



## AGENDA ITEM #3

# COUNTY OF SAN DIEGO

## *Child and Family Strengthening Advisory Board*

### Minutes of September 13, 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 Griesmer, Children's Legal Services of San Diego  
Stephen Moore, Voices for Children, Inc.  
Jeff Weimann, Angels Foster Family Network  
Cheryl Rhodes, San Diego Center for Children  
Kimberly Giardina, Child Welfare Services  
Nick Macchione, County Health and Human Service Agency

#### Members Not Present:

Chief Adolfo Gonzales, County Probation Department  
Maddy Kilkenny, District 5 Appointee  
Pamela O'Neil, District 3 Appointee  
Suzanne Starling, Chadwick Center for Children and Families  
Dr. Paul Gothold, San Diego County Office of Education

#### 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 Greg Cox brought the meeting to order at 9:07 AM and asked the Advisory Board members and public attendees to provide a brief introduction.

### 2. Public comment

- Eight members of the public addressed the Advisory Board.
  - Public members discussed the need for additional support and resources for foster youth who are over 21 years of age.
  - Public members emphasized that they felt that there are higher rates of African American youth in the child welfare system and there is not enough diversity with foster parents.
  - There was a request from a former foster youth and a parent of a child involved with the child welfare system to be selected to fill the newly created Advisory Board seats.
  - There was a request for the location and time of Advisory Board meetings to be reviewed to ensure community involvement.
  - Public members discussed the need for deeper cultural competency across the child welfare landscape.
  - It was also requested to explore manufacturing employment opportunities for foster youth.

### 3. Approval of the Statement of Proceedings/Minutes for the meeting of June 18, 2019

- Supervisor Fletcher called for a motion to approve the minutes of the June 18, 2019 meeting, Crystal Irving moved to approve, Nick Macchione seconded the motion, with all members present voting in favor.

### 4. Subcommittee Updates

- Sandra McBrayer introduced the recent formation and work of the subcommittees and described the initial work of each subcommittee.
  - **Workforce Development**
    - Carolyn Griesmer provided comment on the Workforce Development subcommittee and noted the large focus on further developing the cultural competency of all involved in the child welfare system, how frequently social workers are trained, and the types of trainings provided.
    - Sandra McBrayer added to the discussion and shared that there was in depth discussion on the demographics of the staff within Child Welfare Services and whether they reflect the demographics of the communities they are serving. Sandra also noted that the committee requested the recommendations be modified and wherever the recommendation says, “Case Worker” to replace with “Child Welfare Staff”. The committee members all agreed that when families are working with Child Welfare Services, they may interact with staff across Child Welfare Services, and not just their case worker.
    - Supervisor Fletcher tasked Kim Giardina and Crystal Irving with spending time before the next subcommittee meeting to focus on how to ensure that Child Welfare Service staff have greater access to available training. Nick Macchione requested to define the workforce as everyone who encounters the families and children in the system, not just Child Welfare Services.
    - Supervisor Fletcher expressed interest in exploring ways for the community to have access to the trainings that are made available to County staff and Nick Macchione agreed that the Health and Human Services Agency is committed to working with the committee and community.
      - Sandra McBrayer shared that Advisory Board member Dr. Gothold and his staff are looking into providing space in current Office of Education trainings to other entities and community partners.
  - **Organizational Structure**
    - Sandra McBrayer shared that the subcommittee started conversation on cultural diversity in the community who gets served within our community and how we focus our services. There was also in-depth discussion on policy and practice and how it’s balanced in each region.
    - Jeff Weimann shared that the biggest discussion was the differences in cultures between the regions/offices and a lack of unified culture throughout the regions and offices. Jeff also shared that current organizational structure makes policy changes that impact the line staff within the organization of Child Welfare Services difficult to implement and there is a disconnect within the organization that needs to be addressed.
    - Alethea Arguilez shared that one recommendation of the subcommittee would be to come up with a glossary of terms and volunteered to take the lead in creating a glossary of terms to be used throughout the child welfare landscape. Alethea also shared how important it is for the recommendations to be clear and easy to understand so anyone reviewing or implementing the recommendations understands what’s being asked.
    - Supervisor Fletcher requested the subcommittee work on the first draft of the glossary of terms as well as come up with recommendations for change to the organizational structure throughout the regions and bring the recommendations to the Advisory Board.

- Supervisor Cox would like for the subcommittee to put together a listing of all organizations throughout the child services landscape to ensure outreach and collaboration.
- Crystal Irving inquired about the addition of Chiefs in the organization, specifically the purpose of the Chiefs and how the new positions will impact the staff.
  - Kimberly Giardina explained that roles of the Chiefs will be to help support workforce development opportunities, translate policy into practice and be a resource for support to staff. The intention is to make sure staff know what practices look like and how to achieve good outcomes. There is a Chief in each region and one for centralized structure of Child Welfare.
  - An Advisory Board member requested an organizational chart be provided to board members and Kimberly Giardina agreed to provide the organizational chart of Child Welfare Services at the November meeting.
  - Nick Macchione would be interested in seeing an organizational structure for the entire child services landscape.
  - Alethea Arguilez shared that First Five is in the process of ecosystem mapping for children services and invited all county programs and community partners to become part of what has already been created.
- **Child and Family Services**
  - Sandra McBrayer explained that the subcommittee took time to hone in on the first few recommendations which focused on children and youth being present at their court proceedings. The subcommittee made clear recommendations surrounding the entire court proceeding process.
  - Patty Boles shared her experience as a foster parent and commends the public for coming and having their voices heard. Patty shared that she has tremendous hope because of the caliber of people who are in Child Welfare Services and in the community. Patty also expressed her gratitude for the committee taking the time to define what makes a child's experience during their court proceedings meaningful.
  - Stephen Moore commented that the meeting was robust with great dialogue and generated a need for all community members to communicate and continue to communicate with one another. Members left the meeting with more momentum to make our courthouse more trauma-informed and create a space for our children and youth to feel safe and be productive while at court.
- Supervisor Cox reiterated that subcommittee meeting participation is open to anyone to attend and become involved with recommendations.
- Supervisor Fletcher encouraged the subcommittees to create recommendations and present them to the full Advisory Board.
- Public speaker for Item #4 provided a description for a learning model that focuses on learning as opposed to training.
  - Sandra McBrayer confirmed the subcommittee recommended changing the word "training" to "learning" anywhere it is found in the work group recommendations.

### 5. CWS Data Dashboards

- Kim Giardina walked the Advisory Board through six draft dashboards explaining each. The dashboards presented were: Hotline Monthly Averages, New Cases Opened, Cases Open Each Month, Placements at Point in Time, Extended Foster Care, and Foster Care.

- Advisory Board members discussed the dashboards and requested additional data on placement of sibling sets and rate of maltreatment while in care.
- Kim Giardina also informed the Advisory Board that Child Welfare Services will be hiring an epidemiologist to further develop data collection and reporting.
- An Advisory Board member requested that it might be informative to reach out to the Center for Social Services Research, School of Social Welfare at University of California Berkeley to provide a presentation on their data base and its functionality to the Advisory Board.
- Members of the board requested to see benchmark counties to compare San Diego's data to.

### 6. System Level Improvements

- Supervisor Cox opened the discussion by discussing the feedback he has heard from Advisory Board members and the community on the current operating structure of the Child Abuse Hotline.
- Supervisor Cox asked Kim Giardina if there were any state or national best practices that could improve our decision-making processes concerning Child Abuse Hotline calls and evaluating calls and services.
- Kim Giardina discussed the practice of utilizing a multidiscipline team approach to Review, Evaluate, and Direct.
- The Advisory Board discussed how a multidiscipline team would be formed and how this approach would improve care for children, families and support staff.
- Supervisor Cox asked what it would take to put this in place and Kim Giardina recommended that with support from the Board of Supervisors, Child Welfare Services could pilot a multidisciplinary team at the Hotline with County staff and a Community contractor to provide additional support in decision making.
  - The Advisory members echoed their support for this idea.
  - Supervisor Cox recommended a Board letter be drafted to support the formation of a pilot to develop a multidiscipline team, including community representation on the team, to support Child Abuse Hotline calls.
- Supervisor Fletcher asked if there were other areas in Child Welfare Services where reviewing state or national best practices could also improve services for children and families and support staff.
- Sandra McBrayer discussed how improving technology can improve workflow processes and assist child welfare staff in managing daily operations.
  - The Advisory Board discussed what type of case management system is currently being used and the benefits of exploring a more innovative resource for case management.
  - Kim Giardina discussed a case management/monitoring software system that can support staff in tracking case progress, staying abreast of all due dates, tracking deadlines and allowing greater oversight of case management.
  - Supervisor Fletcher asked Kim Giardina what she needs to move forward with implementing such a system and recommended she return to the November meeting with a recommendation on how to proceed.
- Public speaker for Item #6 discussed their concern with the amount of focus on administrative duties versus care and attention to the families.

Supervisor Fletcher noted that we were over our allotted time and had not completed the agenda therefore reminded the Advisory Board that agenda items number 7 and 8 will be covered at the November meeting. The Meeting was adjourned at 11:06 AM.

### **Future Agenda Items:**

- Complete agenda items 7 & 8 from the September 13 agenda
- Subcommittee updates
- Additional data on:
  - Sibling sets
  - Demographics of foster parents
  - Adoptions
  - Rate of maltreatment
  - Reconciliation of availability of resource families
- Update on development of multidiscipline teams for the hotline
- Update on case management/monitoring software

### **Next Meeting:**

- November 8<sup>th</sup>, 2019

### **Distributed:**

- Meeting Agenda
- Minutes of June 18, 2019 meeting
- Summary of August 22, 2019 Subcommittee Meetings
- First 5 San Diego FY 17/18 Snapshot and FY 17/18 Annual Report
- CA Welfare and Institutions Code Sec. 749.22
- Response to the Child Welfare Services Review Working Group
- Board Policy A-74
- Ordinance number 10598
- Memorandum of Law

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.