

# **California Child and Family Services Review System Improvement Plan**

**Santa Clara County  
Department of Family and Children's Services and  
Juvenile Probation Department**

**June 2009 to June 2012**



**Conducted by  
Santa Clara County  
Department of Family and Children's Services and the  
Probation Department, Juvenile Probation Services**

**Will Lightbourne, Social Services Agency Director  
Lori Medina, Department of Family and Children's Services  
Acting Director  
Sheila Mitchell, Probation Department Chief Probation Officer**

**Submitted to the California Department of Human Services  
Children and Family Services Division**

**June 2009**

## **I. System Improvement Plan Narrative Report Section**

### **1. Local Planning Bodies**

Santa Clara County Department of Family and Children's Services (DFCS) and Juvenile Probation Department (JPD) participated collaboratively in the development and writing of both the county Self Assessment and the System Improvement Plan. Santa Clara County has a history of utilizing multiple collaborations and partnerships in an effort to ensure a true public-private partnership with the county, partner agencies, community stakeholders, youth, caregivers and advocates. These partnerships include internal partnerships and committees within the structure of county business, as well as the development of on-going collaborations to ensure the necessary supports in services and programs for children and families. DFCS and JPD used community meetings with partners in order to discuss and further develop the county's Self Assessment and 2009 System Improvement Plan.

Santa Clara County DFCS began the Self Assessment and SIP process with on-going executive team meetings with administrators and managers beginning in August 2008. DFCS then hosted several community forum meetings with JPD, staff, supervisors, management from both respective agencies, community partners, and additional stakeholders in October and November of 2008, in an effort to share information gathered from the Peer Quality Case Review (PQCR), Child and Family Services Review on site case file review (CFSR), and State and Federal Outcome Measures that would be include in the Self Assessment, as well as to gather agency and community insight into next steps and goals for the SIP.

An oversight committee comprised of caregivers, youth, social workers, probation officers, supervisors, and community partners and stakeholders provided additional feedback and ensured accuracy of information for the final Self Assessment report and the identification of the necessary elements for the System Improvement Plan. In addition, regular monthly and quarterly meetings were identified in which to conduct on-going discussions regarding the SIP. These meetings have included the following:

- Integration and Oversight Team Meetings (Specifically, serves as the Advisory Board for California Connected by 25 and the System Improvement Plan). Identified partners are noted above.
- Council for Cultural Excellence (Utilized for discussion of outcomes related to disproportionality)
- Continuum of Care Meeting (All placement providers)
- Law Enforcement/Joint Response
- Court Permanency Meeting
- Child Abuse Prevention Community Collaborative

These community meetings have included at least one or more representatives from the following:

- Former Foster Youth from the Youth Advisory Board (YAB) and/or California Youth Connection (CYC)
- Caregivers, including the Kinship, Foster and Adoptive Parent Association, Local Foster Family Agencies and Adoption Agencies and Group Homes
- All jurisdictions of Law Enforcement in Santa Clara County
- County Mental Health
- Attorney representatives for the children and youth in Santa Clara County
- Court Appointed Special Advocates

- Indian Health Center
- Faith-based community Partners, such as members from the Black Kitchen Cabinet and members of the Help One Child Christian Faith based community organization
- Child Abuse Prevention Partners and Child Abuse Council Members
- Santa Clara County Office of Education- Foster Youth Services
- Local Education Agencies and School Districts
- San Andreas Regional Center
- Superior Court representatives from Juvenile Dependency and Delinquency Courts
- CalWORKs/Linkages representation
- Community Based Organizations, including foster and adoptive agencies, agencies providing Independent Living Skills, agencies providing preventative services, agencies serving homeless youth, agencies providing family finding services and agencies providing domestic violence services
- Private Foundations including Walter S. Johnson Foundation
- Please refer to the California Self Assessment for Santa Clara County for additional agencies and descriptions. (Attachment A)

In consideration of information contained in the Self Assessment and in alignment with the State's Performance Improvement Plan (PIP), Santa Clara County DFCS identified 20 Practice Enhancement Goals (PEGs) that span child welfare services from prevention and "front end" services to reunification and permanency efforts. (Please refer to Attachment B.) These PEGs are divided into the following categories:

- Investigation and Referral Response
- Assessment and Case Planning
- Engagement Strategies
- Placement Resources
- Health and Well-Being

JPD has 2 identified Practice Enhancement Goals related to Placement Stability.

These Practice Enhancement Goals have shaped the creation of Santa Clara County's System Improvement Goals for the next three (3) years and will provide the structure for the changes to accomplish improvement outcomes and increased efforts of best practice work in child welfare and probation. (Please see Attachment C for a summary of Santa Clara County's Practice Enhancement Goals.)

## **2. Share Findings that Support Qualitative Change**

The Santa Clara County DFCS Administrative Support Bureau in collaboration with the Social Services Agency Department of Governmental Planning and Relations and Information Systems uses the data from the University of California at Berkeley's Center for Social Services Research, SafeMeasures, and multiple production reports using business objects and data from the Child Welfare System/Case Management System (CWS/CMS) to analyze and review child welfare outcomes.

Santa Clara County Probation Department utilizes both internal statistics and required state statistics. The Probation Department collects and submits placement information to the Department of Family and Children's Services (DFCS) on a monthly basis. Probation has its own eligibility worker who keeps track of the DFCS data and submits the information accordingly. DFCS then compiles this data and reports as required.

In addition, in 2008, the decision was made to dedicate resources in Social Services Agency's Administration Office to form the Quality Improvement and Enhancement Team (QIET) to work with DFCS. The goal of this QIET is to support progress on improvement goals and augment supervisory and managerial oversight. DFCS is very concerned about its performance in all federal indicator outcomes and is committed to better identify and understand factors at play, as well as barriers to our improvement in these outcomes. DFCS in conjunction with the QIET team undertake ongoing analysis and work together to ensure systemic agency change and improvements to impact outcomes. Both DFCS evaluation and analysis of outcomes and Social Services Agency (SSA) QIET analysis are incorporated into all identified SIP goals and PEGs.

DFCS has identified practice standards for each of the performance enhancement goals. Each of these 20 Practice Enhancement Goals has an identified lead manager to champion both the design and completion of the identified goals. Each program manager will ensure workgroups with involvement of the appropriate stakeholders and community partners in order to fully identify the project plan including: strategies; milestones; roles of staff, supervisors, managers, and community; training needs; timeframes; and, quality assurance to review progress and outcomes. These 20 PEGs are the foundation upon which DFCS created the 2009 SIP and 6 identified Improvement Goals.

DFCS also created quarterly Integration Team Meetings in 2006, which are used to provide feedback, discussions and serve as an oversight committee for both Santa Clara County's Connected by 25 Services and the County's System Improvement Plan in order to monitor implementation of new goals and progress. These community forum meetings allow youth, caregivers, stakeholders and community partners to provide additional insight and understanding regarding the County's efforts with children and families. This meeting also allows the County to share data, outcomes, and efforts toward improvements.

Probation Placement is a single Unit with one Unit Supervisor and one Probation Manager. Both the Unit Supervisor and Manager work together to achieve the improvement goal, and will advise Probation executive management of progress. The main goal is to develop statistics to help drive data based decisions on placement cases. As it is developed, this data is shared with other Probation Units and Delinquent Court Partners to participate in the overall achievement of the goal.

**3. Please see the attached Summary Assessment (Section V) of the Self Assessment (Attachment A).**

**II. System Improvement Plan Components**

Department of Family and Children's Services (DFCS) Identified SIP Goals:

<p><b>Outcome/Systemic Factor:</b>  <b>Investigation and Referral Response (Reoccurrence of Maltreatment)</b>  <b>County's Current Performance:</b>                  Santa Clara County's percentage of children without a repeated substantiated recurrence of maltreatment within 6 months of a prior maltreatment (S1.1--No Recurrence Of Maltreatment) is less than the National Standard (≥94.6%) and has decline very slightly over the past 2 years. The vast majority of repeat maltreatment involved allegations of Severe Neglect and General Neglect. Santa Clara County has implemented a number of process improvement strategies to address this area, including Differential Response, Comprehensive Assessment Tools (CAT) for assessment of safety, risk, and protective capacity, and other policy changes and training.</p>				
<p><b>Improvement Goal 1.0</b>                  Reduce repeat maltreatment for children.                  Indicator: S1.1 - No Recurrence Of Maltreatment (source: UCB; a federal performance indicator)</p>				
<p><b>Strategy 1.1</b>                  CAT tool must be completed for every case and completed prior to determining the direction of the case, and all contacts and case documentation must be entered into CWS/CMS.                  Indicator: SPHERE CAT Penetration Report (source: SPHERE; not a federal performance indicator)</p>				
<p><b>Milestone</b></p>	<p><b>1.1.1.</b>                  CAT tools will be fully completed for all cases.</p>	<p>November 2009</p>	<p><b>Assigned to</b></p>	<p>Emergency Response Program Manager                  QIET Program Manager</p>
	<p><b>1.1.2</b>                  Training to be provided on best practice investigative narrative including a standard set of information to be included.</p>	<p>November 2009</p>		<p>QIET Program Manager</p>
	<p><b>1.1.3</b>                  Consistent documentation of investigative narrative</p>	<p>November 2009</p>		<p>QIET Program Manager</p>
<p><b>Strategy 1.2</b>                  The agency culture, training and practice surrounding the investigation of child abuse and neglect reports must emphasize looking at the full family, gathering information directly from reporters, considering collateral information, and giving weight to past referrals and/or substantiations. This includes a redesign of Emergency Response and Dependency Intake functions.</p>		<p><b>Strategy Rationale</b><sup>1</sup>                  Redesign of ER and DI will lead to a more thorough evaluation and follow through regarding assessments abuse and neglect.</p>		

<b>Milestone</b>	<b>1.2.1</b> Social Workers making the removal decision will be required to complete supporting documentation in the investigative narrative. (*)	<b>Timeframe</b>	July 2010	<b>Assigned to</b>	Administrative Support Manager in conjunction with ER and DI Program Managers
	<b>1.2.2</b> Reallocation of resources within ER and DI to allow for full investigation and follow through on case through initial petition.		July 2010		Administrative Support Manager in conjunction with ER and DI Program Managers
	<b>1.2.3</b> Complete, in-person assessments of risk, not limited to the reason for referral and regardless of who the identified victim is.		July 2010		Administrative Support Manager in conjunction with ER and DI Program Managers
<b>Notes:</b>					
(*) Santa Clara County has created a best practice example for the necessary components to include in an investigation narrative. All staff will be trained and utilize this example for documentation of investigations of child abuse and neglect referrals.					
<b>Improvement Goal 2.0</b>					
Reduce rates of disproportionality for children who are being placed into protective custody, as well as re-entry rates, specifically to decrease the disproportionality of African American families involved in Child Welfare Services.					
Indicators:					
PR--Participation Rates: Entry Rates and Disparity Indices (source: UCB, not a federal performance indicator)					
C1.4 Re-entry following reunification (source: UCB; a federal performance indicator)					
Entry rates with a focus on voluntary versus court cases (source: SPHERE Tracking Report)					
<b>Strategy 2.1</b>			<b>Strategy Rationale</b> <sup>1</sup>		
Increased culturally specific services in front end community service contracts			Providing culturally specific resources will help ensure clients are able to receive culturally appropriate services and emphasize the least restrictive course of action that is safe.		
<b>Milestone</b>	<b>2.1.1</b> Request for Proposal for a contract with a community provider who can provide family team meetings within 72 hours of removal. Pilot to begin with African American families.	<b>Timeframe</b>	July 2009	<b>Assigned to</b>	Administrative Support Program Manager
	<b>2.1.2</b> Request for Proposal for a contract with a community provider able to respond for consultation on Emergency Response cases involving families of African American ancestry.		July 2009		Administrative Support Program Manager
	<b>2.1.3</b>		December 2009		Administrative Support Program

	<p>Greater time allowed through Court for Family Team Decision making prior to the Dispositional Hearing for family involvement in both placement and case planning decisions. Santa Clara County (SCC) will partner with the Courts to separate the Jurisdictional and Dispositional Court hearings, allowing an additional 15 days between the Jurisdictional and Dispositional Court Hearings.</p>			<p>Manager</p>
<p><b>Strategy 2.2</b></p>	<p>Provide training for managers, supervisors, and staff to ensure knowledge of and sensitivity to cultural and ethnic factors relating to child protection and well-being.</p>		<p><b>Strategy Rationale<sup>1</sup></b> Increased awareness of cultural and ethnic factors will provide greater sensitivity and more appropriate assessments for children and families.</p>	
<p><b>Milestone</b></p>	<p><b>2.2.1</b> A series of cultural training to be provided to staff and supervisors relating to norms, customs and traditions aimed at providing cultural awareness and sensitivity for workers.</p>	<p><b>Timeframe</b></p>	<p>December 2009</p>	<p>Administrative Support Manager and Training Unit</p>
<p><b>2.2.2</b> Training on cultural and ethnic factors in comprehensive assessment of children and families to be provided.</p>		<p><b>Timeframe</b></p>	<p>December 2009</p>	<p>Administrative Support Manager and Training Unit</p>
<p><b>Describe systemic changes needed to further support the improvement goal.</b></p>	<p>Santa Clara County will need to redesign ER/DI functions. This will include re-allocation of resources and re-determination of current job specifications. SCC will work with the Courts to separate the Jurisdictional and Dispositional Hearings, allowing an additional 15 days to complete dispositional recommendations. This time will enable completion of a Family Team Decision meeting for joint decisions regarding placement and case planning.</p>			
<p><b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b></p>	<p>Specific and detailed training for both ER and DI staff regarding changes in job duties. Training to include, but not limited to petition writing, clear and consistent documentation, knowledge and utilization of resources, family engagement in decision making for placement and case planning.</p>			
<p><b>Identify roles of the other partners in achieving the improvement goals.</b></p>	<p>DFCS will need to ensure that community partners, Court and Law Enforcement are all included in the design, training and roll out of this agency shift to ensure full and complete child welfare assessments of abuse and neglect.</p>			
<p><b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b></p>	<p>None at this time.</p>			

<b>Strategy 2.3</b> Program Manager approval required on all substantiated allegations of emotional abuse and manager review for all referrals with prior referrals for the same allegation. Indicator: Recurrence of allegation with a focus on emotional abuse (source: UCB; not a federal performance indicator.)	<b>Strategy Rationale<sup>1</sup></b> Greater attention to those substantiated allegations of emotional abuse and cases involving prior referrals will lead to better understanding of decision making and increased consistency throughout the Agency for decision making.	
	<b>Milestone</b>	<b>Assigned to</b>
	<b>2.3.1</b> Decreased substantiated emotional abuse allegations	December 2008 Emergency Response Program Manager
	<b>2.3.2</b> Clear tracking and quality evaluation of emotional abuse allegations	October 2009 QIET Program Manager

<sup>1</sup> Describe how the strategies will build on progress and improve this outcome or systemic factor

<p><b>Outcome/Systemic Factor: Placement Stability and Timeliness of Family Reunification</b></p> <p><b>County's Current Performance:</b></p> <p>Placement Stability: Santa Clara County's percentage of children with two or fewer placement settings is less than the current National Standards [≥86% for C4.1--Placement Stability (8 Days To 12 Months In Care); ≥65.4% for C4.2--Placement Stability (12 To 24 Months In Care); and, ≥41.8% for C4.3--Placement Stability (At Least 24 Months In Care)]. Performance has declined particularly in regards to C4.1 and to a lesser extent for C4.2. Between January 2006 and September 2008 the percentages for children who experienced two or fewer placements increased for both relative/non-guardians (64.1% to 74% for relatives and 73.2% to 79.6% for non-relative/non-guardians). Santa Clara County has implemented a number of strategies to improve performance, including Joint Response, Team Decision Making, Resource Family Support Team, Relative Family Support Team, and is planning for training, recruitment and placement practices that are anticipated to improve performance.</p> <p>Timeliness of Family Reunification: Santa Clara County's percentage of children reunifying timely is less than the National Standards [≥75.2% for C1.1 --Reunification Within 12 Months (Exit Cohort); ≥48.4% for C1.3--Reunification Within 12 Months (Entry Cohort)], but is very near the National Standard as measured by C1.3. Santa Clara County's performance in regards to C1.2--Median Time To Reunification (Exit Cohort) is less than the National Standard of ≤5.4 months. The county's performance in regards to C1.4--Reentry Following Reunification (Exit Cohort) is also less than the National Standard of ≤9.9%. Santa Clara County has implemented training and new practice standards in regards to client assessment and engagement of children and families in assessment and case planning processes, as well as other policy changes and training.</p>	
<p><b>Improvement Goal 3.0</b></p> <p>Increase child and family involvement in development of individualized case plans and services.</p>	<p><b>Strategy Rationale<sup>2</sup></b></p> <p>Children and families who are engaged in creation of their case plans have more individualized case plans and take greater ownership of completion of these plans.</p>
<p><b>Strategy 3.1</b></p> <p>Provide more detailed training on development of case plans and creative ways to engage children and families in their own case planning.</p> <p>Indicators:</p> <p>C1.3--Reunification Within 12 Months (Entry Cohort) (source: UCB; a federal performance indicator)</p> <p>C4.1 --Placement Stability (8 Days To 12 Months In Care, C4.2-- Placement Stability (12 To 24 Months In Care), and C4.3--Placement Stability (At Least 24 Months In Care) (source: UCB; federal performance indicators)</p> <p>Placement Stability (entry cohort) (source : UCB, not a federal</p>	

<sup>2</sup> Describe how the strategies will build on progress and improve this outcome or systemic factor

performance indicator)			
<b>Milestone</b>	<b>3.1.1</b> Increased quality of case plans including, timeliness and more uniformly comprehensive.	<b>Timeframe</b>	December 2010
	<b>3.1.2</b> Development of examples of individualized case plans including strengths and needs to be included in the Online Policies and Procedures and training to be provided.		December 2010
	<b>3.1.3</b> All children over 10 will have an active role in the development of their case plans.		December 2010
<b>Strategy 3.2</b> Increased efforts for engagement and the inclusion of fathers in case planning activities, as well as incarcerated parents			<b>Strategy Rationale</b> <sup>1</sup> Increased efforts to include fathers and those parents who are incarcerated to increase their ability to reunify with their child(ren).
<b>Milestone</b>	<b>3.2.1.</b> Training to be provided on current legislation regarding services to incarcerated parents.	<b>Timeframe</b>	July 2009
	<b>3.2.2</b> Identification of resources available for incarcerated parents in both local and neighboring counties.		April 2009
	<b>3.2.3</b> Training to be provided on engagement of families in case planning and documentation in case plans and contacts of efforts with special attention paid to fathers or mothers, who are not involved		January 2010
<b>Notes:</b> The following activities are aimed at ensuring that the quality and comprehensiveness of child and family assessments are consistent throughout the agency and reflective of the individual needs and strengths of the child and family. In addition, DFCS wants to ensure that case plans flow from these assessments and that there is regular supervisory review of the efficacy of these case plans.		<b>Assigned to</b>	
		Continuing Services Program Manager	
		Continuing Services Program Manager	
		Continuing Services Program Manager	
		Administrative Support Bureau in conjunction with the Office of the County Counsel and Law Enforcement	
		Administrative Support Bureau in conjunction with the Office of the County Counsel and Law Enforcement	
		Continuing Services Program Manager and Training Unit	

<p><b>Outcome/Systemic Factor:</b> Timeliness of adoption and family reunification efforts</p>			
<p><b>County's Current Performance:</b> Santa Clara County's timeliness in regards to adoptions finalized and children legally freed is less than the National Standards [<math>\geq 36.6\%</math> for C2.1--Adoption Within 24 Months (Exit Cohort); <math>\geq 22.7\%</math> for C2.3--Adoption Within 12 Months (17 Months In Care); 10.9% for C2.4--Legally Free Within 6 Months (17 Months In Care); and. <math>\geq 53.7\%</math> for C2.5--Adoption Within 12 Months (Legally Free) The county's C2.2 - Median Time To Adoption is more than the National Standard of <math>\leq 27.3</math> months. For the 2 year period from Quarter 4, 2007 to Quarter 3 2008, C2.1, C2.4 and C2.5 have shown a slight decline, C2.2 has been fairly constant at approximately 2 months below the National Standard, and C2.3 has been fairly constant, but below the National Standard. Overall, the county's performance has been relatively unchanged for the past two years. Santa Clara County is focusing efforts on reducing delays in adoptive home studies and strengthening concurrent planning procedures and practices to improve performance in timely adoption and the freeing of children.</p> <p>As indicated previously in regards to the timeliness of Family Reunification: Santa Clara County's percentage of children reunifying timely is less than the National Standards [<math>\geq 75.2</math> for C1.1 - Reunification Within 12 Months (Exit Cohort); <math>\geq 48.4\%</math> for C1.3 - Reunification Within 12 Months (Entry Cohort)], but is very near the National Standard as measured by C1.3. Santa Clara County's performance in regards to C1.2--Median Time To Reunification (Exit Cohort) is less than the National Standard of <math>\leq 5.4</math> months. The county's performance in regards to C1.4--Reentry Following Reunification (Exit Cohort) is also less than the National Standard of <math>\leq 9.9\%</math>. Santa Clara County has implemented training and new practice standards in regards to client assessment and engagement of children and families in assessment and case planning processes, as well as other policy changes and training.</p>			
<p><b>Improvement Goal 4.0</b> Increase timeliness of adoption. Indicators: C2.3--Adoption within 12 months when in care for 17 months of longer C2.5--Adoption within 12 months of becoming legally free for adoption (source: UCB; federal performance indicators)</p>			
<p><b>Strategy 4.1</b> Every child in family reunification must have a concurrent plan identified within 30 days of or by the dispositional hearing, whichever occurs first. In addition, every child in family reunification will have an identified concurrent placement identified and an identified transition plan by 59 days from the date of protective custody.</p>		<p><b>Strategy Rationale</b><sup>1</sup> Clearly defined policies and guidelines on concurrency will lead to a better understanding of concurrency and increased numbers of children placed into concurrent homes</p>	
<p><b>Milestone</b></p>	<p><b>4.1.1</b> Signed Concurrency Agreements for every child in out of home care</p>		<p>December 2010</p>
	<p><b>4.1.2</b> Updated policies and procedures in the Online Policies and Procedures to reflect changes in practice. Training to be provided to all staff</p>		<p>January 2010</p>
			<p><b>Assigned to</b></p>
		<p>Placement Program Managers in conjunction with DI program manager</p>	<p>Placement Program Managers in conjunction Administrative Support Manager and Training Unit</p>

	<p><b>4.1.3</b> Development of a tracking system for concurrency for every child in care and concurrency trends throughout the agency</p>	December 2010	Placement Program Managers in conjunction QIET Program Manager and Administration Support Manager
<p><b>Strategy 4. 2</b> Every child must be placed into a concurrent home within 90 days of removal</p>	<p><b>Strategy Rationale</b><sup>1</sup> Through the use of the Concurrency Agreement, Social Workers will discuss concurrency and gain a commitment from the caregivers for concurrency or a concurrent home will be sought and secured for every child placed in a home in which the caregiver is unwilling to commit to concurrency</p>		
<p><b>Milestone</b></p>	<p><b>4.2.1</b> Every child in out of home care will have a completed Child Card detailing the child's placement needs.</p>	December 2010	Placement Program Managers in conjunction with DI Program Manager
	<p><b>4.2.2</b> The child card will be added to CWS/CMS to ensure easier access to update.</p>	January 2010	Placement Program Managers in conjunction Administrative Support Manager
	<p><b>4.2.3</b> Revised procedures on completion of the child card and matching process, including utilization of a Permanency Planning Coordinator to track these outcomes and procedures</p>	January 2010	Placement Program Managers in conjunction Administrative Support Manager
	<p><b>4.2.4</b> Program Managers will identify areas in the process that result in delays and create procedures to reduce or eliminate those delays</p>	January 2010	Placement Program Managers in conjunction with the Permanency Coordinator
			<p><b>Describe systemic changes needed to further support the improvement goal.</b> DFCS will need to allocate additional resources to accomplish these goals and will need to increase efforts regarding recruitment and retention in collaboration with efforts toward concurrency.</p>
			<p><b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b> DFCS is fully aware that education regarding concurrency will be cultural shift for the agency and will require training for managers, supervisors, workers, caregivers and community partners, including Court officers.</p>
			<p><b>Identify roles of the other partners in achieving the improvement goals.</b> Please see education and training needs.</p>
			<p><b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b> None identified at this time.</p>

<p><b>Outcome/Systemic Factor:</b> Improve Health and Well-Being for children in out of home placement</p>			
<p><b>County's Current Performance:</b> Santa Clara County's percentage of children entering foster care who have an initiated health passport (AB 636 Measure 5A: Health and Education Passport) and the percentage of children who have timely well child dental examinations (AB 636 Measure 5B: Dental Examinations) are less than the state standard (90%). Santa Clara County's percentage of children who have timely well child examinations (AB 636 Measure 5B: Physical Examinations) has exceeded the state standard (90%) in recent months, but performance needs to be monitored to maintain compliance. Santa Clara County has implemented several procedures to improve performance since 2007 and new case planning and performance tracking tools are under development that are expected to enhance performance further.</p>			
<p><b>Improvement Goal 5.0</b> All children in care will have timely medical and dental services, as well as access to the educational services and supports necessary to ensure their educational potential is met. Indicators: AB 636 Measure 5B: Physical Examination and AB 636 Measure 5B: Dental Examination (source: presently available through SafeMeasures. This is a State measure that is still in development and has not yet been formally endorsed by the State.) AB 636 Measure 5A: Health and Education Passport (source: presently available through Safe Measures, This is a State measure that is still in development and has not yet been formally endorsed by the State.)</p>			
<p><b>Strategy 5.1</b> Strict monitoring of timely medical and dental services</p>		<p><b>Strategy Rationale</b><sup>3</sup> Tracking and monitoring of dental and medical exams will lead to greater compliance with the necessary State and Federal timelines.</p>	
<p><b>Milestone</b></p>	<p><b>5.1.1</b> Increased timely medical and dental services</p>	<p>December 2009</p>	<p>Assigned to Administrative Support Manager</p>
	<p><b>5.1.2</b> Development of a comprehensive report for outcomes to be utilized by managers and supervisors</p>	<p>December 2009</p>	<p>Administrative Support Manager</p>
	<p><b>5.1.3</b> Increased accuracy of medical and dental information entered into CWS/CMS, Health and Education Passport.</p>	<p>December 2009</p>	<p>Administrative Support Manager</p>
<p><b>Strategy 5.2</b> Data clean up regarding educational information contained in CWS/CMS and inclusion of education information on the placement notification form for all children who change placements or who come into protective custody.</p>		<p><b>Strategy Rationale</b><sup>1</sup> Accurate information in CWS/CMS ensures that both caregivers and social workers have the appropriate educational information</p>	

<sup>3</sup> Describe how the strategies will build on progress and improve this outcome or systemic factor

Milestone	Timeframe	Assigned to	CC25 Program Manager
<p><b>5.2.1.</b> Increased accuracy of educational information contained in CWS/CMS Health and Education Passport</p>	July 2009		CC25 Program Manager
<p><b>5.2.2</b> Increased notification for education providers regarding children who change placements or who are placed into protective custody</p>	December 2009		CC25 Program Manager
<p><b>5.2.3</b> Development of a joint data base with Santa Clara County Office of Education and local school districts for use by DFCS, Juvenile Probation and the Courts</p>	December 2010		CC25 Program Manager
<p><b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b> Training for Child Welfare staff, supervisors, and managers has occurred regarding children’s educational needs and related legal issues, and procedural changes for entry of educational and medical information into CWS/CMS have been implemented. Tracking and monitoring procedures and safeguards are being finalized and tested to ensure procedures currently in place are helping to achieve desired outcomes</p>			
<p><b>Identify roles of the other partners in achieving the improvement goals.</b> Continue Monthly meetings with representatives from the County Office of Education-Foster Youth Services, local school districts, Juvenile Dependency and Delinquency Court, and additional stakeholders will continue in order to move forward on the completion of the FYSIS (Foster Youth Services Information Systems Database), as well as the necessary court orders and policies and procedures to support this work.</p> <p><b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b> Standing court orders to allow the necessary releases and exchanges of information have been completed. Modifications necessary to this existing Court Order are being monitored.</p>			

Juvenile Probation Identified SIP Goal:

**Outcome/Systemic Factor:**

Similar to child welfare, the Probation Department will utilize out of home placement for delinquent minors. However, the reason for the use of placement by the delinquent Court and Probation is different than the reasons for placement use by child welfare. Probation will recommend the removal of youth from the home due to on-going criminal behavior, the risk the minor possess to themselves and the community, and in order to provide specialized rehabilitative treatment for the minor. At times youth may be removed because they are at risk of abuse if they remain in the home, but this is infrequent. Santa Clara County utilizes four levels of placement including; WRAP, Pre-Ranch Alternative Placement, General Placement, and California Department of Corrections and Rehabilitation (CDCR) Alternative Placement. WRAP is used as an early intervention for families in need of support and counseling, Pre-Ranch Alternative Placement in local group homes is used as an alternative to being committed to the Probation Department's Ranch, General Placement is used to meet long term treatment needs for minors with a specific emotional, or mental health needs, and CDCR Alternative Placement is used as an alternative to being committed to CDCR.

At all levels of Placement, Probation will try to secure placement with a relative either prior to use of placement, or as an alternative once a placement is completed. Probation also strives for family engagement, and has added state trainings for Placement Probation Officers to attend to gain knowledge about family engagement strategies, and best practices. In partnership with the Delinquency Court, Probation is also working toward live video feeds in Court for minors placed out of State, and live video visiting for families of minors who are placed out of state.

The Probation Department's relationship with the Delinquency Court is an area identified for needed improvement in the 2008 Peer Quality Case Review (PQCR). The PQCR found that a common problem that led to placement instability was frequent miscommunication between Probation, the Court and the District Attorney, and the attorney representing the minor. Miscommunication between the Court partners and family leads to an inconsistent messages to the minor and family, thus leading to instability in the minor's placement. There is a need to bring the court partners together to provide a clear message to the minors and families who are being placed and are in placements.

**County's Current Performance:**

From 2006 through the current year, Probation placement stability has remained relatively stagnant. Most minors placed through Probation remain in one placement, and they either fail or succeed. However, some minors do move through multiple placements. Although the overall number of minors who move through multiple placements remains the same, the reasons why remain perplexing. The decision to place minors rests with the Court and its partners and this is the most logical place to start to find solutions for the larger problem of stability and success in placement. In recent years the overall demographic of all Court partners has shifted from more experienced staff who have retired to less experienced staff who do not have the broad experience of the staff they are replacing. Further, all agencies have shifted overall goals to utilize more community options and less incarceration. The shift to less experienced staff and a shift in goals to utilize less incarceration has led to differences in what the Court partners believe Probation placements role should be in the delinquency system.

**Improvement Goal 6.0**

Improve placement stability by gathering data about placement screening and successful and unsuccessful placement, increasing the exchange of information about placement and increase training about placement with Probation staff and the Delinquency Court Partners (Judges, District Attorneys, and minor's attorneys). By having data to support screening and successful placement and increasing the knowledge level and understanding of Probation placement, Probation placement will be used effectively, and minors and families will

<p>receive a common, clear and consistent message about the purpose and goals for them. Further, once in an out of County or out of state placement the Probation Department will enhance family engagement by developing a live video conferencing program.</p>			
<p><b>Strategy 6.1</b> Utilizing internal Probation computer databases to develop a tracking system to track screening, and assigned placement success and failures with reasons for the failures.</p>		<p><b>Strategy Rationale</b><sup>4</sup> Gathering and sharing this data will help support successful placement by demonstrating which minors are successful in placement and why minors fail. This will serve to further support a common understanding of the use of placement by delinquency Court system partners.</p>	
<p><b>Milestone</b></p>	<p><b>6.1.1</b> With information systems develop a flag in the Juvenile Automated System (JAS) database that gathers information about screening, placement used, duration, and success and reasons for failure.</p>	<p>2009</p>	<p>Assigned to</p>
	<p><b>6.1.2</b> Develop, and provide an automated report to provide data to delinquency Court partners.</p>	<p>2009</p>	
<p><b>Strategy 6.2</b> The Probation Placement Unit will provide Probation and Delinquency Court partners with information about placements. A list of available placements will be maintained and shared with Probation and Delinquency Court partners. As new placements are added, Placement will provide a presentation about the new program to Probation and Delinquency Court Partners.</p>		<p><b>Strategy Rationale</b><sup>1</sup> This will serve to increase Probation and Delinquency Court partners knowledge about the programs utilized and what minors are successful in the specific programs.</p>	
<p><b>Milestone</b></p>	<p><b>6.2.1.</b> Develop data tracking screening, acceptance, and success or failure with reasons for failure.</p>	<p>Complete in 2009</p>	<p>Assigned to</p>
	<p><b>6.2.2</b> Provide data demonstrating screening, acceptance and success and failures in programs to identify minors who succeed and in which programs.</p>	<p>Quarterly</p>	
<p><b>Strategy 6.3</b> Probation Placement will provide regular Training about placement</p>		<p><b>Strategy Rationale</b><sup>1</sup> Regular trainings in these areas will support common practices by</p>	

<sup>4</sup> Describe how the strategies will build on progress and improve this outcome or systemic factor

types and available programs, eligibility and suitability criteria, how cases are screened for placements and the criteria for failure and program completion for Probation and Delinquency Court partners.		all delinquent Court partners, and develop a broad and common knowledge base about Probation Placement.	
<b>Milestone</b>	<b>6.3.1</b> Develop quarterly training topics.	2009	Placement Supervisor
	<b>6.3.2</b> Schedule quarterly trainings, probation officers and delinquency court partners. Probation Section Meetings [Manager and Supervisors and Unit Meeting (Supervisor and Probation Officer)], and the Delinquency Court System Meeting may be used for these training sessions.	Quarterly	Placement Supervisor
<b>Assigned to</b>			
<p><b>Describe systemic changes needed to further support the improvement goal.</b>                  Probation and each delinquency Court partner have varying and different missions and goals, and therefore each views Probation placement serving different needs and a different role. In order to increase the successful placement of minors, leading to the best outcomes, each partner will have to develop a more common understanding of the use of placement by the delinquency system.</p> <p><b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b>                  The Probation Department will need to utilize its internal data base to more effectively track who is screened and accepted for placement and who succeeds and fails. This will provide accurate data to support better outcomes. Sharing the information with delinquency Court partners could be used to define common goals for Probation placement. Placement Probation Officers will continue to attend State offered trainings about placement as much as possible to increase their knowledge, and in turn the knowledge gained from this specialized training needs to be provided to the delinquency Court partners through a quarterly placement training program.</p> <p><b>Identify roles of the other partners in achieving the improvement goals.</b>                  The Santa Clara County Probation Department will continue to work collaboratively with the other delinquency Court partners to achieve these goals. These partners already meet monthly to table problems and issues. The presiding delinquency Judge is supportive of collaborative committees to solve common problems. Further, the presiding delinquency judge is supportive of regular shared trainings offering new and current information about common practices. These partnerships have lead to addressing many significant issues amongst this group over the past two years. The Probation Department has also developed a strong collaborative relationship with the Department of Family and Children’s Services and Department of Mental Health specifically to work together on the challenging issues we each face with our county’s youth.</p>			
<p><b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b>                  None.</p>			
<p><b>Strategy 6. 4</b>                  Utilize CWSOIP funding to enhance family connections using live video conferencing technology. Parents would “visit” with minors in</p>		<p><b>Strategy Rationale<sup>5</sup></b>                  A family disconnect will lead to problems in placement stability. Utilize current technology to allow parents to visit with minors in out</p>	

<sup>5</sup> Describe how the strategies will build on progress and improve this outcome or systemic factor

out of County and out of State placements over a live web video feed.		of County and out of State placements over a live video feed will serve to maintain and support the critical family connection	
<b>Milestone</b>	<b>6.4.1</b> Purchase computer hardware and software to enable live video conferencing over the internet. Develop secure transmission between Juvenile Probation and out of County and out of State Placements. Identify a room to use as a video visiting room. Identify a staffing rotation to staff the visits.	<b>Timeframe</b>	Probation Manager
	<b>6.4.2</b> Pilot video visiting with one out of State placement and two instate placements.		Assigned to
	<b>6.4.3</b> Develop additional connections with all out of County and out of State placements		Probation Manager (introduction to staff - oversight) Probation Placement Supervisor (ongoing monitoring) Probation Manager

Utilization of 07/08 and 08/09 Child Welfare System Outcome Improvement (CWSOIP) funding:

For fiscal year 07/08, the Probation Department utilized the CWSOIP funding for training. To access the 08/09 funding, Probation was required to develop a MOU with Department of Social Services. In the fall of fiscal year 08/09, the MOU was developed and finalized. These funds are available to support family reunification and to facilitate family visitation for Probation minors in placement. Funds are available for administrative and staff development costs in total of \$39,030. The funds were accessed for the first time in February 2009 when a grandmother was able to visit a minor at his placement in Florida. The Probation Department is developing an internal procedure and application to be utilized by parents or guardians who may wish to visit a minor but are unable to. This will be a tool to identify the most appropriate matters for the use of the funding. The Probation Department is also considering the purchase of teleconferencing and on-line video equipment in order to develop a virtual visiting program for parents to access at the Probation Department to have a live, on-line video visits with minors in out of County and State programs.

Department of Family and Children's Services utilized the CWSOIP funding for both fiscal year 07/08 and 08/09 to fund a Relative Support Team comprised of case managers and behavior specialists in order to stabilize and support children in placements with relatives and non-related extended family members. Total allocation \$299,955. In addition, part of these funds are used to support Path I and Path II efforts for Differential Response (DR) to Gardner Family Care in total of \$131,226 for case management diversion work (DR is linked to Strategies 1 and 2 for Child Welfare.) Total CWSOIP funding is \$431,181: \$428,135 is used for DFCS and \$39,030 is used for Juvenile Probation.