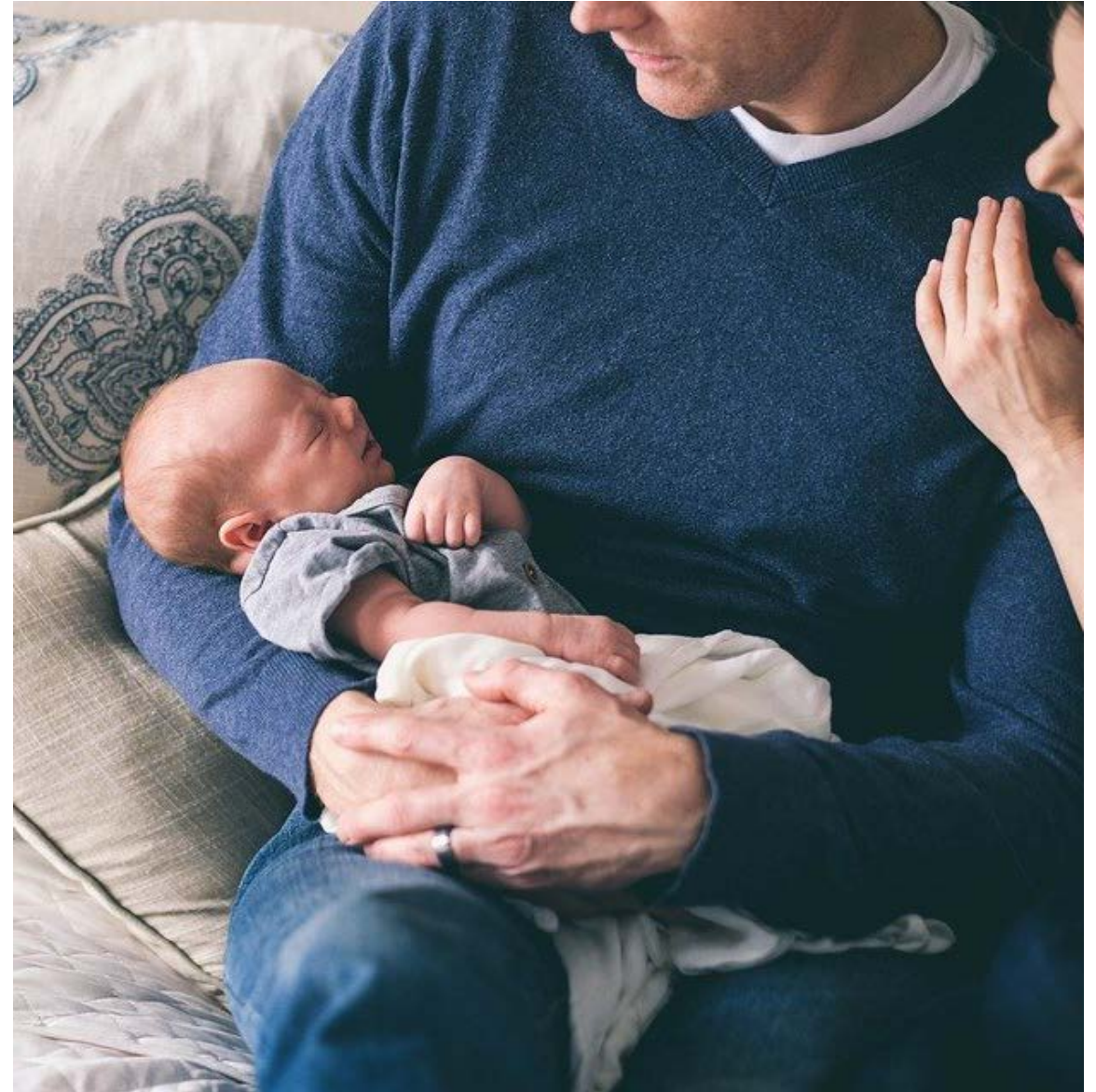
# Reading Children's Cues



*"She won't cry that much. I know how to feed her or to play. **I know what her cues are.** I know when she's crying or when she's this, and she's like, '**What is it that she wants?**' The visiting coach helped me. Like, 'Okay, to figure out what is she crying about.'"*  
—Angelina



***“Well she taught me a lot of things like how to sing to the baby, certain ways, techniques, how to put the baby to sleep. How to ease them. **How to communicate with them.** And she was nice. And she taught me a lot about the baby's cues.” —Lucas***

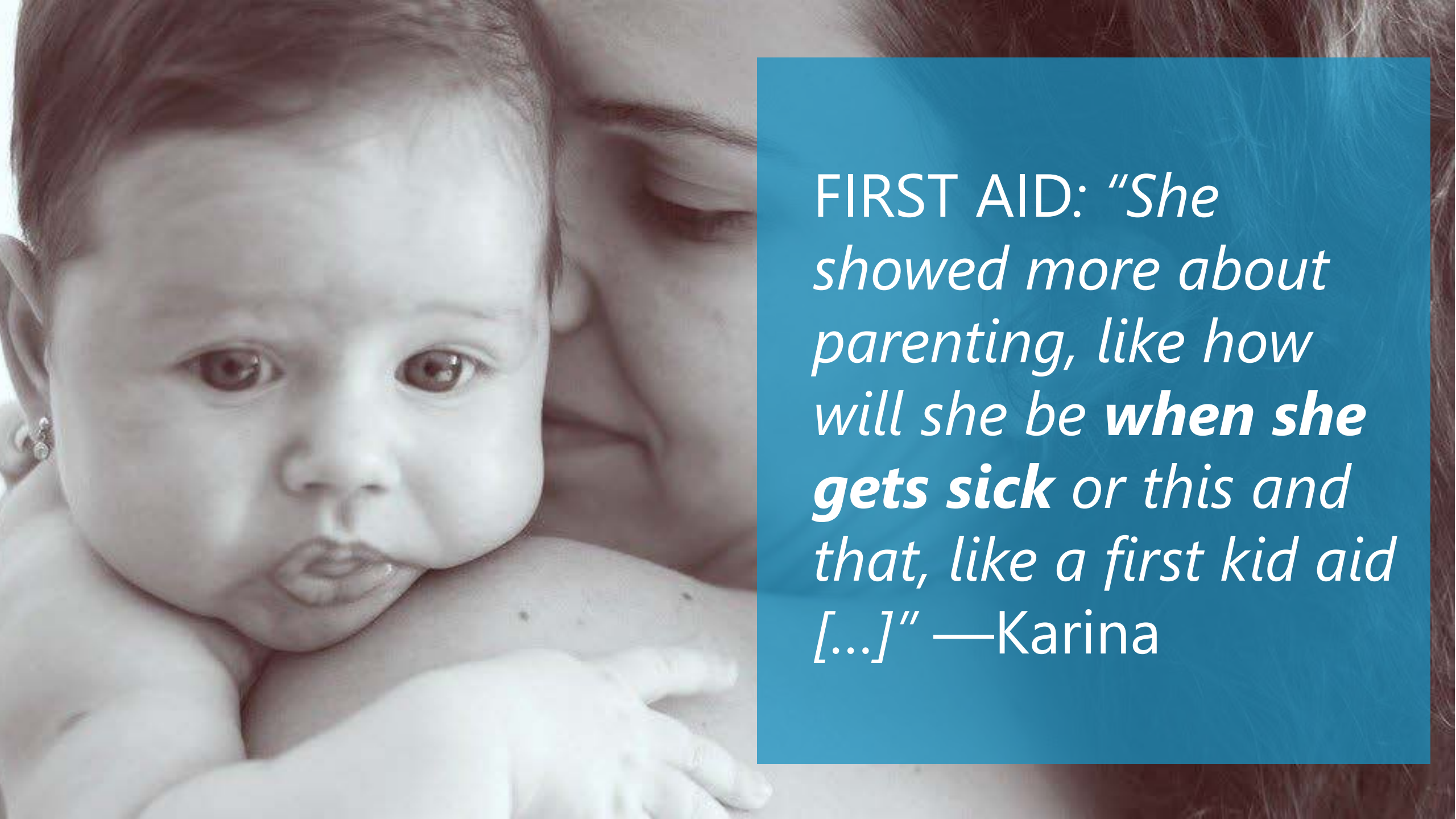


# Other Parenting Skills



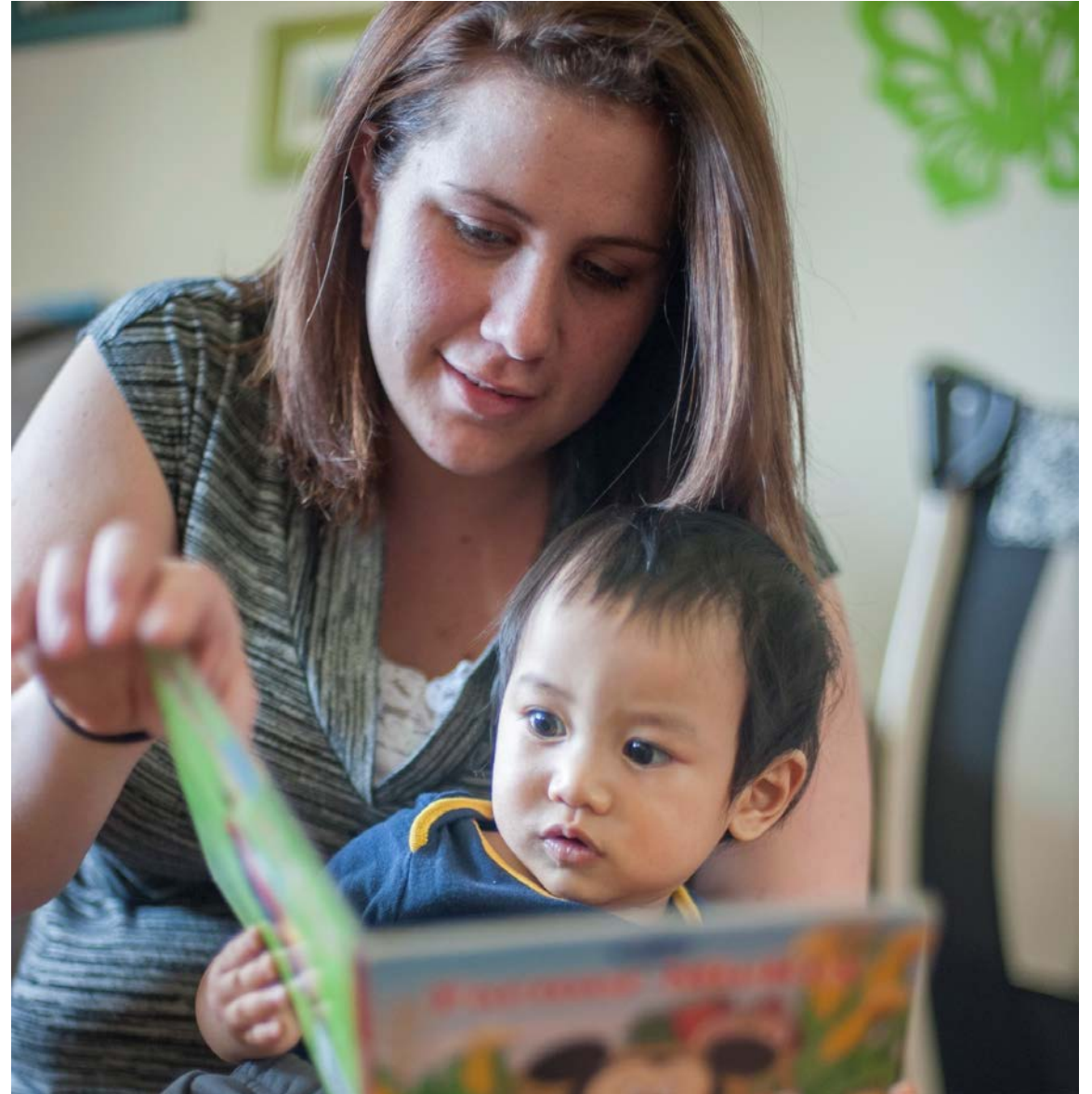
INFANT CARE: *"Yeah. She helped me with a lot of skills. [...] She **helped me by** coming to my house, **teaching me all the essential skills required to take care of a child.** She taught me things like **how to hold the baby** correctly, how to **make the bottle**, how to **change diapers**, how to **clean**. She taught me a lot of stuff. She was good."*  
—Lucas





FIRST AID: *"She showed more about parenting, like how will she be **when she gets sick** or this and that, like a first kid aid [...]" —Karina*

READING BOOKS:  
*"Like **start**  
**reading books** to  
them. She taught  
me that. **I did not**  
**use to read books**  
**to them.**" —Erika*





LIMITING SCREEN  
TIME: *"Yeah. Sesame  
Street. Or Mickey  
Mouse. [...] Only for  
a little bit because I  
would not like her  
to get used to only  
television."*

—Karina



# *Thank you!*

For more information, contact Elizabeth Harris at  
[eharris@nccdglobal.org](mailto:eharris@nccdglobal.org)  
or (800) 306-6223.

## **COMMUNICATIONS RECEIVED**

The following are any public communications directed to the Child and Family Strengthening Advisory Board regarding matters not specific to an item on the Advisory Board's noticed agenda. Such public communications may be received by members of the Advisory Board but are not subject to Board action or discussion outside of a noticed agenda item.

- January 3, 2020 letter from Nancy Gannon Hornberger, President and Chief Executive Officer, SAY San Diego

*Encl.*



January 3, 2020

The Honorable Greg Cox  
The Honorable Nathan Fletcher  
c/o Sandra McBrayer, Advisory Board Facilitator  
The Children's Initiative  
3625 Ruffin Road, Ste. 100  
San Diego, CA 92123  
*Sent by email to: cislm@theci.org*

**Dear Supervisors Cox and Fletcher, and Members of the Child and Family Strengthening Advisory Board of San Diego County,**

It was brought to my attention that misinformation regarding SAY San Diego was stated at the Child and Family Strengthening Advisory Board meeting, held November 22, 2019, during public comment, and then in a follow-up statement by an Advisory Board member. I am writing in good faith to provide a correction. I see the Board's diversity of thought and perspectives as positive and firmly believe that by increasing our understanding of resources and challenges, strengths and limitations, our work together on behalf of children and families can and will improve. We need an all-hands-on-deck approach.

Although I was not present, a SAY San Diego staff program director and others who were present on November 22 reported to me that SAY San Diego was singled out in the meeting for criticism related to our workforce composition. As you know, SAY San Diego has been entrusted by the County and community to conduct urgent and vital work for the Child Welfare Services Agency, Probation Department and First 5 Commission, among others, for many years.

SAY San Diego has a long and successful history of engaging and empowering vulnerable and diverse families. We believe that a strong sense of belonging and being understood, culturally, are essential to reduce barriers and facilitate progress for all families in the programs we conduct in partnership with the County and the California Office of Child Abuse Prevention, including First 5 First Steps, Community Services to Families, Economic Empowerment and Project KEEP. These programs are designed to strengthen children and families, reunify families, prevent and reduce out of home placements safely, and add stability to kinship and resource family placements.

In keeping with the Advisory Board's discussion on Nov. 22, SAY San Diego shares the goal of eliminating racial disparities for African American children and families, Native American children and families, and children and families who identify as having more than one race – as well as all children and families of color. The data provided at the meeting underscore the urgency of need to do so.

Regrettably, misleading statements in the meeting suggested that SAY San Diego has "no black workers" and may not be suited to work effectively with African American families. Our workforce demographics are an open book and publicly reported; SAY San Diego's workforce is large and diverse, currently numbering more than 390 employees. We exercise equity, diversity and inclusion in hiring, leadership development and client centered services. We also partner and subcontract with culturally-specific community organizations throughout these and other programs to reduce barriers, facilitate trust and support engagement.





The following is a current breakdown of our staff and board members who identify as African American:

- 10% of all employees.
- 8% of all program directors.
- 29% of the Board of Directors (including our Board President).

Additional information on the organization's overall workforce composition by race/ethnicity may be found on GuideStar: <https://www.guidestar.org/profile/23-7107958>

As a more focused snapshot of our current workforce for the early home visiting and child welfare related programs mentioned above:

- 67% Hispanic/Latinx
- 13% Asian and Pacific Islander
- 9% African American
- 8% More than one race
- 3% White

Across these early home visiting and child welfare related programs, SAY San Diego engaged and successfully worked with 1,169 families last year who reported their race and ethnicity as follows:

- 53% Hispanic/Latinx
- 5% Asian and Pacific Islander
- 12% African American
- 2% More than one race
- 19% White
- 7% Other
- 0.5% Native American and Native Alaskan
- 1.5% Declined to report/Unknown

SAY San Diego has helped to shape, resource and implement these prevention and early intervention programs over many years, with community partners, and positive client outcomes. We track and learn from client data. Key client outcomes last year include:

**First 5 First Steps:** 94% of parents demonstrate new knowledge and skills to increase protective factors, manage stress, and mitigate risk factors for their children (prenatal to age 3) and their families.

**Community Services for Families:** 99% of families reported they were satisfied that the program assisted them in strengthening and preserving their family unit and keeping their children at home.

**Economic Empowerment:** 95% of families increased personal financial management skills and resources, as well as decreased financial stress, thereby mitigating risk factors.

**Project KEEPP:** 98% of kinship/resource parents with new placements (ages 5-18 years) found the program to be very useful/quite useful to manage stress, learn new parenting strategies and increase placement stability.

Please let me know if you have any questions or I can be of help in the shared goal of preventing and reducing disparities. Before coming to San Diego in 2013, I worked with Congress, states and federal



agencies on these issues and led elimination of racial and ethnic disparities policy and system reform efforts while executive director of the Coalition for Juvenile Justice, in partnership with the Child Welfare League of America and the Annie E. Casey Foundation. Since being here at SAY San Diego, I have participated with the state Child Welfare Council, local work of the Clinton Foundation, training and system improvement efforts with County Probation, the Children's Initiative and the Georgetown Center for Juvenile Justice Reform, as well as other system and practice improvement initiatives. SAY staff members and directors are actively involved in the Advisory Board's efforts, both at your full meetings and in the subcommittees, and generous in sharing knowledge and information across all system improvement efforts.

You may reach me at [nancy@saysandiego.org](mailto:nancy@saysandiego.org) and 858-715-2410.  
My best regards and many thanks,

Nancy Gannon Hornberger  
President and Chief Executive Officer