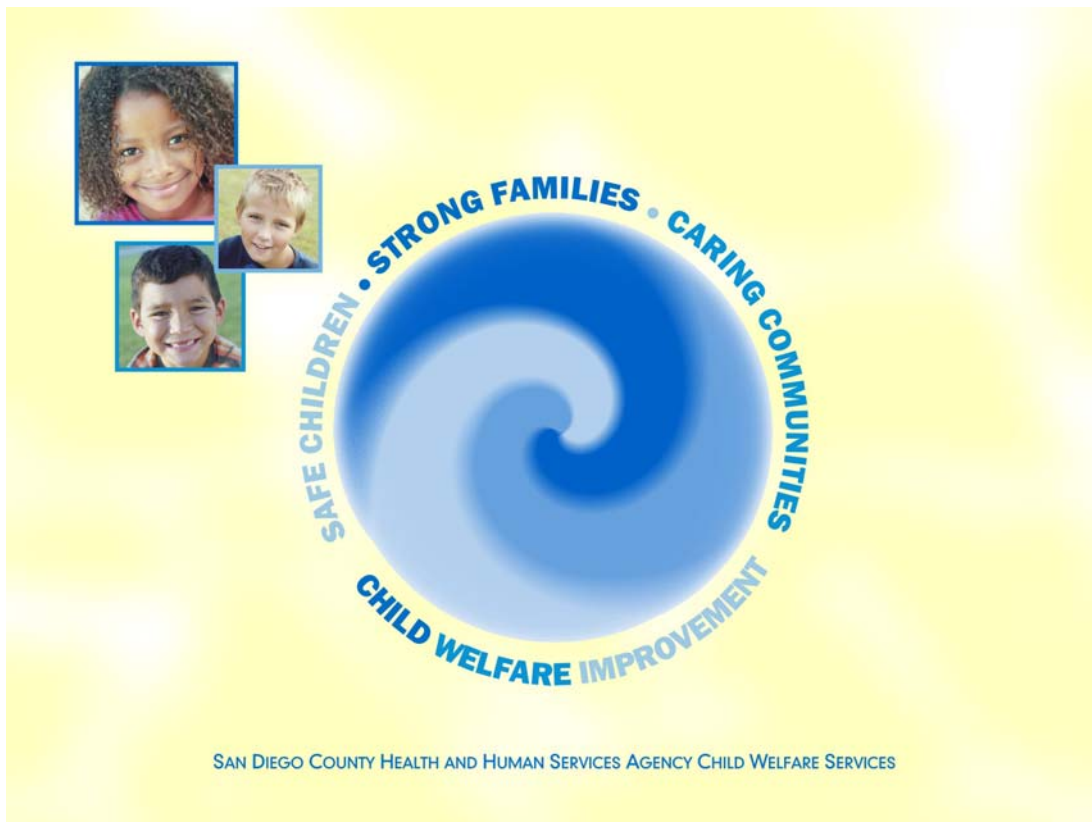


# California Child and Family Services Review 2006 System Improvement Plan County of San Diego



Mary C. Harris, Director, Child Welfare Services  
Vincent Iaria, Chief Probation Officer, Juvenile Probation



## California's Child and Family Services Review (C-CFSR) System Improvement Plan (SIP)

<b>County:</b>	San Diego
<b>Responsible County Child Welfare Agency:</b>	Health and Human Services Agency (HHSA) Child Welfare Services (CWS)
<b>Period of Assessment:</b>	July 2004 to December 2005
<b>Period of Outcomes Data:</b>	January 1998 through December 2004 via UC Berkley Child Welfare Research Center
<b>Date Submitted:</b>	July 31, 2006

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# SYSTEM IMPROVEMENT PLAN (SIP) REPORT

## Introduction

In January 2004, the California Department of Social Services (CDSS) began the California-Child and Family Services Review (C-CFSR). CDSS identified four child welfare outcomes and seven systemic factors for each county to use to assess the effectiveness of its child welfare system. These outcomes are: Safety, Permanency and Stability, Family Relationships and Community Connections, and Well-Being. Associated with each of these outcomes are indicators to measure the County's performance. The systemic factors are: Relevant Management Information System, Case Review System, Foster/Adoptive Parent Licensing, Recruitment and Retention, Quality Assurance System, Service Array, Staff/Provider training, and Agency Collaborations.

In San Diego County, Child Welfare Services (CWS) is the primary County entity responsible for providing child welfare services to families experiencing child abuse and neglect. Juvenile Probation is the department responsible for providing child welfare services to children involved in the County's juvenile delinquency system. Because CWS and Juvenile Probation play an important role in providing child welfare services to children and families, both work together to complete the C-CFSR process.

## C-CFSR Process

The first step in the C-CFSR process was for each county to conduct a County Self-Assessment (CSA) of its child welfare system strengths and areas of need. On June 30, 2004, San Diego County completed its initial CSA.

The second step in the C-CFSR process was for each county to develop a System Improvement Plan (SIP). The State directed each County to develop strategies for improvement on outcomes and systemic factors identified in the CSA. On October 19, 2004, the County's Board of Supervisors approved the County's first SIP. This SIP was a one-year plan dating from October 1, 2004 through September 30, 2005.

The third step in the C-CFSR process was for each county to conduct a Peer Quality Case Review (PQCR). The PQCR is an intensive examination of a selected social work and probation officer practice area aimed at improving the provision of child welfare services. CWS focused on the permanency indicator; length of time to exit foster care to reunification and Juvenile Probation focused on the safety indicator; Probation Officer visits with children and parents. The PQCR process resulted in recommendations for improvement, which were incorporated into the County's SIP. The County completed its PQCR in April 2005.

In August 2005, San Diego County timelines were modified when the California Department of Social Services (CDSS) proposed a C-CFSR triennial cycle so they could stagger reports due to them for all 58 counties. As a result, the Health and Human Services Agency, Child Welfare Services (CWS) division, completed a modified CSA and develop a new SIP with representatives from multiple public, private, and community agencies involved in the child welfare system.

### **Initial System Improvement Plan (SIP)**

The initial SIP was a one-year plan that covered the period from October 1, 2004 through September 30, 2005. CWS' Policy and Program Support section was responsible for guiding and overseeing the completion of the activities for the 2004-2005 SIP. The County's Implementation Team (CIT) facilitated the completion of the regional and program activities. The CIT was comprised of representatives from the County's CWS Regions and Programs listed in the Acknowledgment Section of this report. The County's review of its child welfare system via the CSA and SIP process indicated that the County needed to focus on the following outcome indicators and systemic factors:

#### Outcome Indicators

- Safety: The rate of child abuse and/or neglect in foster care
- Permanency: The length of time to exit foster care to reunification
- Family Relationships: The number of siblings placed together in foster care

#### Systemic Factors

- Fairness and Equity: Understand and develop strategies that address overrepresentation of certain ethnic and cultural groups in the child welfare system, which is a nationwide problem.
- Quality Assurance System: Evaluate current social work practices and provide technical assistance to social work staff that will improve accountability and promote continuous improvement.

### **2004 - 2005 SIP Accomplishments**

#### **Safety - Reduce Child Abuse and/or Neglect in Foster Care**

- Conducted regional focus groups to gather information regarding current practices and existing policies and procedures.
- Updated existing policy and procedures in Child Welfare Services Program Guide.
- Evaluated and updated the Social Worker Initial and CORE training curriculums.
- Developed an action plan to focus on: 1) developing a system of rewards/recognition for foster parents, 2) enhance respite care services and 3) provide training for Social Workers for strengthening the relationship between foster parents and Social Workers.
- Identified for out-of-home caregivers the support services available through the Family-to-Family Program.
- Expanded the support services provided to out-of-home caregivers through the Community Services for Families (CSF) contract.
- Published an article in "Our Child" newsletter to foster parents that informed foster parents of the CSF support services.



### **Permanency - Decrease Length of Time to Exit Foster Care to Reunification**

- Convened Regional focus groups to gather information about graduated visitation plans, trial home visits and how families are involved in the development of their case plan.
- Updated the Case Consultation form to include questions about graduated visitation plans and updated the policies and procedures addressing case plans.
- Reviewed current policies and procedures on family engagement in the case planning process and Family Unity Meetings.
- Identified reunification services provided through the CSF contracts.
- Surveyed families regarding satisfaction with reunification services they received through the CSF contracts.
- Collaborated with Juvenile Court to expand the dependency drug court program to provide more services that will aid in timely reunification.
- Updated current policies and procedures on the Intensive Family Preservation Program.
- Identified social work, Probation, Juvenile Court and lawyer practices that necessitate the use of continuances. These practices are: 1) Indian Child Welfare Act (ICWA) notice requirements, 2) time to produce parents who are in custody, 3) time to obtain a psychological evaluation, 4) lack of staff (attorneys, social workers, and court personnel) and 5) pending residential placement packets.
- Gathered information and identified strategies for decreasing Juvenile Court continuances. These strategies include: 1) improve notice to parties by providing social work staff with tools and training (with special focus on ICWA notice requirements), 2) improve content of court reports submitted by social workers, 3) improve how to produce parents that are in custody or create videoconferencing for these parents and 4) increase attorneys' ability to see their clients prior to a hearing.

### **Family Relationships and Community Connections - Increase Number of Siblings Placed Together in Foster Care**

- Reviewed out-of-home placement characteristics to determine barriers to placing siblings together. These barriers are: 1) foster home capacity limit, 2) foster parents' financial limitations, 3) number of adults in the home available to provide care, 4) low number of new foster parents, 5) working foster parents, 6) cost and lack of childcare, 7) needs of the foster parents' biological children and 8) lack of respite care.
- Identified strategies for recruitment of more homes for sibling placements. These strategies are: 1) targeted media advertisements in English and Spanish (newsprint, radio, television), 2) emphasis on the need for sibling placements during the orientations conducted by Foster Home Licensing for prospective foster parents, 3) regional outreach activities, and 4) exploring non-traditional groups where foster parents could be recruited (e.g. retired County employees, teachers' associations).

## **SIP REPORT (Continued)**

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- Developed a recruitment and support program targeted at caregivers for siblings groups to: 1) address issues related to caring for sibling groups and 2) develop and provide on-going training on caring for sibling groups.
- Collaborated with Indian Health Council to develop strategies for recruitment of foster homes for Native American children. These strategies include: 1) work with the Indian Health Council to recruit families to become licensed foster parents, 2) Foster Home Licensing will collaborate with the Recruiter Coordinator for the “Recruiting Rural Parents for Indian Children Project” to recruit placement families for Native American children and 3) work with the CWS Indian Specialty Unit to recruit and support placements for Native American children.

### **Systemic Factor - Fairness and Equity**

- Identified the racial composition for each SIP outcome, removals, out-of-home placements and dependency cases.
- Conducted regional focus groups to review policies and procedures to identify how fairness and equity is addressed.
- Chose Structured Decision Making (SDM) to replace our current risk assessment model and began implementation process.

### **Systemic Factor - Quality Assurance System**

- Convened a workgroup that assessed the CWS Quality Assurance System (QAS), and determined or clarified the QAS purpose, goals, roles, staffing qualifications and staffing levels.
- Established CWS Quality Assurance Unit. - Data Unit staff (including student workers) are being hired and trained to assist with this process.
- Convened focus groups to identify the data entry needs for the community, CWS Regions and Special Programs.
- Created Communication packets and existing data packets will be revised and streamlined by the Data Unit.

### **2006 System Improvement Plan**

In August 2005, San Diego County timelines were modified when the State proposed a California - Child and Family Services Review triennial cycle so they could stagger reports due to them from counties. Health and Human Services Agency, Child Welfare Services, completed a modified County Self Assessment and developed a new System Improvement Plan with representatives from multiple public, private and community agencies involved in the child welfare system.

In January 2006, the County's Health and Human Services Agency, Child Welfare Services (CWS) division, began a new C-CFSR process with assistance from the Probation Department. To ensure the County obtained input from all participants in the child welfare system, CWS invited representatives from all segments of the system to participate on the County Self-Assessment (CSA) and System Improvement Plan (SIP) Committee. The CSA and SIP Committees were comprised of members from various public and private agencies representing multiple disciplines including, consumers, community stakeholders, education, Juvenile Court, tribes, and Alcohol and Drug Services. The Commission on Children, Youth and Families was also involved.

The CSA Committee held 3 meetings in January 2006. The committee reviewed child welfare services performance trends and developed recommendations for the SIP Committee. On March 30, 2006, the County submitted the CSA report to the State. The CSA process for the County indicated that the County's new SIP needed to focus on outcomes that will continue to enhance the County's efforts to improve its child welfare system. The five outcomes are:

#### **Safety:**

- Decrease Child Abuse and/or Neglect in Foster Care

#### **Permanency and Stability:**

- Decrease Length of Time to Exit Foster Care to Reunification
- Decrease Time to Adoption
- Decrease Re-entry into Foster Care

#### **Family Relationships and Community Connections:**

- Increase Siblings Placed Together in Foster Care

In addition, the CSA indicated the County's needed to continue improvement efforts on two systemic factors:

#### **Fairness and Equity:**

- Understand and develop strategies that address overrepresentation of certain ethnic and cultural groups in the child welfare system, a nationwide problem.

#### **Quality Assurance System:**

- Evaluate current social work practices and provide technical assistance to social work staff that will improve accountability and promote continuous improvement.

## **SIP REPORT (Continued)**

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The 2006 SIP Committee was divided into five groups based on the members' areas of expertise and experience. The SIP committee held 6 meetings between March 2006 and April 2006. In developing the SIP, the County used the CSA to prioritize the items to be addressed. The committee analyzed the County's Data Reports and historical data gathered on the outcomes to develop the 2006-2009 SIP. In addition, the SIP Committee reviewed the SIP strategies that were developed in 2004. SIP Committee received input from the Program Integrity Committee<sup>1</sup> and Commission on Children, Youth and Families' CWS Steering Committee members.

The SIP goals align with the County's Strategic Plan and Initiatives for 2006-2011. The goals support the County's commitment to provide quality care and supportive services for at risk youth and children in the dependency system to create a nurturing environment that enables and encourages them to succeed. The goals will be achieved by working with stakeholders, to address strengths and needs in key areas of the child welfare system.

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<sup>1</sup>The Program Integrity Committee is comprised of CWS Program Managers and Assistant Deputy Directors.

## **2006 SYSTEM IMPROVEMENT PLAN (SIP) OVERVIEW**

### **Outcome Measures**

#### **Safety: Decrease Rate Of Child Abuse And/Or Neglect In Foster Care**

The improvement goal:

- Enhance access to and expand support services for caregivers.

#### **Permanency: Decrease Length Of Time To Exit Foster Care To Reunification**

The improvement goals:

- Strengthen social worker practices to ensure reunification occurs with family readiness.
- At the onset of a dependency case educate parents, relatives and service providers on the function of the child welfare system, concurrent planning, and progression of a case to reunification or an alternative permanent plan.
- Enhance caregivers, service providers, Voices for Children staff, social work staff and attorneys' ability to contribute to successful reunification.

#### **Permanency: Decrease Time To Adoption**

The improvement goals:

- Increase family and community involvement in the concurrent planning process.
- Reduce continuances in dependency-adoptions cases.

#### **Permanency: Decrease Re-Entry Into Foster Care**

The improvement goals:

- Increase the number of county social workers utilizing a standardized approach to reunification and assessment decision making.
- Strengthen the coordinated efforts to support family reunification.

#### **Permanency: Increase Siblings Placed Together In Foster Care**

The improvement goal:

- Increase placement resources for sibling groups.

### **Systemic Factors**

#### **Fairness and Equity**

The improvement goals:

- Reduce disproportionality.
- Implement Structured Decision Making (SDM).
- Utilize the County's Fairness and Equity Workgroup to provide input on the fairness and equity SIP activities and assess the impact on the County's disproportionality in its child welfare system.

#### **Quality Assurance System**

The improvement goals:

- Enhance CWS' and Juvenile Probation's capacity to analyze data including the identification of trends, to improve the implementation of policies and procedures.
- Improve data purification and validation.
- Expand communication regarding CWS data information to community stakeholders, CWS Regional Operations, Centralized CWS and CWS social work staff.
- Obtain information from social work staff, and children and families receiving child welfare services on social work practice and its impact on service delivery.

# 2006-2009 SIP PLAN

## 07/01/2006 – 06/30/09

<b>Safety Outcome: Decrease Child Abuse and/or Neglect in Foster Care</b>			
<b>Current Performance</b> Overall, San Diego CWS children have experienced a steady, yearly increase in substantiated referral rates while in foster care from 1998 (0.30%) to 2003 (.92%), followed by a significant decline in 2005 (0.47%). San Diego has met the Federal Goal (.57%) since 2004.			
<b>Improvement Goal 1.0</b> Enhance access to and expand support services to caregivers.			
<b>Strategy 1.1</b> Continue to expand and monitor the support services provided to foster parents through the Community Services for Families (CSF) contract.		<b>Strategy Rationale</b> This will ensure caregivers have needed support services, which promotes a safer environment for children.	
<b>Milestone</b>	<b>1.1.1.</b> Expand Project KEEP program countywide through Community Services for Families (CSF) contract.	<b>Timeframe</b>	<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)
	<b>1.1.2.</b> Train CSF staff to provide supervision for group facilitators countywide in order to reduce the reliance on Project KEEP research staff for supervision and increase capacity to provide groups.	<b>Timeframe</b>	<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)
	<b>1.1.3.</b> Evaluate fidelity to the model and reduction in foster parent self-reported stress and increased ability to care for children with problem behaviors.	<b>Timeframe</b>	<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)
		<b>Assigned to</b>	<ul style="list-style-type: none"> <li>• PPS<sup>2</sup></li> <li>• CASRC<sup>3</sup></li> <li>• CSF</li> <li>• CWS<sup>4</sup> REGIONS</li> </ul>
		<b>Assigned to</b>	<ul style="list-style-type: none"> <li>• CASRC</li> <li>• CSF</li> </ul>
		<b>Assigned to</b>	<ul style="list-style-type: none"> <li>• CASRC</li> <li>• CSF</li> <li>• REGIONAL PSYCHOLOGIST</li> </ul>

<sup>2</sup> PPS refers to Policy and Program Support

<sup>3</sup> CASRC refers to Child and Adolescent Services Research Center

<sup>4</sup> CWS refers to Child Welfare Services

<b>Strategy 1.2</b> Continue to expand and monitor the support services provided to foster parents.		<b>Strategy Rationale</b> This will ensure caregivers have needed support services, which promotes a safer environment for children.			
<b>Milestone</b>	1.2.1. Ensure regional staff psychologists provide additional support services to foster parents.	<b>Timeframe</b>	<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)	<b>Assigned to</b>	<ul style="list-style-type: none"> <li>• PPS<sup>5</sup></li> <li>• REGIONAL PSYCHOLOGISTS</li> <li>• CWS<sup>6</sup> REGIONS</li> </ul>
	1.2.2. Identify opportunities to maximize partnerships with community providers.		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)		<ul style="list-style-type: none"> <li>• CWS REGIONS</li> <li>• CSF</li> </ul>

<sup>5</sup> PPS refers to Policy and Program Support

<sup>6</sup> CWS refers to Child Welfare Services



<b>Safety Outcome: Decrease Child Abuse and/or Neglect in Foster Care</b>
<b>Describe systemic changes needed to further support the improvement goal.</b> By achieving the improvement goal, continue to expand the pool of foster parents that is supported and not likely to abuse children in foster care.
<b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b> Training needs have been identified in Strategies 1.1.
<b>Identify roles of the other partners in achieving the improvement goals.</b> To achieve the improvement goals, the role of the following partners would be important: ➤ Contractors for the Community Services for Families program to collaborate to provide Project KEEP services countywide.
<b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b> Not applicable.

<b>Permanency Outcome: Decrease Length of Time to Exit Foster Care to Reunification</b>			
<b>Current Performance</b> Overall, San Diego has experienced a steady, yearly decreasing trend on this measure from October 1997 (78.8%) to June 2005 (67.9%). Federal Goal (76.2%) has not been met.			
<b>Improvement Goal 1.0.</b> Strengthen social work practice to ensure reunification occurs with family readiness.			
<b>Strategy 1.1</b> Clarify for Stakeholders <sup>7</sup> the criteria that indicate family readiness for reunification.		<b>Strategy Rationale</b> This will increase the social work staff's ability to assess family readiness for reunification.	
<b>Milestone</b>	<b>1.1.1</b> Conduct a literature review for evidence-based practice on how family readiness is defined, assessed and implemented as best practices.	<b>Timeframe</b>	<b>Assigned to</b>
	<b>1.1.2.</b> Implement Structured Decision Making (SDM) reassessments.		
	<b>1.1.3.</b> Ensure Key Stakeholders understand the factors considered for family readiness.		
		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>CENTER FOR EVIDENCE BASED PRACTICE</li> <li>PPS MSW INTERNS</li> </ul>
		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>PPS</li> </ul>
		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>CCYF<sup>8</sup></li> </ul>

<sup>7</sup> Stakeholders refers to social workers, probation officers, attorneys, court, caregivers, etc.

<sup>8</sup> CCYF refers to Commission on Children Youth and Families which functions as the local Child Abuse Prevention Committee SIP (07/01/2006 – 06/30/09)

<b>Strategy 1.2</b> Ensure parent-child visitations occur based on graduated visitation plans that are planned and purposeful.		<b>Strategy Rationale</b> This will provide a framework for parents and caregivers regarding visitation expectations and an assessment tool for CWS staff and other stakeholders.	
<b>Milestone</b>	<b>1.2.1.</b> Implement and develop graduated visitation guidelines.	<b>Timeframe</b>	<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)
		<b>Assigned to</b>	<ul style="list-style-type: none"> <li>• PPS</li> <li>• CWS REGIONS</li> </ul>

<b>Strategy 1.3</b> Train social workers and probation officers on how to promote positive parental involvement in the family reunification case early in the juvenile dependency process.		<b>Strategy Rationale</b> This will enable social workers to help families overcome resistance, lack of motivation, non-compliance with case plan activities and engage in services early in the juvenile dependency process.	
<b>Milestone</b>	<b>1.3.1.</b> Incorporate strength based assessment and case planning skill development and engagement skill development in training curriculum.	<b>Timeframe</b>	<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)
		<b>Assigned to</b>	<ul style="list-style-type: none"> <li>• PPS TRAINING COORDINATOR</li> <li>• PROBATION</li> <li>• HHSA T &amp; D<sup>9</sup></li> <li>• PCWTA<sup>10</sup></li> </ul>

<sup>9</sup> HHSA T & D refers to Health and Human Services Agency Training and Development

<sup>10</sup> PCWTA refers to Public Child Welfare Training Academy

<b>Strategy 1.4</b> Complete business process re-engineering on family reunification work process to achieve workload efficiencies and increase SW time with clients.		<b>Strategy Rationale</b> This will enable social workers to spend more time providing families more individualized attention and assistance during the family reunification process.			
<b>Milestone</b>	<b>1.4.1.</b> Implement Team Decision Making (TDM) to promote first, best placement and reduce workload due to placement changes.	<b>Timeframe</b>	<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)	<b>Assigned to</b>	<ul style="list-style-type: none"> <li>• PPS</li> <li>• CWS REGIONS</li> <li>• CCWS<sup>11</sup></li> </ul>
	<b>1.4.2.</b> Complete business process review on at least one common activity to identify efficiencies through improved technology or processing.		<input type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)		<ul style="list-style-type: none"> <li>• PPS</li> <li>• CWS REGIONS</li> <li>• CCWS</li> </ul>
	<b>1.4.3.</b> Identify at least 3 opportunities to maximize partnerships with community providers to include but not limited to, visitation, post reunification support services, kinship services, and additional foster parent support services.		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)		<ul style="list-style-type: none"> <li>• CWS REGIONS</li> <li>• PPS</li> <li>• CCWS</li> </ul>

<sup>11</sup> CCWS refers to Centralized Child Welfare Services SIP (07/01/2006 – 06/30/09)

<b>Strategy 1.5</b> Reduce time for the case transfer processes for social workers, probation officers and attorneys.		<b>Strategy Rationale</b> This will help social workers, probation officers and attorneys provide an uninterrupted flow of services to families in the family reunification process.	
<b>Milestone</b>	<b>1.5.1.</b> Convene focus groups to conduct business process re-engineering to reduce the time spent on the case transfer process.	<b>Timeframe</b>	<b>Assigned to</b>
	<b>1.5.2.</b> Based on the results of 1.5.1. , consider a pilot of an alternate case management method.		
		<input type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• PPS</li> <li>• CWS REGIONS</li> <li>• CCWS</li> <li>• STAKEHOLDERS</li> </ul>
		<input type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• PPS</li> <li>• CWS REGIONS</li> <li>• CCWS</li> </ul>

<b>Strategy 1.6</b> Develop expectations for supervisory case consultations on all Family Reunification cases and incorporate Structured Decision Making (SDM), Team Decision Making (TDM) and data analysis tools.		<b>Strategy Rationale</b> This will help ensure all aspects of family reunification cases are being addressed and assessed.	
<b>Milestone</b>	<b>1.6.1.</b> Ensure supervisor SDM Case Reviews are completed to reflect family strengths, current and future risk and safety and family readiness.	<b>Timeframe</b>	<b>Assigned to</b>
	<b>1.6.2.</b> Implement SDM, TDM and data analysis tools for supervisory case consultations on all Family Reunification cases.		
		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• PPS</li> <li>• CWS REGIONS</li> </ul>
		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• PPS</li> <li>• CWS REGIONS</li> </ul>

<p><b>Strategy 1.7</b> Apply for Outcome Improvement Project (OIP) funding or other funding to upgrade/expand the extent of searches conducted for family members for all new and existing cases.</p>		<p><b>Strategy Rationale</b> This will improve efforts to locate and engage family members of children entering out of home care increasing opportunities for placement with kin, family support to the parent and promote earlier family reunification.</p>			
<b>Milestone</b>	<p><b>1.7.1.</b> Contingent upon availability of funding, implement upgraded relative search strategy</p>	<b>Timeframe</b>	<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)	<b>Assigned to</b>	<ul style="list-style-type: none"> <li>• PPS</li> <li>• CWS Regions</li> <li>• CCWS</li> </ul>
	<p><b>1.7.2.</b> Evaluate relative search strategy.</p>		<input type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)		<ul style="list-style-type: none"> <li>• PPS</li> </ul>
	<p><b>1.7.3</b> Contingent upon availability of funding, implement and evaluate “Family Finding” model.</p>		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)		<ul style="list-style-type: none"> <li>• PPS</li> <li>• CWS Regions</li> <li>• CCWS</li> </ul>

<p><b>Strategy 1.8</b> Contingent upon availability of funding and Board of Supervisor approval, decrease the workload for social workers by adding positions based on CWS strategic plan.</p>		<p><b>Strategy Rationale</b> This will enable social workers to spend more time providing families more individualized attention and assistance during the family reunification process.</p>			
<b>Milestone</b>	<p><b>1.8.1.</b> Review data on outcome measures to determine where best to place additional positions and provide recommendations to General Managers.</p>	<b>Timeframe</b>	<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)	<b>Assigned to</b>	<ul style="list-style-type: none"> <li>• PPS</li> </ul>
	<p><b>1.8.2.</b> General Managers to determine where Full Time Equivalent (FTE) positions are placed.</p>		<input type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)		<ul style="list-style-type: none"> <li>• HHS General Managers</li> </ul>
	<p><b>1.8.3.</b> Review funding sources</p>		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)		<ul style="list-style-type: none"> <li>• PPS</li> <li>• CWS Administration</li> </ul>
	<p><b>1.8.4.</b> Evaluate the CWS caseload point system and identify strategies to decrease caseload size.</p>		<input type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)		<ul style="list-style-type: none"> <li>• PPS</li> <li>• CWS REGIONS</li> <li>• CCWS</li> </ul>

<b>Improvement Goal 2.0</b>			
At the onset of a dependency case educate parents, relatives and service providers on the function of the child welfare system, concurrent planning, and progression of a case to reunification or an alternative permanent plan.			
<b>Strategy 2.1</b>		<b>Strategy Rationale</b>	
Increase awareness of concurrent planning with all parties involved in a juvenile dependency case.		This will ensure parents are aware of the importance of actively participating in their case plan.	
<b>Milestone</b>	<b>2.1.1.</b> Develop a script for social work staff, juvenile court judges, contract providers, Voices for Children staff, and parents' attorneys regarding how the concurrent planning process works.	<b>Timeframe</b>	<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)
	<b>2.1.2.</b> Develop a template for social workers and probation officers for court report/case plan guidance on concurrent planning in Family Reunification cases.		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)
	<b>2.1.3.</b> Train Voices for Children volunteers, namely, CASA <sup>12</sup> workers, on concurrent planning and the use of the script.		<input type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)
	<b>2.1.4.</b> Train Juvenile Court judges and referees on concurrent planning and the use of the script.		<input type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)
	<b>2.1.5.</b> Train Alternate Public Defender / Public Defender attorneys on concurrent planning and the use of the script.		<input type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)
	<b>2.1.6.</b> Train County Counsel attorneys on concurrent planning and the use of the script.		<input type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)
		<b>Assigned to</b>	<ul style="list-style-type: none"> <li>• PPS</li> <li>• CWS REGIONS</li> <li>• JUVENILE COURT</li> </ul>
			<ul style="list-style-type: none"> <li>• PPS</li> <li>• PROBATION</li> </ul>
			<ul style="list-style-type: none"> <li>• VOICES FOR CHILDREN</li> </ul>
			<ul style="list-style-type: none"> <li>• JUVENILE COURT</li> </ul>
			<ul style="list-style-type: none"> <li>• ALTERNATE PUBLIC DEFENDER</li> <li>• PUBLIC DEFENDER</li> </ul>
			<ul style="list-style-type: none"> <li>• COUNTY COUNSEL</li> </ul>

<sup>12</sup> CASA stands for Court Appointed Special Advocate.  
SIP (07/01/2006 – 06/30/09)



<b>Strategy 2.2</b> Educate parents about the CWS process at the agency and juvenile court level through pilot in South Region.		<b>Strategy Rationale</b> This will increase parents' awareness and familiarity with the child welfare process.	
<b>Milestone</b>	<b>2.2.1.</b> Identify the content of the material to be discussed with the parents.	<b>Timeframe</b>	<b>Assigned to</b>
	<b>2.2.2.</b> Develop a culturally sensitive and language-appropriate orientation that explains the child welfare process at the agency and juvenile court level.		
	<b>2.2.3.</b> Develop a support group, which may involve the faith community and other possible support systems, for new parents entering the child welfare system to include parents involved or that were involved in the child welfare system.		
		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• PPS</li> <li>• CWS SOUTH REGION</li> <li>• CCWS</li> </ul>
		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• PPS</li> <li>• CWS SOUTH REGION</li> <li>• LEGAL STAKEHOLDERS</li> <li>• CSF CONTRACTOR</li> </ul>
		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• CSF CONTRACTOR</li> <li>• PPS</li> <li>• CWS SOUTH REGION</li> </ul>

<b>Strategy 2.3</b> Educate parents about the Juvenile Probation process at the department and juvenile court level.		<b>Strategy Rationale</b> This will increase parents' awareness and familiarity of the juvenile delinquency process.	
<b>Milestone</b>	<b>2.3.1.</b> Identify the content of the material to be discussed with the parents.	<b>Timeframe</b>	<b>Assigned to</b>
	<b>2.3.2.</b> Identify the communication venues for the material developed in Milestone 2.3.1, and provide the information to the parents.		
		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• PROBATION</li> </ul>
		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• PROBATION</li> </ul>

<b>Improvement Goal 3.0</b> Enhance caregivers, service providers, Voices for Children staff, social work staff and attorneys’ ability to contribute to successful reunification.			
<b>Strategy 3.1</b> Educate caregivers, stakeholders and service providers on the family reunification process.		<b>Strategy Rationale</b> This will promote caregivers and service providers’ ability to support the family reunification process.	
<b>Milestone</b>	<b>3.1.1.</b> Develop a procedure to inform service providers about the CWS population and of the communication and report needs of the CWS Agency regarding CWS clients.	<b>Timeframe</b>	<b>Assigned to</b>
		<input type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• PPS</li> <li>• PPS DATA UNIT</li> <li>• CCYF</li> </ul>

<b>Strategy 3.2</b> Increase family involvement and availability of services in family reunification cases.		<b>Strategy Rationale</b> This will enhance the County’s ability to facilitate timely family reunification.	
<b>Milestone</b>	<b>3.2.1.</b> Assess and improve the referral system from CWS that ensures service referrals are made early in the family reunification cases.	<b>Timeframe</b>	<b>Assigned to</b>
		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• CWS REGIONS</li> <li>• CBO’S<sup>13</sup></li> </ul>
	<b>3.2.2.</b> Develop referral guidelines for stakeholders to use when referring children to Voices for Children.	<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• VOICES FOR CHILDREN</li> <li>• STAKEHOLDERS</li> </ul>

<sup>13</sup> CBO’s refers to Community Based Organizations  
SIP (07/01/2006 – 06/30/09)

**Permanency Outcome: Decrease Length of Time to Exit Foster Care to Reunification**

**Describe systemic changes needed to further support the improvement goal.**

The systemic changes needed to further support the improvement goals are as follows:

- Increased visitation resources (e.g. more locations and staff) that provide a more home-like environment for families.
- Continue to expand stakeholder collaboration to help with the family reunification process (e.g. working with Seniors, retired County Volunteers etc.).
- Increased family engagement (e.g. better understanding of Court/CWS System, Concurrent Planning, etc.).
- Improve family search at onset of case.

**Describe educational/training needs (including technical assistance) to achieve the improvement goals.**

Training needs have been identified in Strategies 1.3, 2.1, 2.2, and 2.3.

**Identify roles of the other partners in achieving the improvement goals.**

To achieve improvement goals, the role of the following partners would be important to ensure everyone is working together to maximize everyone’s effort to help families reunify:

- Foster Parents
- Juvenile Court
- Juvenile Dependency and Delinquency attorneys
- Contractors for the Community Services for Families contract
- Voices for Children.

In addition, the role of Cal-SWEC and the Public Child Welfare Academy would be important to complete the training needs identified above.

**Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.**

The regulatory change needed to support the accomplishment of the improvement goals is as follows:

- Evaluate how reunification is measured to ensure it measures reunification when it is in the child’s best interest and does not prioritize speedier reunification over the child’s best interest.

The statutory change needed to support the accomplishment of the improvement goals is as follows:

- Extend the timeline of reunification to begin not from removal, but from when the child is declared a dependent of the juvenile court.

<b>Outcome/Systemic Factor: Decrease Time to Adoption</b>					
<b>Current Performance</b> Overall, San Diego has experienced a steady, yearly increasing trend on this measure from October 1997 (16%) to June 2005 (24.2%). Federal Goal (32%) has not been met.					
<b>Improvement Goal 1.0</b> Increase family and community involvement in the concurrent planning process.					
<b>Strategy 1.1</b> Train county staff on the importance and elements of concurrent planning.			<b>Strategy Rationale</b> This will ensure concurrent planning is utilized in the case planning process.		
<b>Milestone</b>	<b>1.1.1</b> Train TDM facilitators to include concurrent planning as an option in all TDM meetings.	<b>Timeframe</b>	<input checked="" type="checkbox"/> First year (07/01/06-06/30/07)	<b>Assigned to</b>	<ul style="list-style-type: none"> <li>• CWS ADOPTIONS</li> <li>• PCC</li> <li>• CWS REGIONS</li> </ul>
	<b>1.1.2</b> Develop and deliver regional training/information on concurrent planning to CWS supervisors.		<input type="checkbox"/> First year (07/01/06-06/30/07)		<input checked="" type="checkbox"/> Second year (07/01/07-06/30/08)
<b>Strategy 1.2</b> Increase early identification and placement of children into concurrent planning homes.			<b>Strategy Rationale</b> This will ensure children are placed in best placement early in the case planning process.		
<b>Milestone</b>	<b>1.2.1.</b> Evaluate policy and procedures for referrals for concurrent homes and update as necessary.	<b>Timeframe</b>	<input checked="" type="checkbox"/> First year (07/01/06-06/30/07)	<b>Assigned to</b>	<ul style="list-style-type: none"> <li>• PPS</li> </ul>
	<b>1.2.2</b> Incorporate concurrent placement assessment into placement Specialist/TDM Facilitators list of options.		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07)		<input type="checkbox"/> Second year (07/01/07-06/30/08)

<b>Strategy 1.3</b> Establish use of TDM at time of removal.		<b>Strategy Rationale</b> This will enable input from stakeholders regarding placement and possible outcomes early in the case process.		
<b>Milestone</b>	<b>1.3.1.</b> Implement TDM at time of child's removal.	<b>Timeframe</b>	<input checked="" type="checkbox"/> First year (07/01/06-06/30/07)	<b>Assigned to</b>
			<input type="checkbox"/> Second year (07/01/07-06/30/08)	
			<input type="checkbox"/> Third year (07/01/08-06/30/09)	
	<b>1.3.2.</b> Ensure concurrent planning is addressed at TDM in front-end cases to remind involved family/community members of possible outcome.		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07)	<ul style="list-style-type: none"> <li>• CWS REGIONS</li> <li>• CCWS</li> </ul>
			<input type="checkbox"/> Second year (07/01/07-06/30/08)	
			<input type="checkbox"/> Third year (07/01/08-06/30/09)	
	<b>1.3.3.</b> Expand use of TDM to all regions.		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07)	<ul style="list-style-type: none"> <li>• CWS REGIONS</li> <li>• CCWS</li> </ul>
			<input checked="" type="checkbox"/> Second year (07/01/07-06/30/08)	
			<input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)	

<b>Strategy 1.4</b> Increase Family and Non-Relative Extended Family Member (NREFM) finding capability and resources.		<b>Strategy Rationale</b> This will enable more placement options for children early in the case planning process.		
<b>Milestone</b>	<b>1.4.1</b> Contingent upon availability of funding, implement "Family Finding" model.	<b>Timeframe</b>	<input checked="" type="checkbox"/> First year (07/01/06-06/30/07)	<b>Assigned to</b>
			<input checked="" type="checkbox"/> Second year (07/01/07-06/30/08)	
			<input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)	

<b>Strategy 1.5</b> Increase efforts to place with relatives.		<b>Strategy Rationale</b> This will maintain family connections early in the case planning process.	
<b>Milestone</b>	<b>1.5.1.</b> Upgrade search for relatives.	<b>Timeframe</b>	<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)
	<b>1.5.2.</b> Identify barriers to placement with relatives.		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)
	<b>1.5.3.</b> Develop strategies to decrease barriers identified in 1.5.2.		<input type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)
		<b>Assigned to</b>	<ul style="list-style-type: none"> <li>• PPS</li> <li>• CWS REGIONS</li> <li>• CCWS</li> </ul>
		<b>Assigned to</b>	<ul style="list-style-type: none"> <li>• PPS</li> <li>• CWS REGIONS</li> <li>• CCWS</li> </ul>
		<b>Assigned to</b>	<ul style="list-style-type: none"> <li>• PPS</li> <li>• CWS REGIONS</li> <li>• CCWS</li> </ul>

<b>Improvement Goal 2.0</b> Reduce continuances in dependency-adoptions cases.			
<b>Strategy 2.1</b> Review reasons for continuances.		<b>Strategy Rationale</b> This will ensure strategic goals are develop to minimize continuances in adoption cases.	
<b>Milestone</b>	<b>2.1.1</b> Redesign family search activities completed at the time a petition is filed to ensure all relatives are identified and notified.	<b>Timeframe</b>	<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)
	<b>2.1.2.</b> Evaluate ICWA noticing practices and update as necessary.		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)
	<b>2.1.3.</b> Evaluate feasibility of use of teleconference for prisoners who are not produced.		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)
		<b>Assigned to</b>	<ul style="list-style-type: none"> <li>• PPS</li> <li>• CWS REGIONS</li> <li>• CCWS</li> </ul>
		<b>Assigned to</b>	<ul style="list-style-type: none"> <li>• PPS</li> <li>• CWS REGIONS</li> <li>• CCWS</li> </ul>
		<b>Assigned to</b>	<ul style="list-style-type: none"> <li>• JUVENILE COURT</li> </ul>

**Outcome/Systemic Factor: Decrease Time to Adoption**

**Describe systemic changes needed to further support the improvement goal.**

- Collaboration between adoptions programs and regional operations to ensure available resources are shared.
- Focus on continued rollout of TDM in regions to meet successful outcome.
- Ensure supports are in place.

**Describe educational/training needs (including technical assistance) to achieve the improvement goals.**

- Ensure budgeting for training and support for TDMs such as laptops, printers, and projectors in order to allow for more versatility in where meeting can be held.
- Training needs have been identified in Strategy 1.1.

**Identify roles of the other partners in achieving the improvement goals.**

To ensure families supported collaboration with the following partners would be important :

- Legal Entities
- CSF providers
- Juvenile Court
- Caregivers
- Foster Parents
- Kinship support groups

**Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.**

Not Applicable.

<b>Outcome/Systemic Factor: Decrease Re-Entry into Foster Care</b>						
<b>Current Performance</b> Overall, San Diego has experienced a steady, yearly decrease on this measure from October 1997 (12.9%) to June 2005 (8.7%). Federal Goal (8.6%) has not been met.						
<b>Improvement Goal 1.0</b> Increase the number of county social workers utilizing a standardized approach to reunification and assessment decision making.						
<b>Strategy 1.1</b> Review re-entry cases.			<b>Strategy Rationale</b> This will enable CWS to develop strategies to support families.			
<b>Milestone</b>	1.1.1	Collect Data, develop a tool to analyze data and provide report.	<b>Timeframe</b>	<b>Assigned to</b>	<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>PPS DATA UNIT</li> <li>PPS</li> </ul>
	1.2.2.	Implement report recommendations as feasible.			<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>PPS</li> </ul>
<b>Strategy 1.2</b> Ensure all key stakeholders receive information and/or training on Structured Decision Making (SDM).			<b>Strategy Rationale</b> This will provide framework regarding SDM expectations.			
<b>Milestone</b>	1.2.1.	Ensure all county PSWs and supervisors are trained.	<b>Timeframe</b>	<b>Assigned to</b>	<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>PPS</li> <li>HHSA T &amp; D</li> </ul>
	1.2.2.	Train social workers to give youth age appropriate information on safety and risk factors.			<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>CWS REGIONS</li> <li>CCWS</li> <li>HHSA T&amp;D</li> </ul>



<b>Strategy 1.2</b> Ensure all key stakeholders receive information and/or training on Structured Decision Making (SDM).		<b>Strategy Rationale</b> This will provide framework regarding SDM expectations.				
<b>Milestone</b>	<b>1.2.3.</b> Develop plan to disseminate information on SDM to key stakeholders.	<b>Timeframe</b>	<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)	<b>Assigned to</b>	<ul style="list-style-type: none"> <li>• PPS</li> <li>• CCYF - CAPC</li> </ul>	
	<b>1.2.4.</b> Provide information to key stakeholders on SDM.				<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• PPS</li> <li>• CCYF</li> </ul>
<b>Strategy 1.3</b> Institute a quality assurance process for SDM and reunification decisions.		<b>Strategy Rationale</b> This will ensure SDM is being utilized and reunification decisions are being reviewed.				
<b>Milestone</b>	<b>1.3.1.</b> Develop quality assurance reports to monitor appropriate use of SDM.	<b>Timeframe</b>	<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)	<b>Assigned to</b>	<ul style="list-style-type: none"> <li>• PPS</li> <li>• PPS DATA UNIT</li> <li>• CWS REGIONS</li> <li>• CCWS</li> </ul>	
	<b>1.3.2.</b> Create a process to review quality assurance reports.				<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• PPS</li> <li>• CWS MANAGEMENT TEAM</li> <li>• CWS REGIONS</li> <li>• CCWS</li> </ul>
	<b>1.3.3.</b> Update and revise the SDM process based on 1.2.2 results.				<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• PPS</li> </ul>

<p><b>Improvement Goal 2.0</b> Strengthen the coordinated efforts to support family reunification.</p>					
<p><b>Strategy 2. 1</b> Based on review of re-entry cases and emerging evidenced based practice, improve coordinated post-reunification and post-termination support and services.</p>		<p><b>Strategy Rationale</b> This will ensure support services are in place to assist families post reunification.</p>			
<b>Milestone</b>	<p><b>2.1.1</b> Partner with Behavior Health, First Five, Alcohol and Drug Services, and Probation to improve effective interventions to multisystem clients.</p>	<b>Timeframe</b>	<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)	<b>Assigned to</b>	<ul style="list-style-type: none"> <li>• PPS</li> <li>• CWS REGIONS</li> <li>• ADS</li> <li>• BEHAVIOR HEALTH</li> <li>• PROBATION</li> <li>• FIRST FIVE</li> </ul>
	<p><b>2.2.2.</b> Identify at least 3 opportunities to maximize partnerships with community providers to include but not limited to, visitation, post reunification support services, kinship services, and additional foster parent support services.</p>		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)		<ul style="list-style-type: none"> <li>• CWS REGIONS</li> <li>• CSF</li> <li>• PPS</li> <li>• CCWS</li> </ul>

**Outcome/Systemic Factor: Decrease Re-Entry into Foster Care**

**Describe systemic changes needed to further support the improvement goal.**

The systemic change needed to further support the improvement goals is as follows:

- Standardize reunification and assessment decision making practice for all stakeholders.

**Describe educational/training needs (including technical assistance) to achieve the improvement goals.**

Training needs have been identified in Strategy 1.2.

**Identify roles of the other partners in achieving the improvement goals.**

To achieve improvement goals, the role of the following partners would be important to ensure families that are reunified are supported post reunification:

- Legal Entities
- Faith based representatives
- CSF providers
- Kinship support groups

**Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.**

None.

## Family Relationships and Community Connections Outcome: Increase Siblings Placed Together in Foster Care

### Current Performance

Overall, in the data on Sibling Placed with Some or All Siblings, San Diego has experienced a relatively flat trend with a slight decrease on this measure from Jan. 1, 2003 (64.3%) to July. 1, 2005 (63.3%). State Goal (To Increase) has not been met.

### Improvement Goal 1.0.

Increase placement resources for sibling groups.

### Strategy 1.1

Evaluate current CWS placement options for expansion of sibling placements.

### Strategy Rationale

This will identify the strengths and areas of needs of current CWS placement programs, and how these programs promote siblings placed together.

Milestones		Timeframe	Assigned to
	<b>1.1.1</b> Evaluate the CWS Way Station program, and ensure it encourages sibling placements.	<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• CCWS</li> <li>• PPS DATA UNIT</li> <li>• REGIONS</li> </ul>
	<b>1.1.2</b> Develop Family-to-Family ongoing incentives to encourage and support foster care placements for sibling groups to include regular recognition of foster parents.	<input type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• CCWS</li> <li>• CWS REGIONS</li> </ul>
	<b>1.1.3</b> Evaluate the Foster Home Licensing waiver process to include sibling groups for the number of children in a home, and if possible, simplify and expedite the process.	<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• FHL</li> </ul>
	<b>1.1.4</b> Explore “Sibling Homes” model (paid like way station homes to keep beds available for sibling groups).	<input type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• FHL</li> <li>• FFA PROVIDERS</li> </ul>
	<b>1.1.5</b> Increase kinship placements and kinship supports.	<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• CSF</li> <li>• REGIONAL PLACEMENT WORKERS</li> </ul>

<b>Strategy 1.1</b> Evaluate current CWS placement options for expansion of sibling placements.		<b>Strategy Rationale</b> This will identify the strengths and areas of needs of current CWS placement programs, and how these programs promote siblings placed together.		
<b>Milestone</b>	<b>1.1.6</b> Evaluate coordination of respite hours for caregivers with larger sibling groups and assess or determine the best practice for respite.	<b>Timeframe</b>	<b>Assigned to</b>	<input type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)
	<b>1.1.7</b> Ensure TDMs address needs of siblings placed together.			<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)
		<ul style="list-style-type: none"> <li>• PPS CONTRACTS</li> <li>• CCWS</li> <li>• CWS REGIONS</li> </ul>		

<b>Strategy 1.2</b> Develop innovative ways to expand or recruit foster home resources to include relative caregivers and non-relative extended family members for sibling groups.		<b>Strategy Rationale</b> This will ensure there are sufficient foster home resources for sibling placements.		
<b>Milestone</b>	<b>1.2.1</b> Develop new strategies and policies and procedures based on 1.1.1.	<b>Timeframe</b>	<b>Assigned to</b>	<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)
	<b>1.2.2</b> Meet with Foster Parent Associations on how to recruit more foster parents/FFA's for sibling groups.			<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)
		<ul style="list-style-type: none"> <li>• PPS DATA UNIT</li> <li>• CWS REGIONS</li> <li>• PPS</li> <li>• FHL</li> <li>• FHL</li> <li>• FFA PROVIDERS</li> <li>• CWS REGIONS</li> <li>• FPAs<sup>14</sup></li> <li>• CSF</li> <li>• CCWS</li> </ul>		

<sup>14</sup> FPAs refers to Foster Parent Associations.

<p><b>Strategy 1.2</b> Develop innovative ways to expand or recruit foster home resources to include relative caregivers and non-relative extended family members for sibling groups.</p>		<p><b>Strategy Rationale</b> This will ensure there are sufficient foster home resources for sibling placements.</p>			
<p><b>Milestone</b></p>	<p><b>1.2.3</b> Assess support services provided to foster parents with sibling groups to ensure these foster parents are sufficiently supported and have the resources they need, including specialized training to care for siblings in their homes.</p>	<p><b>Timeframe</b></p>	<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)	<p><b>Assigned to</b></p>	<ul style="list-style-type: none"> <li>• FHL</li> <li>• FFA PROVIDERS</li> <li>• CWS REGIONS</li> <li>• CSF</li> </ul>
	<p><b>1.2.4</b> Develop a recruitment media campaign targeted at foster parents for sibling groups based on research on the importance of placing siblings together.</p>		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)		<ul style="list-style-type: none"> <li>• FHL</li> <li>• FFA PROVIDERS</li> <li>• SPSD</li> <li>• CWS REGIONS</li> </ul>
	<p><b>1.2.5</b> Implement the recruitment media campaign developed in Milestone 1.1.4.</p>		<input type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)		<ul style="list-style-type: none"> <li>• FHL</li> <li>• FFA PROVIDERS</li> <li>• CWS REGIONS</li> </ul>
	<p><b>1.2.6</b> Expand Foster Parent mentors to target new foster parents of sibling groups.</p>		<input type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)		<ul style="list-style-type: none"> <li>• FHL</li> <li>• FOSTER PARENT ASSOC.</li> <li>• CWS REGIONS</li> </ul>
	<p><b>1.2.7</b> Research the “Mocking Bird Model” to provide additional support to foster families.</p>		<input type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)		<ul style="list-style-type: none"> <li>• PPS</li> <li>• FHL</li> <li>• CWS REGIONS</li> </ul>

<p><b>Strategy 1.2</b> Develop innovative ways to expand or recruit foster home resources to include relative caregivers and non-relative extended family members for sibling groups.</p>		<p><b>Strategy Rationale</b> This will ensure there are sufficient foster home resources for sibling placements.</p>			
<b>Milestone</b>	<p><b>1.2.8</b> Explore additional support services for foster families and relatives that care for siblings.</p>	<b>Timeframe</b>	<input type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)	<b>Assigned to</b>	<ul style="list-style-type: none"> <li>• CWS REGIONS</li> <li>• FHL</li> <li>• CBOs</li> </ul>
	<p><b>1.2.9</b> Explore use of inter-generational support system for foster homes and relative homes that accept sibling groups.</p>		<input type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)		<ul style="list-style-type: none"> <li>• FHL</li> <li>• FFA PROVIDERS</li> <li>• AIS</li> <li>• CWS REGIONS</li> </ul>
	<p><b>1.2.10</b> Identify at least 3 opportunities to maximize partnerships with community providers to include but not limited to, visitation, post reunification support services, kinship services, and additional foster parent support services.</p>		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)		<ul style="list-style-type: none"> <li>• CWS REGIONS</li> </ul>

**Family Relationships and Community Connections Outcome: Increase Siblings Placed Together in Foster Care**

**Describe systemic changes needed to further support the improvement goal.**

The systemic change needed to further support the improvement goals is as follows:

- Expand family search.
- Increase the availability of 23-hr. assessment centers to increase the time available to effect plans that allow siblings placed together.

**Describe educational/training needs (including technical assistance) to achieve the improvement goals.**

Training needs have been identified in Strategy 1.2.

**Identify roles of the other partners in achieving the improvement goals.**

To achieve improvement goals, the role of the following partners would be important to ensure everyone is working together to maximize everyone’s effort to place siblings together:

- Grossmont College Foster, Adoption and Kinship Care Education (FAKCE) program
- Foster Family Agencies (FFAs)
- Foster Parent Associations
- California Youth Connection
- Public Child Training Academy
- Faith based representatives (consider re-instituting positions)
- CSF providers
- Kinship support groups
- Media
- Other stakeholders as deemed necessary and appropriate including birth parents and adjunct facilities

**Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.**

The regulatory change needed to accomplish the improvement goals are:

- Revised the licensing regulations to allow new foster homes to accept sibling groups of more than two without the use of a waiver.



<b>Systemic Factor: Fairness and Equity</b>					
<b>Improvement Goal 1.0.</b> Reduce disproportionality.					
<b>Strategy 1.1</b> Educate CWS staff and other stakeholders <sup>15</sup> on the child welfare system and the disproportionality of African American and Native American children in the County’s child welfare system.			<b>Strategy Rationale</b> This will help evaluate whether racial/ethnic factors are impacting risk assessment and social work practices at key decision points of a child welfare case.		
<b>Milestone</b>	<b>1.1.1</b> Develop a training curriculum that addresses the disproportionality in the CWS population, highlighting African American and Native American groups.	<b>Timeframe</b>	<input checked="" type="checkbox"/> First year (07/01/06-06/30/07)	<b>Assigned to</b>	<ul style="list-style-type: none"> <li>• PPS</li> <li>• F &amp; E<sup>16</sup> WORKGROUP</li> <li>• CWS TRAINING COORDINATOR</li> <li>• PCWTA</li> </ul>
	<b>1.1.2</b> Review curriculum from milestone 1.1.1 and if needed, propose enhancement to the curriculum.		<input type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)		<ul style="list-style-type: none"> <li>• F &amp; E WORKGROUP</li> </ul>
	<b>1.1.3</b> Identify the trainers to provide the training on Milestone 1.1.1.		<input type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)		<ul style="list-style-type: none"> <li>• PPS</li> <li>• F &amp; E WORKGROUP</li> <li>• CWS TRAINING COORDINATOR</li> <li>• PCWTA</li> </ul>

<sup>15</sup> Other stakeholders refers to mandated reporters, community based organizations, contractors, faith-based organizations, law enforcement, education agencies, health care organizations, Juvenile Court, County Counsel, attorneys for children, attorneys for parents, Voices for Children, foster parents, age-appropriate youth, and the Public Child Welfare Training Academy.

<sup>16</sup> F & E refers to Fairness and Equity Workgroup, a committee of the Commission on Children, Youth and Families.

<b>Strategy 1.1</b> Educate CWS staff and other stakeholders on the child welfare system and the disproportionality of African American and Native American children in the County’s child welfare system.		<b>Strategy Rationale</b> This will help evaluate whether racial/ethnic factors are impacting risk assessment and social work practices at key decision points of a child welfare case.			
<b>Milestone</b>	<b>1.1.4</b> Train the trainers identified in Milestone 1.1.2.	<b>Timeframe</b>	<input type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)	<b>Assigned to</b>	<ul style="list-style-type: none"> <li>• PPS</li> <li>• F &amp; E WORKGROUP</li> <li>• CWS TRAINING COORDINATOR</li> <li>• PCWTA</li> </ul>
	<b>1.1.5</b> Provide the training developed in milestone 1.1.1 to the County’s Fairness & Equity Workgroup, CWS staff <sup>17</sup> , and other stakeholders.		<input type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)		<ul style="list-style-type: none"> <li>• PPS</li> <li>• F &amp; E WORKGROUP</li> <li>• CWS TRAINING COORDINATOR</li> <li>• PCWTA</li> <li>• REGIONS</li> </ul>
	<b>1.1.6</b> A tool will be developed to measure the effectiveness of the curriculum in terms of attitude changes among trainees.		<input type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)		<ul style="list-style-type: none"> <li>• PPS</li> <li>• F &amp; E WORKGROUP</li> <li>• CWS TRAINING COORDINATOR</li> </ul>

<sup>17</sup> If possible, training to CWS should be provided by CWS Regions.

<b>Strategy 1.2</b> Improve safety net for children most at risk of child abuse and neglect.		<b>Strategy Rationale</b> This will ensure more children remain safe in their home and less likely to enter or re-enter foster care.	
<b>Milestone</b>	<b>1.2.1.</b> Identify zip codes with the highest rate of child abuse referrals.	<b>Timeframe</b>	<input type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)
	<b>1.2.2.</b> Develop intervention strategies.		<input type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)
	<b>1.2.3.</b> Based on 1.2.2., implement strategies.		<input type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)
		<b>Assigned to</b>	<ul style="list-style-type: none"> <li>• PPS Data Unit</li> </ul>
			<ul style="list-style-type: none"> <li>• PPS</li> <li>• F &amp; E WORKGROUP</li> <li>• CWS TRAINING COORDINATOR</li> <li>• PCWTA</li> <li>• CWS REGIONS</li> <li>• CCWS</li> </ul>
			<ul style="list-style-type: none"> <li>• PPS</li> <li>• CWS REGIONS</li> <li>• CCWS</li> </ul>

<b>Strategy 1.3</b> Contingent upon available funding, create a Joint Response Team with Law Enforcement for immediate response referrals.		<b>Strategy Rationale</b> This will enhance and consolidate a safety net for children that are at a higher risk for child abuse and neglect.	
<b>Milestone</b>	<b>1.3.1.</b> Identify zip codes with the highest rate of child abuse referrals.	<b>Timeframe</b>	<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)
	<b>1.3.2.</b> Conduct focus group to develop joint response procedures.		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)
	<b>1.3.3.</b> Based on 1.3.2., pilot Joint Response process in region with highest rate of abuse referrals.		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)
		<b>Assigned to</b>	<ul style="list-style-type: none"> <li>• PPS Data Unit</li> </ul>
			<ul style="list-style-type: none"> <li>• PPS</li> <li>• F &amp; E WORKGROUP</li> <li>• CWS TRAINING COORDINATOR</li> <li>• PCWTA</li> <li>• CWS REGIONS</li> <li>• LAW ENFORCEMENT</li> </ul>
			<ul style="list-style-type: none"> <li>• PPS</li> <li>• CWS REGIONS</li> <li>• LAW ENFORCEMENT</li> </ul>

<b>Improvement Goal 2.0</b> Implement Structured Decision Making (SDM).			
<b>Strategy 2.1</b> Train CWS/Probation staff and other stakeholders to assess, engage and motivate families in a culturally competent manner.		<b>Strategy Rationale</b> This will ensure that families are receiving culturally competent services.	
<b>Milestone</b>	<b>2.1.1.</b> Identify best practices and identify a local vision as it relates to cultural competency practices for working with African American and Native American families in San Diego County. (including soliciting feedback from parent/youth consumers and other stakeholders).	<b>Timeframe</b>	<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)
	<b>2.1.2</b> Develop a training curriculum that trains CWS staff and other stakeholders on how to assess, engage and motivate families in a culturally competent manner.		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)
	<b>2.1.3</b> Identify the trainers to provide the training on Milestone 2.1.2.		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)
	<b>2.1.4.</b> Utilize existing tools and/or develop an evaluation tool to measure practice changes.		<input type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)
	<b>2.1.5.</b> Evaluate the ethnic composition of the social work staff to determine how this impacts the County’s disproportionality.		<input type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)
		<b>Assigned to</b>	<ul style="list-style-type: none"> <li>F &amp; E WORKGROUP</li> </ul>
			<ul style="list-style-type: none"> <li>PPS</li> <li>F &amp; E WORKGROUP</li> <li>CWS TRAINING COORDINATOR</li> <li>HHSA T &amp; D</li> </ul>
			<ul style="list-style-type: none"> <li>PPS</li> <li>F &amp; E WORKGROUP</li> <li>CWS TRAINING COORDINATOR</li> <li>HHSA T &amp; D</li> </ul>
			<ul style="list-style-type: none"> <li>PPS DATA UNIT</li> </ul>
			<ul style="list-style-type: none"> <li>PPS DATA UNIT</li> </ul>

<b>Strategy 2.1</b> Train CWS/Probation staff and other stakeholders to assess, engage and motivate families in a culturally competent manner.		<b>Strategy Rationale</b> This will ensure that families are receiving culturally competent services.	
<b>Milestone</b>	<b>2.1.5</b> Train the trainers identified in Milestone 2.1.2.	<b>Timeframe</b>	<b>Assigned to</b>
	<b>2.1.6.</b> Provide the training to CWS staff, the County’s Fairness and Equity Workgroup and other stakeholders.		
		<input type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• PPS</li> <li>• F &amp; E WORKGROUP</li> <li>• CWS TRAINING COORDINATOR</li> <li>• HHSA T &amp; D</li> </ul>
		<input type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• PPS</li> <li>• F &amp; E WORKGROUP</li> <li>• CWS TRAINING COORDINATOR</li> <li>• HHSA T &amp; D</li> </ul>

<b>Strategy 2.2.</b> Implement Team Decision Making (TDM) countywide.		<b>Strategy Rationale</b> This will ensure families and the community are involved in child welfare decisions.	
<b>Milestone</b>	<b>2.2.1.</b> Conduct orientation sessions for CWS staff, County’s Fairness and Equity Workgroup and stakeholders on TDM and their respective roles and responsibilities.	<b>Timeframe</b>	<b>Assigned to</b>
	<b>2.2.2.</b> Review data on SDM and TDM outcomes as it becomes available regarding how it relates to improved outcomes to decrease disproportionality.		
	<b>2.2.3.</b> Develop recommendations based on the data review and write a report for CWS administration review.		
		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• CCWS</li> <li>• F &amp; E WORKGROUP</li> <li>• CWS REGIONS</li> </ul>
		<input type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• F &amp; E WORKGROUP</li> </ul>
		<input type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• CCWS</li> </ul>

<b>Improvement Goal 3.0</b>			
Utilize the County’s Fairness and Equity Workgroup to provide input on the fairness and equity SIP activities and assess the impact on the County’s disproportionality in its child welfare system.			
<b>Strategy 3.1</b>		<b>Strategy Rationale</b>	
Identify baseline data for all key case decisions beginning with calendar year 2004, as stated in the CSA report.		This will ensure all CWS staff and stakeholders are aware of the disproportionality in the County’s child welfare system.	
<b>Milestone</b>	<b>3.1.1.</b> Develop a tool to communicate the data and the “story” behind the data.	<b>Timeframe</b>	<b>Assigned to</b>
	<b>3.1.2.</b> Monitor and assess the data at regular intervals.		
	<b>3.1.3.</b> Provide recommendations for improvement to the CWS Director.		
		<input type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• PPS</li> <li>• CWS DATA UNIT</li> <li>• F &amp; E WORKGROUP</li> </ul>
		<input type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• PPS</li> <li>• CWS DATA UNIT</li> <li>• F &amp; E WORKGROUP</li> </ul>
		<input type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• PPS</li> <li>• CWS DATA UNIT</li> <li>• F &amp; E WORKGROUP</li> </ul>

<b>Strategy 3.2</b> Train CWS staff and other stakeholders to develop needs driven, rather than service driven case plans.		<b>Strategy Rationale</b> This will ensure that families are receiving the services the individualized services they need.			
<b>Milestone</b>	<b>3.2.1</b> Identify the trainers to provide the training.	<b>Timeframe</b>	<input type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)	<b>Assigned to</b>	<ul style="list-style-type: none"> <li>• PPS</li> <li>• F &amp; E WORKGROUP</li> </ul>
	<b>3.2.2</b> Train the trainers identified in Milestone 3.2.2.		<input type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)		<ul style="list-style-type: none"> <li>• PPS</li> <li>• F &amp; E WORKGROUP</li> </ul>
	<b>3.2.3</b> Provide the training to CWS staff, the County’s Fairness and Equity Workgroup and other stakeholders.		<input type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)		<ul style="list-style-type: none"> <li>• PPS</li> <li>• F &amp; E WORKGROUP</li> </ul>
	<b>3.2.4</b> Utilize the Fairness and Equity group to develop a strategic plan for developing the services needed, as identified in 3.2.5.		<input type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)		<ul style="list-style-type: none"> <li>• PPS</li> <li>• F &amp; E WORKGROUP</li> </ul>



**Systemic Factor: Fairness and Equity**

**Describe systemic changes needed to further support the improvement goal.**

Not applicable because Fairness and Equity is a systemic factor.

**Describe educational/training needs (including technical assistance) to achieve the improvement goals.**

Training needs have been identified in Strategies, 1.1, 2.1, 2.2., and 3.2.

**Identify roles of the other partners in achieving the improvement goals.**

To achieve the improvement goals, the role of the following partners would be important:

- Casey Family Programs to obtain their assistance and expertise on fairness and equity
- Participation of the stakeholders identified in Strategy 1.1.

**Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.**

No regulatory or statutory changes are needed to support the accomplishment of the improvement goals.

<b>Systemic Factor: Quality Assurance System</b>			
<b>County’s Current Performance:</b> The county is currently recruiting staff members for the CWS Quality Assurance Data Unit.			
<b>Improvement Goal 1.0.</b> Enhance CWS and Juvenile Probation’s capacity to analyze data, including the identification of trends, to improve the implementation of policies and procedures.			
<b>Strategy 1.1</b> Employ qualified staff for the CWS Quality Assurance Data Unit.		<b>Strategy Rationale</b> This will enhance CWS’ ability to produce quality data analysis and generate reliable data reports.	
<b>Milestone</b>	<b>1.1.1</b> Recruit QA staff with technical, analytical, knowledge of CWS and good communication skills.	<b>Timeframe</b>	<b>Assigned to</b>
	<b>1.1.2</b> Train QA staff on required data analysis (statistical program (e.g. Business Objects), CWS Policies and Procedures, CWS/CMS, Safe Measures).		
		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• PPS</li> </ul>
		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• PPS</li> </ul>
<b>Strategy 1.2</b> Develop capacity to present C-CFSR data and child welfare management data by regions.		<b>Strategy Rationale</b> This will ensure C-CFSR activities are shared with Regions.	
<b>Milestone</b>	<b>1.2.1.</b> Develop self-evaluation workgroup with regional representatives.	<b>Timeframe</b>	<b>Assigned to</b>
		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• PPS</li> </ul>

<b>Strategy 1.3</b> Determine the type of Quality Assurance System needed for Juvenile Probation.		<b>Strategy Rationale</b> This will ensure the Quality Assurance System functions at an optimal level to facilitate improvement in data entry and data analysis to support regional data needs.	
<b>Milestone</b>	<b>1.3.1.</b> Convene a workgroup that assesses the present Juvenile Probation Quality Assurance System, and determine and/or clarify the Quality Assurance System's purpose, goals, roles, and staffing qualifications and staffing levels.	<b>Timeframe</b>	<b>Assigned to</b>
	<b>1.3.2.</b> Develop a written report with recommendations for the Chief Probation Officer.		
		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• PROBATION</li> </ul>
		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• PROBATION</li> </ul>

<b>Strategy 1.4</b> Improve standardized practice and data entry across CWS Regions.		<b>Strategy Rationale</b> This will create consistency in data extracted for analysis.	
<b>Milestone</b>	<b>1.4.1</b> Convene advisory group comprised of regional staff to effectively improve data entry.	<b>Timeframe</b>	<b>Assigned to</b>
	<b>1.4.2.</b> Identify recommendations and action plan on the most effective way to train social work staff on improved data entry.		
		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• PPS</li> <li>• PPS DATA UNIT</li> <li>• CWS REGIONS</li> </ul>
		<input type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• PPS</li> <li>• PPS DAT UNIT</li> <li>• CWS SUPPORT TEAM</li> </ul>

<b>Improvement Goal 2.0</b> Improve data purification and validation.			
<b>Strategy 2.1</b> CWS to extract data from CWS/CMS <sup>18</sup> and Probation to extract data from PCMS <sup>19</sup> to develop baseline data reports on the C-CFSR outcomes.		<b>Strategy Rationale</b> This will allow CWS /Juvenile Probation to conduct comparisons of their C-CFSR data and CWS/Probation processes.	
<b>Milestone</b>	<b>2.1.1</b> Run and review CWS / Juvenile Probation data reports on the C-CFSR outcomes.	<b>Timeframe</b>	<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)
	<b>2.1.2</b> Identify CWS regional /Juvenile Probation deficiencies and inconsistencies in data entry.		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)
	<b>2.1.3</b> Develop regional CWS action plan / Juvenile Probation action plan to improve data entry.		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)
		<b>Assigned to</b>	<ul style="list-style-type: none"> <li>• PPS</li> <li>• PPS DATA UNIT</li> <li>• PROBATION</li> <li>• REGIONAL SELF-EVALUATION REPS</li> </ul>
			<ul style="list-style-type: none"> <li>• PPS</li> <li>• PROBATION</li> <li>• PPS DATA UNIT</li> <li>• REGIONAL SELF-EVALUATION REPS</li> </ul>
			<ul style="list-style-type: none"> <li>• PPS</li> <li>• PPS DATA UNIT</li> <li>• CWS REGIONS</li> <li>• PROBATION</li> <li>• SELF-EVALUATION TEAM</li> </ul>

<sup>18</sup> CWS/CMS refers to Child Welfare Services Case Management System.

<sup>19</sup> PCMS refers to Probation’s Case Management System.

<b>Strategy 2.2</b> Analyze data reports to determine change and accuracy in C-CFSR data.		<b>Strategy Rationale</b> This will identify data improvement needs.	
<b>Milestone</b>	<b>2.2.1</b> Run and review CWS/PCMS data reports.	<b>Timeframe</b>	<b>Assigned to</b>
	<b>2.2.2</b> Continue to refine and analyze CWS/PCMS data reports.		
		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• PPS</li> <li>• PROBATION</li> <li>• SELF-EVALUATION TEAM</li> </ul>
		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• PPS</li> <li>• PROBATION</li> <li>• SELF-EVALUATION TEAM</li> </ul>

<b>Improvement Goal 3.0</b> Expand communication regarding CWS data information to community stakeholders, CWS Regional CCWS and CWS social work staff.			
<b>Strategy 3.1</b> Promote on-going communication with community stakeholders to define data report needs.		<b>Strategy Rationale</b> This will ensure community stakeholders receive the information they need, and promote an on-going partnership and collaboration.	
<b>Milestone</b>	<b>3.1.1</b> Refine and analyze CWS data communication packets for community stakeholders.	<b>Timeframe</b>	<b>Assigned to</b>
	<b>3.1.2</b> Gather information from community stakeholders on their CWS data needs.		
		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• PPS</li> <li>• PPS DATA UNIT</li> <li>• CCYF</li> </ul>
		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• PPS</li> <li>• PPS DATA UNIT</li> <li>• CWS REGIONS</li> <li>• CCYF</li> </ul>

<b>Strategy 3.2</b> Promote on-going communication with CWS Regional staff and CCWS staff to define data report needs.		<b>Strategy Rationale</b> This will ensure CWS Regional CCWS and CWS Staff receive the information they need, and will promote an on-going partnership and collaboration.	
<b>Milestone</b>	<b>3.2.1</b> Continue to refine and analyze CWS data communication packets for CWS Regional CCWS and CWS staff.	<b>Timeframe</b>	<b>Assigned to</b>
	<b>3.2.2</b> Continue to gather information from CWS Regional CCWS and CWS staff on their data needs.		
		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• PPS</li> <li>• PPS DATA UNIT</li> <li>• SELF-EVALUATION TEAM</li> </ul>
		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• PPS</li> <li>• PPS DATA UNIT</li> <li>• SELF-EVALUATION TEAM</li> </ul>

<b>Improvement Goal 4.0</b> Obtain information from social work staff, and children and families receiving child welfare services on social work practice and its impact on service delivery.			
<b>Strategy 4.1</b> Create an assessment process.		<b>Strategy Rationale</b> This will enable the gathering of information about the CWS process that impact the delivery of CWS services.	
<b>Milestone</b>	<b>4.1.1.</b> Develop parent/family advocates.	<b>Timeframe</b>	<b>Assigned to</b>
	<b>4.1.2</b> Conduct focus groups to include parent/family advocates.		
	<b>4.1.3</b> Create a survey for social workers to complete when they transfer or close a CWS case. <sup>20</sup>		
		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• PPS</li> <li>• CWS REGIONS</li> <li>• PPS DATA UNIT</li> </ul>
		<input checked="" type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• PPS</li> <li>• CWS REGIONS</li> <li>• PPS DATA UNIT</li> <li>• FHL</li> <li>• CCYF</li> </ul>
		<input type="checkbox"/> First year (07/01/06-06/30/07) <input checked="" type="checkbox"/> Second year (07/01/07-06/30/08) <input checked="" type="checkbox"/> Third year (07/01/08-06/30/09)	<ul style="list-style-type: none"> <li>• CWS REGIONS</li> <li>• PPS DATA UNIT</li> </ul>

<sup>20</sup> The objective is to gather information from the point of view of the social worker on what worked and did not work on the CWS case.

**Systemic Factor: Quality Assurance System**

**Describe systemic changes needed to further support the improvement goal.**

Not applicable because Quality Assurance is a systemic factor.

**Describe educational/training needs (including technical assistance) to achieve the improvement goals.**

Training needed to achieve the improvement goals are as follows:

- Mandated CWS/CMS refresher for social work staff who transfer or promote.
- Training needs have also been identified in Strategies, 1.1 and 2.1.

**Identify roles of the other partners in achieving the improvement goals.**

To achieve improvement goals, the role of the following partners would be important:

- CWS contractors
- Children Research Center
- CASRC
- UC Berkeley
- Cal State San Marcos
- UC Riverside
- CDSS/RADR

**Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.**

No regulatory or statutory changes have been identified to support the accomplishment of the improvement goals.