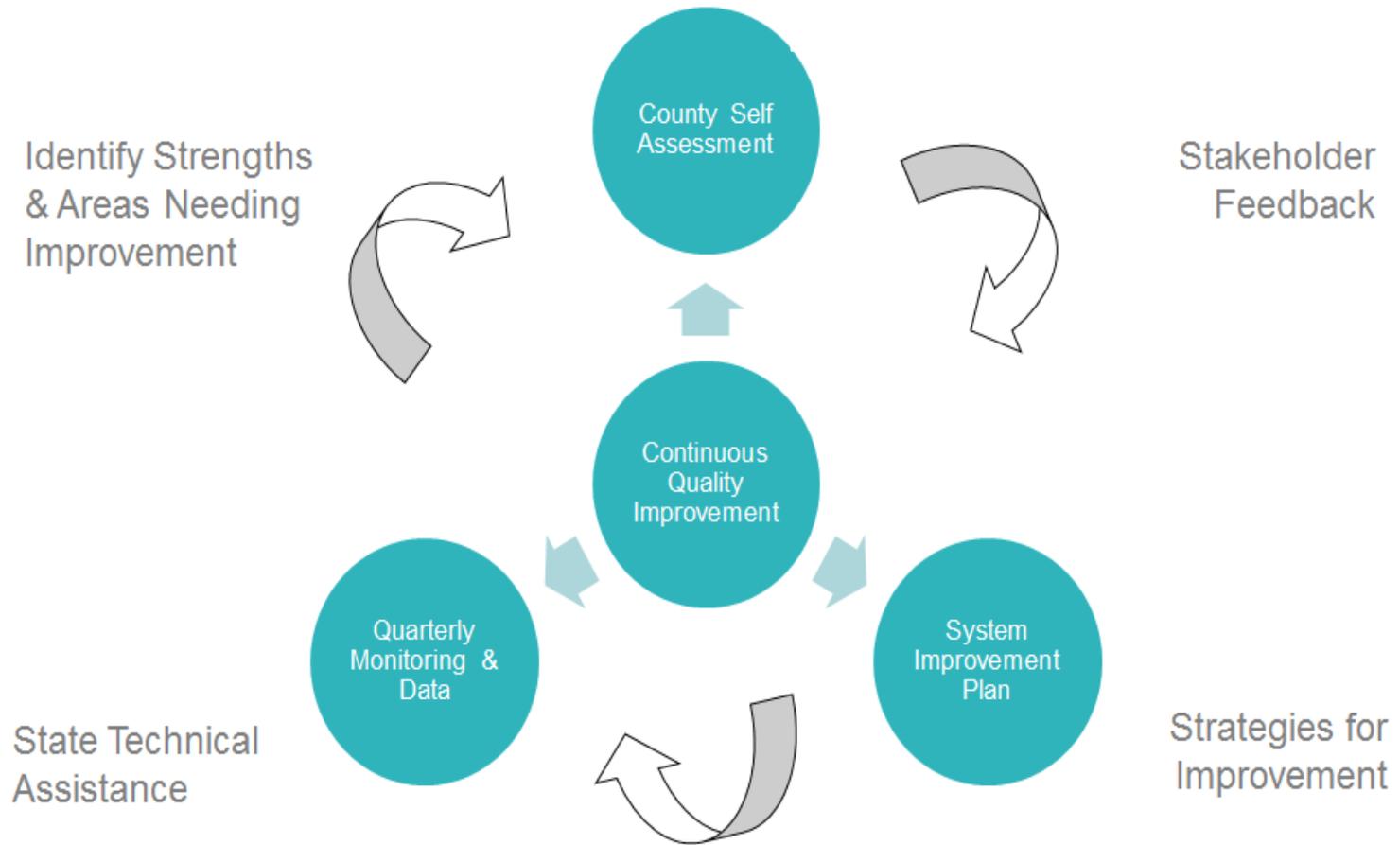


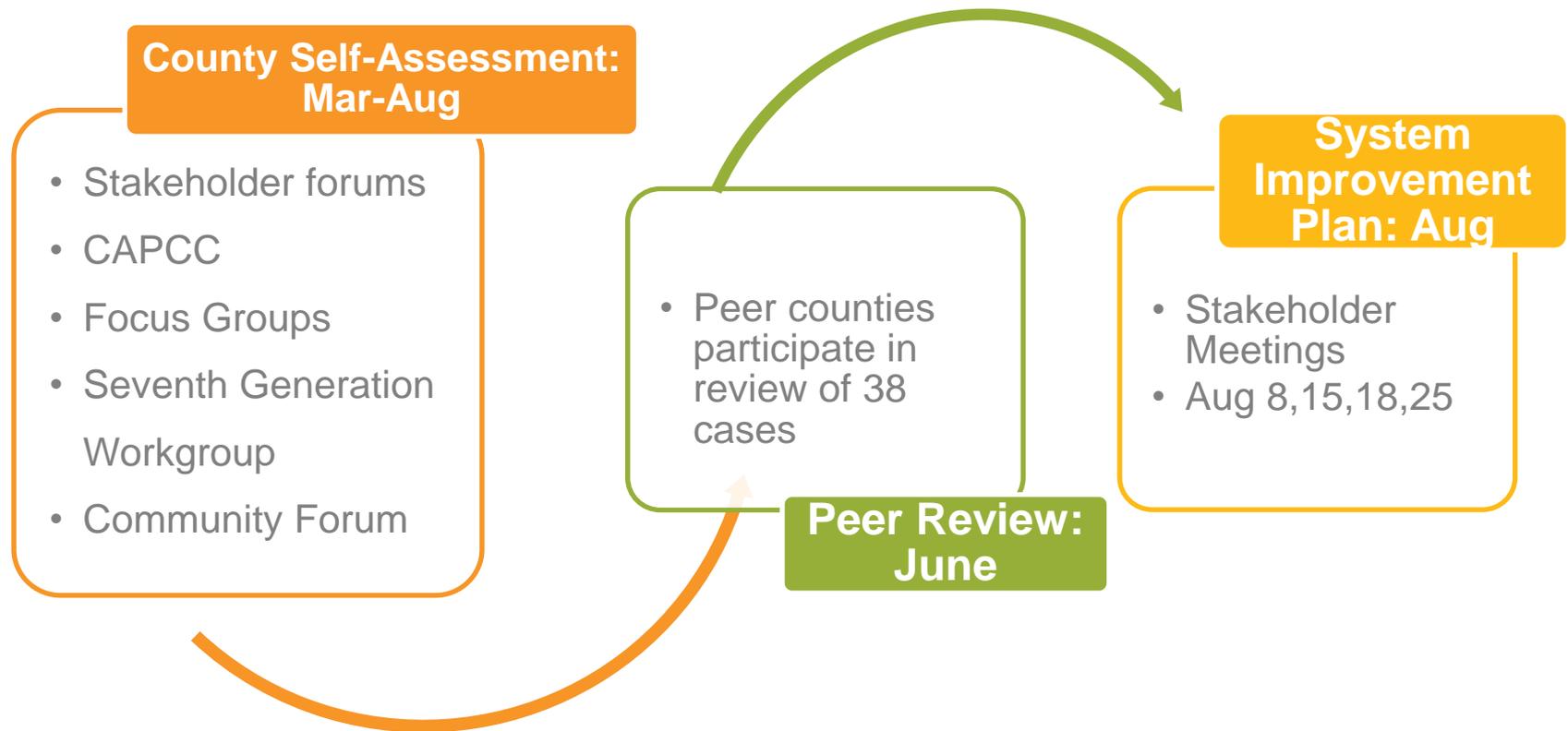
C-CFSR PROCESS



OVERVIEW

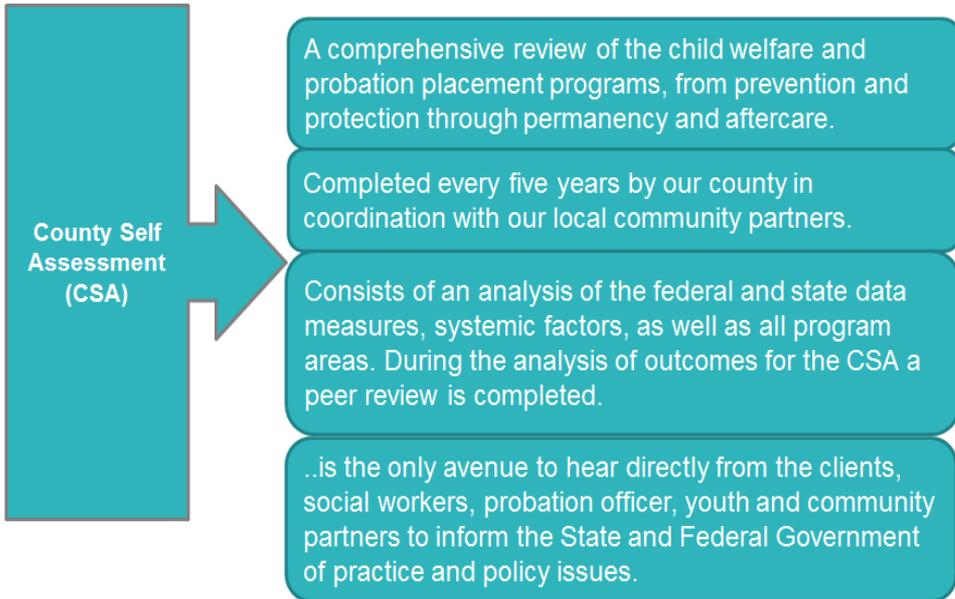


SAN DIEGO C-CFSR PROCESS





CSA Description



CSA Steps



IDENTIFY PRIORITY AREAS



County of San Diego CSA and SIP Areas of Focus

Focus Area	CWS	Probation
3-P1: Permanency in 12 Months for Children Entering foster care	√	
3-P2: Permanency in 12 Months for Youth in Foster Care 12-23 Months		√
3-P4: Re-Entry into Foster Care in 12 Months	√	√
Foster and Adoptive Parent Licensing, Recruitment, and Retention (Systemic Factor)	√	√

CWS and Probation Management

- Review Federal and State CWS measure and performances to identify CSA priority areas

Stakeholder Forums

- Review existing County data and provide input related to CSA priority areas

Focus Groups

- Provide input on experience and areas for improvement with CWS and Probation

Peer Review

- Review CWS and Probation cases to identify strengths and barriers related to service, policy, and practices

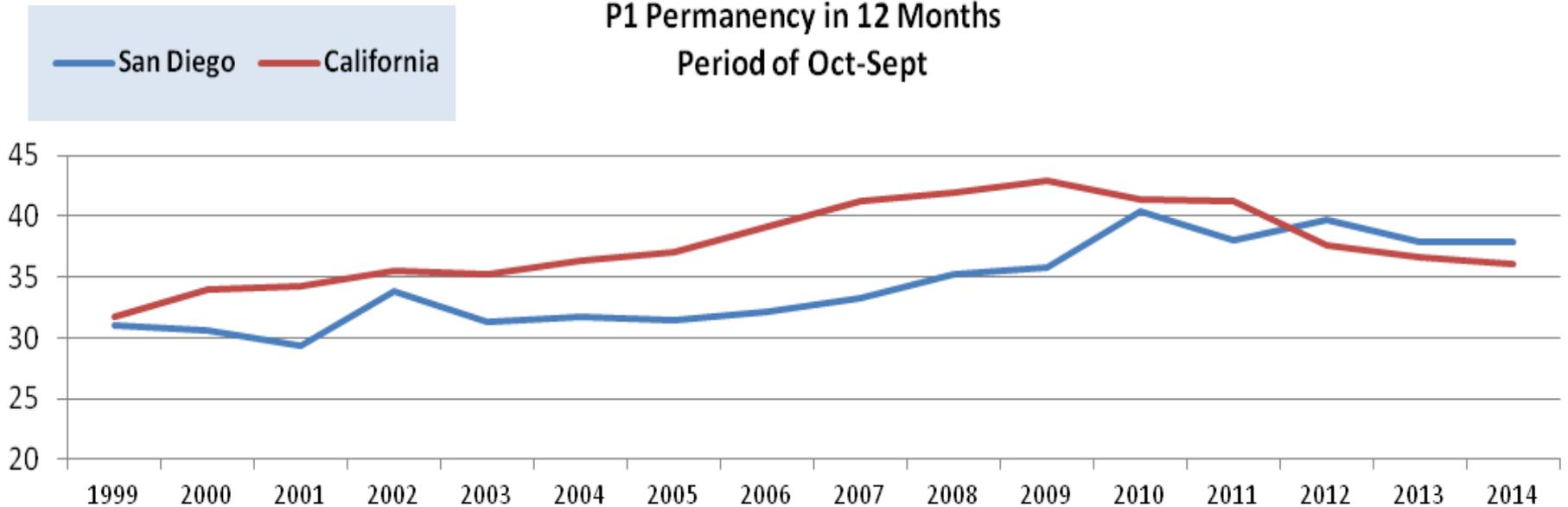
CWS: PERMANENCY IN 12 MONTHS



- Fed Standard: Greater than or equal to 40.5%
- State Actual: 36.1%
- SD Most Recent Performance: 37.9%
- Goal: **Increase**

- SD County is below the Federal Standard, but above the State's most recent percentage of children reunifying.
- Over the last 5 years, the percentage of children who were discharged to permanency within 12 months has increased by 5.9%, from 35.8% to 37.9% for SD County.
- Over the last 10 years, the percentage has increased by 20%, going from 31.5 to 37.9%.

P1 Permanency in 12 Months
Period of Oct-Sept



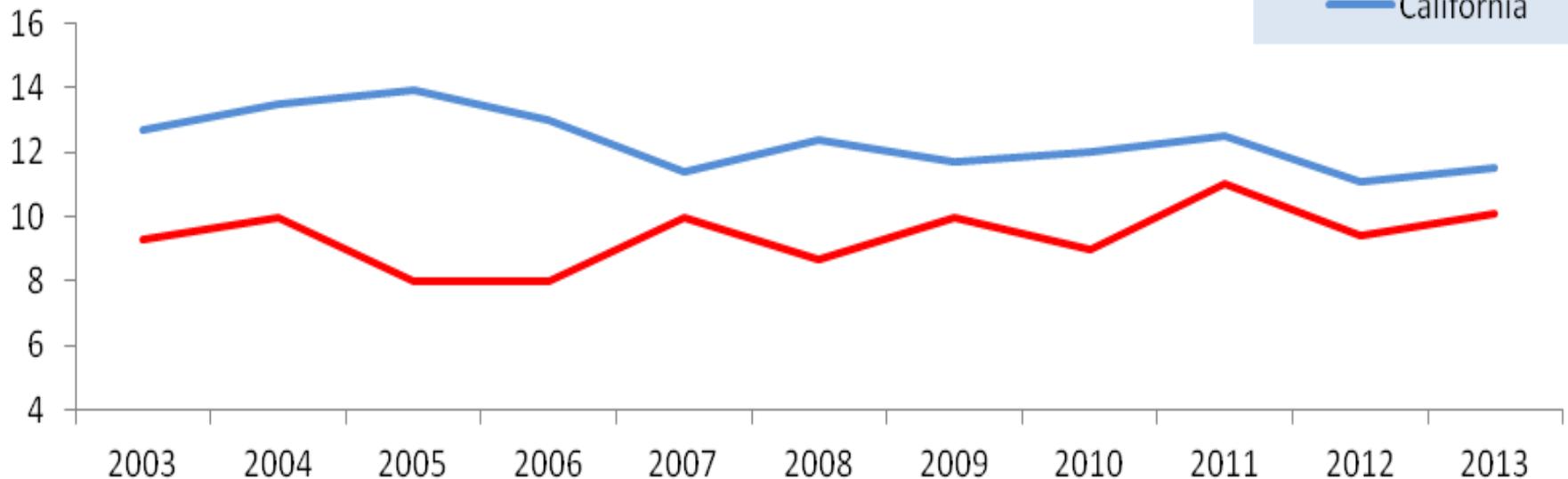
CWS: REENTRY



- Fed Standard: less than or equal to 8.3%
- State Actual: 11.5%
- SD Most Recent Performance: 10.1%
- GOAL: **Decrease**

- San Diego County is above the National Standard and below the State's performance.
- Over the past 5 years there has been little change in the percentage of children re-entering care, a 1% change in the wrong direction.

P4- Percentage Re-Entry into Foster Care
Period Oct-Sept



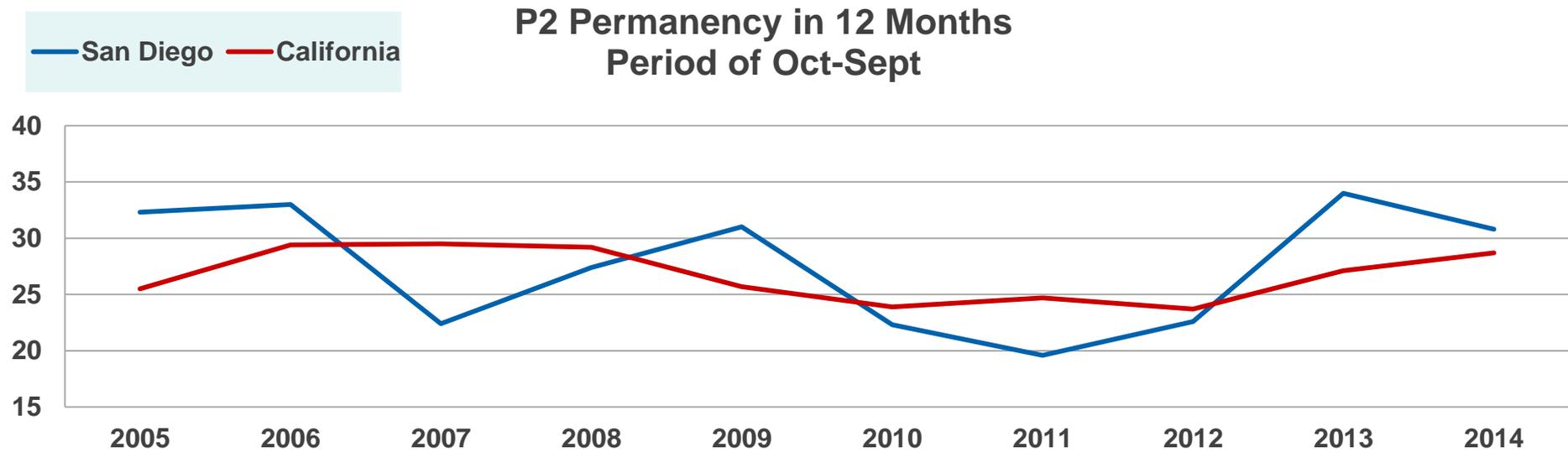
PROBATION: PERMANENCY IN 12 MONTHS (IN CARE 12-23 MONTHS)



- Federal Standard: More than or equal to 43.6%
- State Actual: 28.8%
- SD Probation Most Recent Performance: 23.7%
- Goal: **Increase**

- San Diego County Probation is below the National Standard and below the State's Performance.
- Over the past 5 years the percentage of youth discharged to permanency have fluctuated up to 14%, with a low of 16.7% to a high of 31%.

P2 Permanency in 12 Months
Period of Oct-Sept



PROBATION: REENTRY

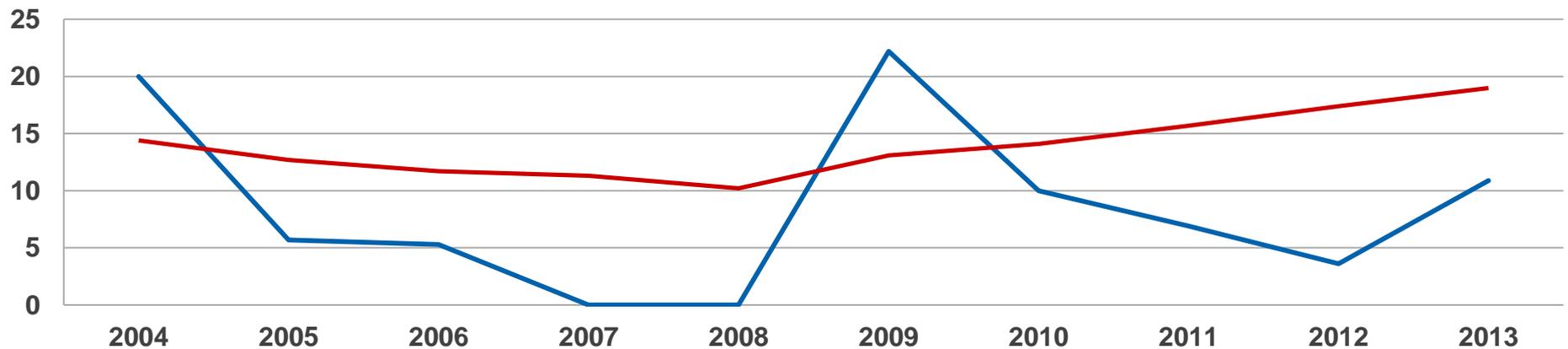


- Federal Standard: Less than or equal to 8.3%
- State Actual: 19%
- SD Probation Most Recent Performance: 10.9%
- Goal: **Decrease**

- San Diego County Probation is above the National Standard and below the State's Performance.
- Over the past 5 years there has been significant change in the percentage of youth re-entering care, with an 11% fluctuation. The current performance shows a 7% increase over last year.

P4- Percentage Re-Entry into Foster Care
Period Oct-Sept

— San Diego
— California



STAKEHOLDER FORUMS



Stakeholder Forum Attendance				
Number of attendees	Meeting Date			TOTAL
	3/3/16 Reentry	3/7/16 Permanency	3/14/16 Systemic Factors	
	59	52	44	

Process

- Engaging format to encourage small groups discussions
- Real-time documenting of ideas generated by using graphic walks to record participant input
- Emergent themes were then identified, recorded, and shared back with participants

CWS and Probation Management

- Review Federal and State CWS measure and performances to identify CSA priority areas

Stakeholder Forums

- Review existing County data and provide input related to CSA priority areas

Focus Groups

- Provide input on experience and areas for improvement with CWS and Probation

Peer Review

- Review CWS and Probation cases to identify strengths and barriers related to service, policy, and practices



PERMANENCY

- Activities that **promote parent engagement** (e.g. parents as partners and in home support) are critical to increasing permanency
- **Collaboration** between agencies has improved
- Use of **Safety Organized Practice (SOP)** improved over the last 5 years
- **WRAP** services have improved and contribute to achieving permanency
- Lack of **access to services** presents a challenge in achieving permanency
- Improvements in the **visitation process** could speed up permanency

REENTRY INTO CARE

- **Family centered** approaches are essential
- **Transparency and communication** between CWS staff, other providers and families are key to reunification success
- **Collaboration** between agencies over the last 5 years has improved
- Lack of **access to services** hinders reunification
- **Time constraints** for families, CWS workers and providers (e.g., identifying, coordinating, and accessing services) are a barrier for reunification
- Successful **exits and transitions** of cases could decrease reentry rates



SYSTEMIC FACTORS

1. Agency Collaboration: Build on improvement made in past 5 years, including **enhancing collaboration** with agencies and families
2. Foster and Adoptive Parent Licensing, Recruitment, and Retention:
 - Approval process/standards are working well.
 - ▲ ▪ Improve flexibility in the process for **recruiting and supporting families**
3. Management Information Systems:
 - Continue to **streamline data**
 - ▲ ▪ **Stakeholder access to data** to inform their work
4. County Case Review & Quality Assurance :
Build on improvements made to ongoing **engagement and communication** with providers
5. Service Array:
 - ▲ ▪ Increase **accessibility of services**
 - ▲ ▪ Increase **prevention services** (including peer support) before and after CWS involvement
6. Staff, Caregiver, and Provider Training:
 - Existing training (e.g., SOP, LMS), and coordination working well
 - ▲ ▪ Improve **time** of trainings, **resources**, and need for **specialized services**

ADDITIONAL STAKEHOLDER FEEDBACK



The county also elicited feedback from:

- **Child Abuse Prevention Coordinating Council**
- **Families and youth via focus groups**
- **Tribal Partners**
- **Members of City of San Diego Southeast community**

This feedback was incorporated in the two previous slides

CWS and Probation Management

- Review Federal and State CWS measure and performances to identify CSA priority areas

Stakeholder Forums

- Review existing County data and provide input related to CSA priority areas

Focus Groups

- Provide input on experience and areas for improvement with CWS and Probation

Peer Review

- Review CWS and Probation cases to identify strengths and barriers related to service, policy, and practices



■ Four day review with 6 Peer Counties

- Contra Costa, Orange, Riverside, Sacramento, San Bernardino, and Ventura

■ 40 cases selected

- 30 CWS
- 10 Probation

CWS and Probation Management

- Review Federal and State CWS measure and performances to identify CSA priority areas

Stakeholder Forums

- Review existing County data and provide input related to CSA priority areas

Focus Groups

- Provide input on experience and areas for improvement with CWS and Probation

Peer Review

- Review CWS and Probation cases to identify strengths and barriers related to service, policy, and practices



- The interview tool used during the case reviews was a **standardized tool developed by the CDSS**. The tool was developed from literature reviews; other tools used in previous quality review processes, and coincides with statewide efforts towards evidence-based practice and strategies toward improvement.
- Interviewers were provided with a **debriefing sheet** to take notes on throughout the interview. These notes were used to guide the debriefing session following the interview and collected after to be destroyed.
- Each day upon completion of interviews, a debriefing team gathered to discuss and organize the **key ideas and themes** that emerged during the individual team debriefing sessions.

PEER COUNTY RECOMMENDATIONS



Trainings	Practices
<p>Intensive trainings for judges and lawyers</p> <p>Impact of trauma on children and families to inform their decisions for when and how to remove a child</p> <p>Build their understanding of the approaches used by CWS and Probation (e.g., use Safety Organized Practices SOP) language in court reports and provide training to court so they have more buy in</p> <p>Training for providers on the Continuum of Care Reform</p>	<p>Shift focus from advocacy for the child to advocacy for the family. When staff engage the family/parents and see themselves representing the parent and child, outcomes improve</p> <p>Case plans to include assessment of needs with corresponding referrals in order to increase families' chances of avoiding reentry</p> <p>Establish a minimum threshold of face-to-face contacts.</p> <p>Family finding to be done as soon as child/youth enters system and include identification of support network</p> <p>Family focused therapy to help parents learn to deal with and manage parent-child relationships</p> <p>Regular mental health assessments for all children</p> <p>Review of existing support to reduce burnout</p>

PEER COUNTY RECOMMENDATIONS



Resources

Use **wraparound as preventive and step down** in partnership with department of behavioral health to reduce re-entries and speed up reunification

Maximize use of volunteers/interns by having a **volunteer coordinator** to assist with outreach and educational activities

Centralized data entry clerk for CWS/CMS data to ensure information is current

Consider having **after hours on call unit** to help with immediate response referrals as a specialized unit

Consider the use of a **referral desk** to help workers with resources in the community

Policies and Procedures

Lower caseload/ hire more staff so more time can be spent with engagement of clients

Clearer policy for exiting youth from probation placements when probation issues have been dealt with, including referral/transfer to CWS

If **audits** are performed, the assigned staff should not be part of that audit

Give **group home goals and objectives** and work off that case plan

Court timelines/federal timelines do not equal recovery timeline

All family reunification case go to FM after child returned home for a minimum of 6 months. FM extended by court if family not stable



NEXT STEP: SIP



SYSTEM IMPROVEMENT PLAN (SIP)



- The information from the CSA was distilled and became the foundation for five SIP meetings, where internal and external stakeholders were convened to review the CSA results and then to identify and vote on goals and strategies.
- Over 40 external stakeholders (community partners) and over 65 internal stakeholders were engaged in the SIP meetings.
- In addition, the SIP Team conducted two focus groups, one with youth and another with members of Native American tribes, to elicit their input on SIP priority strategies.



2017-22 CWS SIP PRIORITIES



Priority Outcome Measure: Permanency in 12 months for children entering foster care

National Standard: >40.5%

CSA Baseline Performance: 37.9%

Target Improvement Goal: >40.5%

Priority Outcome Measure : Re-entry to foster care

National Standard: <8.3%

CSA Baseline Performance: 9.9%

Target Improvement Goal: <8.3%

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

National Standard: N/A

CSA Baseline Performance: As of 10/1/16, there are 1106 resource families

Target Improvement Goal: Increase the number of resource families annually



Priority -Outcome Measure: 3-P2 Permanency in 12 Months (in care 12-23 months)

National Standard: 43.6%

CSA Baseline Performance: 25%

Target Improvement Goal: Raise performance to 35%

Priority Outcome Measure: 3-P4 Re-entry to Foster Care in 12 Months

National Standard: 8.3%

CSA Baseline Performance: 13.7%

Target Improvement Goal: Lower re-entry rate to 8%

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

National Standard: N/A

CSA Baseline Performance: N/A

Relative NREFM baseline: 14 (NREFM-3; Relative-11) The baseline was from an 8/23/16 data pull from the Probation Case Management System (PCMS).

Target Improvement Goal: Increase the number of youth placed with non-relative resource families by five (5); increase the number of youth placed with relative resource families by 15



Permanency

- Increase **family supports and education**
- Increase **family engagement** through family center practices
- Improve **visitation** practices

Reentry

- **Prepare and support** families prior to and upon re-unification

Foster and Adoptive Parent Licensing, Recruitment and Retention

- **Family finding and engagement** practices
- Foster family **recruitment**
- **Caregiver support and appreciation**



County of San Diego Child Welfare Services and Probation Department **SYSTEM IMPROVEMENT PLAN** 2017-2022

Child Welfare System Priority Outcomes & Strategies

Probation Priority Outcomes & Strategies



PERMANENCY IN 12 MONTHS FOR CHILDREN ENTERING FOSTER CARE

- 1 Increase access to basic supports to improve achievement of timely permanency
- 2 Improve visitation practices to achieve timely permanency
- 3 Improve family finding and engagement to support permanent connections



PERMANENCY IN 12 MONTHS (IN CARE 12-23 MONTHS)

- 1 Increase family supports and education
- 2 Increase family engagement through family center practices
- 3 Improve visitation practices



RE-ENTRY TO FOSTER CARE

- 4 Strengthen families by increasing father engagement through father centered services
- 5 Strengthen families by enhancing after care services



RE-ENTRY TO FOSTER CARE

- 4 Prepare and support families prior to and upon re-unification



FOSTER & ADOPTIVE PARENT LICENSING, RECRUITMENT AND RETENTION

- 6 Improve targeted recruitment efforts
- 7 Provide crisis supports to resource families



FOSTER & ADOPTIVE PARENT LICENSING, RECRUITMENT AND RETENTION

- 5 Family finding and engagement practices
- 6 Foster family recruitment
- 7 Caregiver support and appreciation

For more information contact

Sarah Glass
CQI Protective Services Supervisor
(858) 616-5884
Sarah.Glass@sdcounty.ca.gov

Karna Lau
Interim Division Chief
(858) 634-4546
Karna.Lau@sdcounty.ca.gov

Laura Krzywicki
Protective Services Program Manager
(858) 616-5965
Laura.Krzywicki@sdcounty.ca.gov





CAPCC PRIMARY ROLE IS TO COORDINATE THE COMMUNITY'S EFFORTS TO PREVENT AND RESPOND TO CHILD ABUSE

Does this by:

- Developing information, coordinate action, and procure resources
- Providing a forum for interagency cooperation and coordination
- Promoting public awareness
- Encouraging and facilitating training of professionals
- Recommending improvements in services
- Encouraging and facilitating community support for child abuse and neglect programs



GROUP DISCUSSION

- What additional actions can CAPCC take to support the SIP goals?