

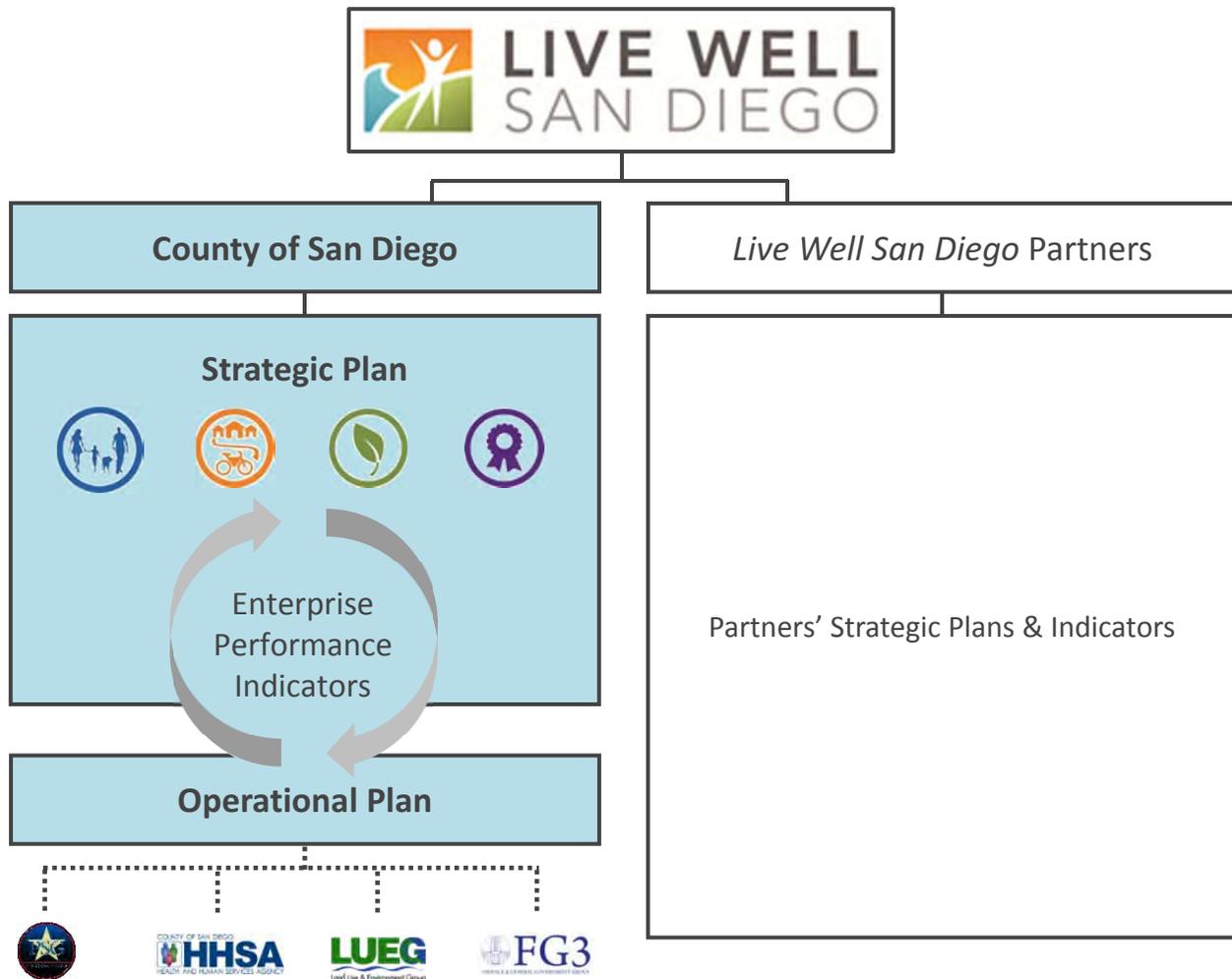


# Enterprise Performance Indicators

## Background

The County of San Diego (“County”) is continuously improving its strategic planning processes. Starting in 2015, the County’s Strategic Plan was updated to include Audacious Visions and Enterprise Wide Goals. To further enhance the alignment with the Operational Plan, the Strategic Plan was revised in the following year. In 2017, Enterprise Performance Indicators (EPIs) were developed to measure the County’s success in achieving the Audacious Vision and capture regional contributions.

All of this comes together graphically in the diagram below. At the top is *Live Well San Diego*, a vision for a region that is Building Better Health, Living Safely and Thriving. The County along with the *Live Well San Diego* partners work collectively to contribute to this vision. At the County, the Strategic Plan is a roadmap for achieving the vision, and the EPIs will measure the progress and collective impact of business groups on the Strategic Plan. The Operational Plan supports the strategic planning process, and all the business groups contribute to the Operational Plan with measures that connect all the way to the Strategic Plan and EPIs.



Performance Indicators

Enterprise Performance Indicators (EPIs) are intended to measure the County’s progress toward the Audacious Visions set in the County’s Strategic Plan. The EPIs demonstrate both how the County specifically is performing, and how multiple individuals, organizations, and governments are coming together to create a collective impact. These outcome-based measures are divided into the four Strategic Initiatives, and the definitions for the EPIs follow below. For additional information, please visit: <https://data.sandiegocounty.gov/performance>.

Building Better Health (BBH)

- **Life Expectancy:** Average number of years a baby born today is expected to live in the San Diego Region
- **Healthy Independence:** Percentage of the population sufficiently healthy to live independently (not including those who reside in nursing homes or other institutions) in the San Diego Region

Living Safely (LS)

- **Crime Rate:** Crimes per 1,000 people (including violent and property crimes) in the San Diego Region
- **Accidental Death:** Number and rate per 100,000 of deaths through motor vehicle deaths, drug overdoses, falls, drownings and all other accidents each year in the San Diego Region
- **Household Disaster Preparedness\*:** Percent of households that have taken significant preparedness steps in the San Diego Region
- **All Children, Youth and Older Adults are Protected from Abuse\*:** Analysis for this indicator is still under development

Sustainable Environments/Thriving (SE/T)

- **Transportation\*:** Access to quality roads, walkable community, and public transit
- **Access to Community Spaces:** Percent of households that have adequate access to community space in the San Diego Region
- **Air Quality:** Percent of days air quality rated as healthy in the San Diego Region
- **Open Space Preservation:** Number of acres of open space preserved in the San Diego Region
- **Housing Affordability:** Percent of the population spending less than a third of household income on housing in the San Diego Region
- **Unemployment Rate:** Percent of the total labor force that is unemployed (ages 16 and over) in the San Diego Region
- **Consumer Assurance\*:** Confidence in timely, accurate, and quality delivery of goods and services in the San Diego Region
- **Volunteerism & Community Participation\*:** Analysis for this indicator is still under development

Operational Excellence (OE)

- **Customer Service:** Average rating on responses received to Countywide customer service survey
- **Fiscal Stability as measured by the County’s Credit Rating:** Assessment of the County’s creditworthiness in general terms
- **Employee Engagement\*:** Average rating on responses received to Countywide employee engagement survey

*\*Indicators that are still in development*



AGENDA ITEM #7



# COUNTY OF SAN DIEGO HHSA CWS

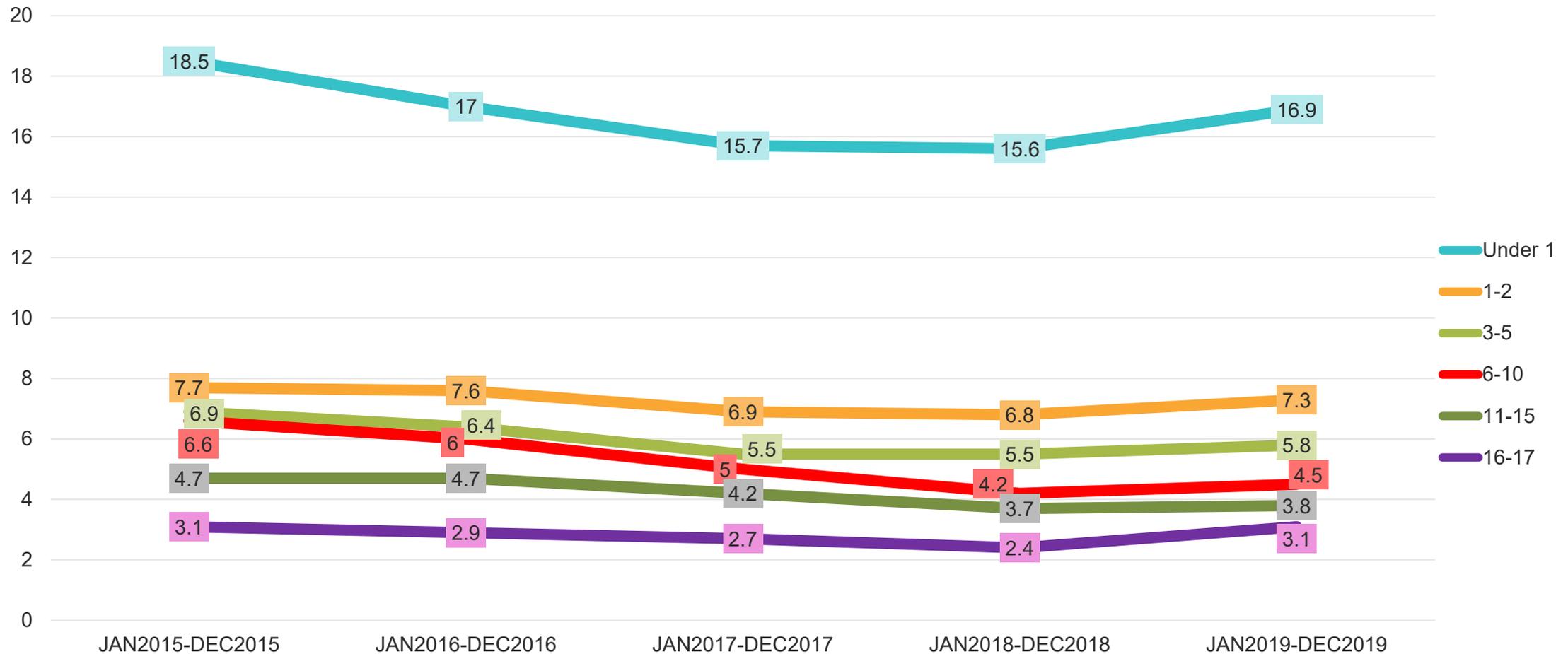
*Child and Family Strengthening Advisory Board*



# RATE OF SUBSTANTIATED MALTREATMENT BY AGE



5 Year Trend Rate of Substantiated Maltreatment for SD County – by Age  
Incidence per 1,000 Children



# RATE OF SUBSTANTIATED MALTREATMENT BY AGE (CONT'D)



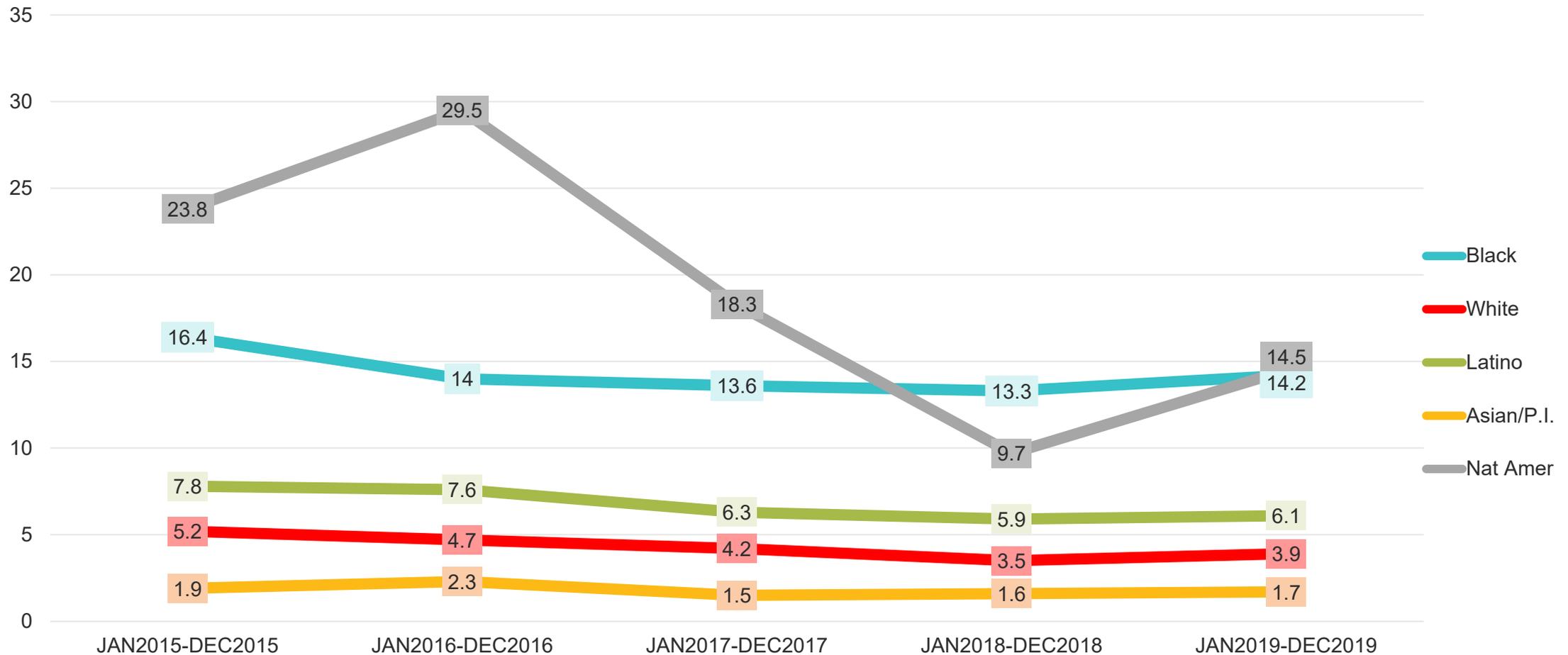
5 Year Trend Rate of Substantiated Maltreatment for SD County – by Age  
Incidence per 1,000 Children

Age	JAN2015-DEC2015	JAN2016-DEC2016	JAN2017-DEC2017	JAN2018-DEC2018	JAN2019-DEC2019
Under 1	18.5	17	15.7	15.6	16.9
1-2	7.7	7.6	6.9	6.8	7.3
3-5	6.9	6.4	5.5	5.5	5.8
6-10	6.6	6	5	4.2	4.5
11-15	4.7	4.7	4.2	3.7	3.8
16-17	3.1	2.9	2.7	2.4	3.1
Total	6.6	6.2	5.4	5	5.3

# RATE OF SUBSTANTIATED MALTREATMENT BY ETHNICITY



5 Year Trend Rate of Substantiated Maltreatment for SD County – by Ethnicity  
Incidence per 1,000 Children



# RATE OF SUBSTANTIATED MALTREATMENT BY ETHNICITY (CONT'D)



5 Year Trend Rate of Substantiated Maltreatment for SD County – by Ethnicity  
Incidence per 1,000 Children

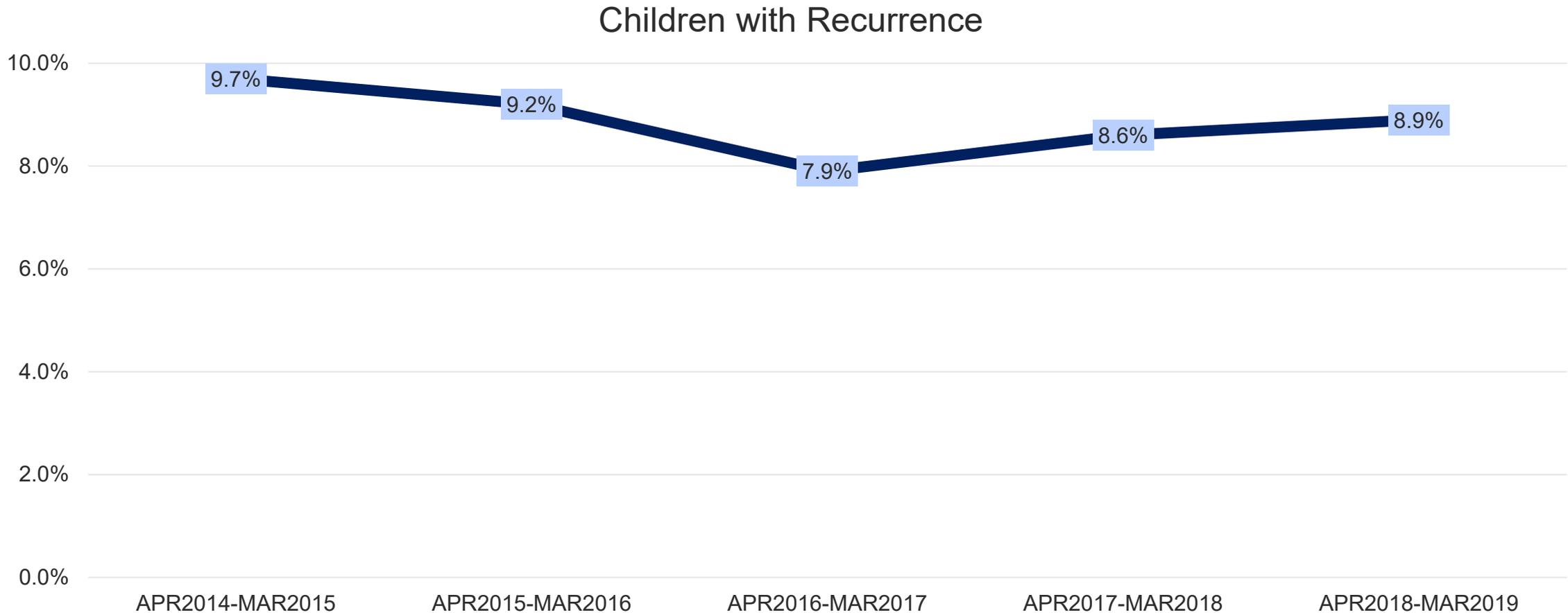
Ethnicity	JAN2015-DEC2015	JAN2016-DEC2016	JAN2017-DEC2017	JAN2018-DEC2018	JAN2019-DEC2019
Black	16.4	14	13.6	13.3	14.2
White	5.2	4.7	4.2	3.5	3.9
Latino	7.8	7.6	6.3	5.9	6.1
Asian/P.I.	1.9	2.3	1.5	1.6	1.7
Nat Amer	23.8	29.5	18.3	9.7	14.5
Multi-Race	0	0	0	0	0
Total	6.6	6.2	5.4	5	5.3

# RECURRENCE OF MALTREATMENT



## 3-S2 Recurrence of maltreatment

Children with substantiated allegation during 12-month period: Recurrence within 12 months



# RECURRENCE OF MALTREATMENT (CONT'D)



AGENDA ITEM #7



## 3-S2 Recurrence of maltreatment

Children with substantiated allegation during 12-month period: Recurrence within 12 months

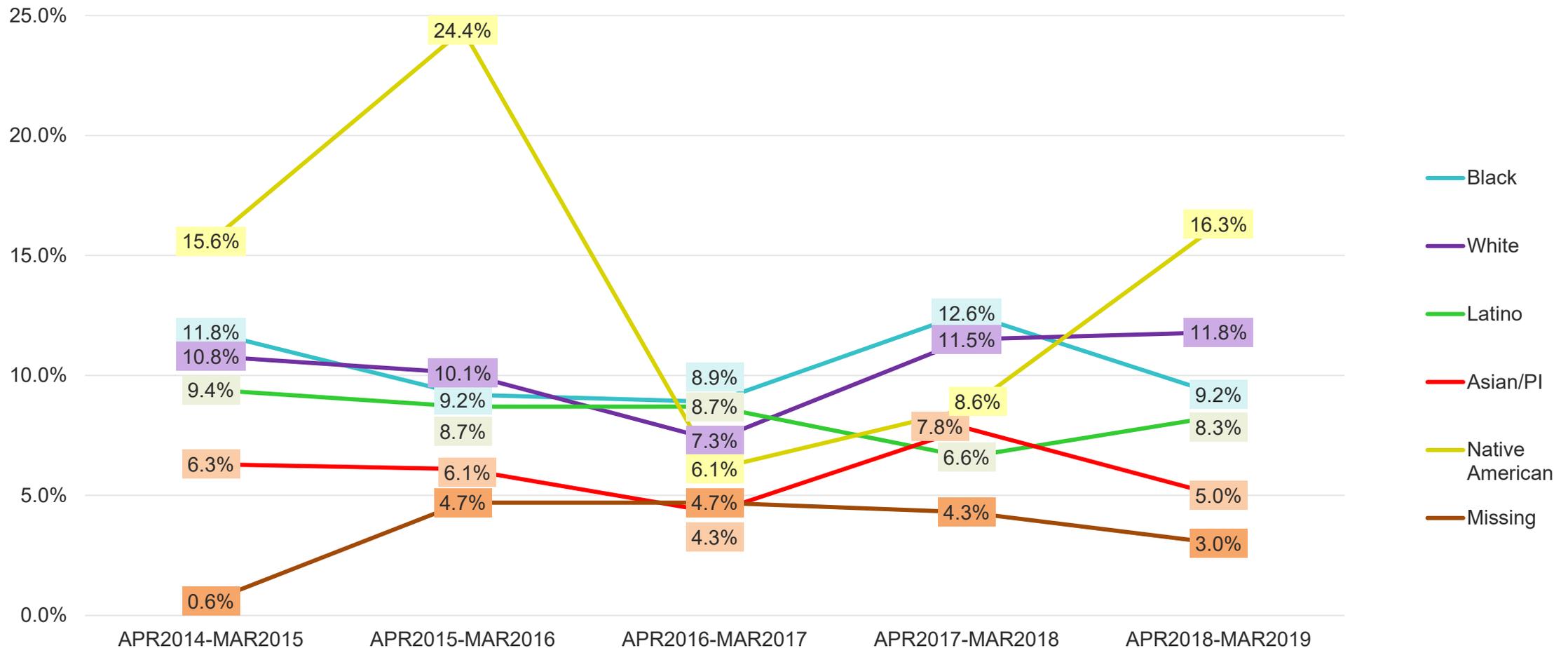
	APR2014-MAR2015	APR2015-MAR2016	APR2016-MAR2017	APR2017-MAR2018	APR2018-MAR2019
Children with recurrence	9.7%	9.2%	7.9%	8.6%	8.9%
Children with no recurrence	90.3%	90.8%	92.1%	91.4%	91.1%
Total	100.0%	100.0%	100.0%	100.0	100.0

# RECURRENCE OF MALTREATMENT BY ETHNICITY



## 3-S2 Recurrence of maltreatment – by Ethnicity

Children with substantiated allegation during 12-month period: Recurrence within 12 months



# RECURRENCE OF MALTREATMENT BY ETHNICITY (CONT'D)



## 3-S2 Recurrence of maltreatment – by Ethnicity

Children with substantiated allegation during 12-month period: Recurrence within 12 months

Ethnicity	APR2014-MAR2015	APR2015-MAR2016	APR2016-MAR2017	APR2017-MAR2018	APR2018-MAR2019
Black	11.8%	9.2%	8.9%	12.6%	9.2%
White	10.8%	10.1%	7.3%	11.5%	11.8%
Latino	9.4%	8.7%	8.7%	6.6%	8.3%
Asian/PI	6.3%	6.1%	4.3%	7.8%	5%
Native American	15.6%	24.4%	6.1%	8.6%	16.3%
Missing	0.6%	4.7%	4.7%	4.3%	3%

## Strong Families Thriving Communities

ACTION STEP	CFSAB SUBGROUP	CWS WORKING GROUP RECOMMENDATION	SECTION-NUMBER	OTHER INITIATIVE	PROGRESS	DATE COMPLETED
Improved health education will be provided in the areas of comprehensive sexual health, drug and alcohol abuse prevention, and oral health.	Child & Family Services					
Inpatient substance abuse treatment programs will be created where children can join their parents	Child & Family Services			FFPSA; Drug Medi-Cal Expansion		
There will be improved access to behavioral health services	N/A			BHS Continuum of Care	Completed	
There will be improved access to clinical care services	N/A			BHS Continuum of Care	Completed	
Equitable education opportunities will be provided to all students	Child & Family Services	Train educational rights holders regarding the rights that children must stay in their school of origin and how critical school stability is to successful educational outcomes.	4; 65			
Affordable child care will be accessible to all families with young children	Child & Family Services			Partners in Prevention; Childcare advocacy		
Parity will be reached in the preventive services offered to juvenile justice and child welfare-involved families	Child & Family Services			FFPSA		
Youth and families will connect with more healthy, long-term role models	Child & Family Services			CASA, Foster Youth Mentor		
Information and data sharing between COSD and outside service providers will be improved to facilitate providers' ability to treat families	Organizational Structure			Connect WellSD; CIE		
Continuity of supportive services will be provided to families and emancipated youth	Child & Family Services			Housing programs; EFC		
The trauma-informed care and resiliency-building approaches will become standard practice for all systems and service providers, at all levels, that serve children, youth, and families	N/A			Implementation of TICCC	Completed	
Supportive services will be culturally relevant and delivered by staff who reflect the community served and have lived experience	Organizational Structure	Actively involve children, youth, and families and providers to create plans and implement policies that change experiences and result in greater positive impact.	1; 6			

## Strong Families Thriving Communities

ACTION STEP	CFSAB SUBGROUP	CWS WORKING GROUP RECOMMENDATION	SECTION-NUMBER	OTHER INITIATIVE	PROGRESS	DATE COMPLETED
The number of times that a family’s case worker changes in child welfare and juvenile justice agencies will be minimized	N/A				Completed	
Screening will improve for risk factors of child welfare and juvenile justice involvement, and families will be linked with supportive services	Child & Family Services			FSPI/RAD; RRED	Completed	
Formal mechanisms to gather feedback from families will be created and integrated into programs	Organizational Structure	Actively involve children, youth, and families and providers to create plans and implement policies that change experiences and result in greater positive impact.	1; 6	CFSR	Completed	
All services will be delivered through a family-centered approach, including mandatory visits for siblings	Child & Family Services	Continue efforts to place siblings who have been placed in different locations together in a location that can take them all and report to the court monthly via Ex Parte reports: 1) what continued efforts have been made to place the siblings together and 2) what visitation between siblings has been facilitated	4; 60			
Stakeholder involvement in the juvenile justice Reducing Racial and Ethnic Disparities (RRED) process will be expanded, especially where there are gaps in representation	N/A				Completed	
A user-friendly tool to access national best practices for RRED will be created	N/A					
Family access to children in the juvenile justice system will be improved	Child & Family Services					
Low-interest loan programs for transition-aged and emancipated youth will be implemented	Child & Family Services					
There will be an increase in peer mentorship programs for emancipated youth and mentoring for juvenile justice involved youth that provide training in life skills, obtaining employment, and accessing public resources	N/A				Completed	
Incentives will be put in place to support the opportunities for youth to earn a living wage without a decrease in financial support from the child welfare system	Child & Family Services					

**Strong Families Thriving Communities**

<b>ACTION STEP</b>	<b>CFSAB SUBGROUP</b>	<b>CWS WORKING GROUP RECOMMENDATION</b>	<b>SECTION-NUMBER</b>	<b>OTHER INITIATIVE</b>	<b>PROGRESS</b>	<b>DATE COMPLETED</b>
Pressure to reunify near emancipation age will be reduced	Organizational Structure					
The stigma and misconceptions of foster youth will decrease	Organizational Structure					
Policies will be put into place to protect the credit of youth under 18	N/A				Completed	
There will be improved access to transportation	Child & Family Services	Take steps to ensure that children are readily able to attend court hearings: provide transportation and logistical support that enables children to get to court.	4; 46f	Lyft pilot		
There will be an increase in availability of affordable and supportive housing	Child & Family Services			Bringing Families Home, FUP, HOY, THP expansion		
Hubs for services providers will be engaged, supported, and expanded	N/A			BHS Continuum of Care	Completed	
Barriers to access will be removed for youth to utilize recreational and community facilities, and existing facilities will be repurposed	Child & Family Services					