

# California - Child and Family Services Review

## Annual SIP Progress Report

June 10, 2020 – June 10, 2022



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# California-Child and Family Services Review Signature Sheet

For submittal of: CSA       SIP       Progress Report

<b>COUNTY</b>	San Luis Obispo
<b>SIP PERIOD DATES</b>	2020-2025
<b>OUTCOME DATA PERIOD</b>	Q3, 2020 through Q3, 2021
<b>COUNTY CHILD WELFARE AGENCY DIRECTOR</b>	
<b>NAME</b>	Devin Drake
<b>SIGNATURE *</b>	
<b>PHONE NUMBER &amp; E-MAIL</b>	(805)781-1825, <a href="mailto:ddrake@co.slo.ca.us">ddrake@co.slo.ca.us</a>
<b>MAILING ADDRESS</b>	PO Box 8119, San Luis Obispo, CA 93403
<b>COUNTY CHIEF PROBATION OFFICER</b>	
<b>NAME</b>	Robert B. Reyes
<b>SIGNATURE *</b>	
<b>PHONE NUMBER &amp; E-MAIL</b>	(805)781-1039, <a href="mailto:rreyes@co.slo.ca.us">rreyes@co.slo.ca.us</a>
<b>MAILING ADDRESS</b>	1730 Bishop Street, San Luis Obispo, CA 93401
<b>PUBLIC AGENCY DESIGNATED TO ADMINISTER CAPIT, PSSF, AND CBCAP</b>	
<b>NAME</b>	Devin Drake
<b>SIGNATURE *</b>	
<b>PHONE NUMBER &amp; E-MAIL</b>	(805)781-1825, <a href="mailto:ddrake@co.slo.ca.us">ddrake@co.slo.ca.us</a>
<b>MAILING ADDRESS</b>	PO Box 8119, San Luis Obispo, CA 93403

**\*ALL SIGNATURES MUST BE IN BLUE INK.**

## Contact Information

<b>CHILD WELFARE AGENCY</b>	NAME	Belinda Benassi
	AGENCY	Department of Social Services
	PHONE & EMAIL	(805)781-1841, <a href="mailto:bbenassi@co.slo.ca.us">bbenassi@co.slo.ca.us</a>
	MAILING ADDRESS	PO Box 8119, San Luis Obispo, CA 93403
<b>PROBATION AGENCY</b>	NAME	Adam Chambers
	AGENCY	Probation
	PHONE & EMAIL	(805)781-5377, <a href="mailto:achambers@co.slo.ca.us">achambers@co.slo.ca.us</a>
	MAILING ADDRESS	1730 Bishop Street, San Luis Obispo, CA 93401
<b>PUBLIC AGENCY DESIGNED TO ADMINISTER CAPIT &amp; CBCAP</b>	NAME	Belinda Benassi
	AGENCY	Department of Social Services
	PHONE & EMAIL	(805)781-1841, <a href="mailto:bbenassi@co.slo.ca.us">bbenassi@co.slo.ca.us</a>
	MAILING ADDRESS	PO Box 8119, San Luis Obispo, CA 93403
<b>CAPIT LIAISON</b>	NAME	Belinda Benassi
	AGENCY	Department of Social Services
	PHONE & EMAIL	(805)781-1841, <a href="mailto:bbenassi@co.slo.ca.us">bbenassi@co.slo.ca.us</a>
	MAILING ADDRESS	PO Box 8119, San Luis Obispo, CA 93403
<b>CBCAP LIAISON</b>	NAME	Belinda Benassi
	AGENCY	Department of Social Services
	PHONE & EMAIL	(805)781-1841, <a href="mailto:bbenassi@co.slo.ca.us">bbenassi@co.slo.ca.us</a>
	MAILING ADDRESS	PO Box 8119, San Luis Obispo, CA 93403
<b>PSSF LIAISON</b>	NAME	Belinda Benassi
	AGENCY	Department of Social Services
	PHONE & EMAIL	(805)781-1841, <a href="mailto:bbenassi@co.slo.ca.us">bbenassi@co.slo.ca.us</a>
	MAILING ADDRESS	PO Box 8119, San Luis Obispo, CA 93403

## Introduction

The California Child and Family Services Review (C-CFSR) System was developed from the Child Welfare System Improvement and Accountability Act (AB 636, 2001), mandating that each of California's fifty-eight counties be evaluated in achieving outcomes through the California Outcomes and Accountability Systems (COAS). This process includes a County Self-Assessment (CSA) and a Peer Review of the county's performance on critical Child Welfare and Juvenile Probation Outcomes in the areas of child safety, permanence, and well-being.

The CSA reflects a systems-wide planning and feedback process that maximizes continuous community involvement. The CSA also provides an evaluation of the quantitative data, which creates the foundational framework for the System Improvement Plan (SIP). Each county, in an effort for continual system improvement and evaluation, must complete both a CSA and Peer Review. The purpose of the CSA is to analyze a county's performance in the outcome measures for Child Welfare and Juvenile Probation in collaboration with key partners and stakeholders.

The qualitative assessment is achieved through a county Peer Review process. The purpose of the Peer Review is to supplement the quantitative information obtained through the Self-Assessment with qualitative data gathered from peer Social Workers, Juvenile Probation Officers, and supervisors identifying areas of strength and those areas that need improvement. The results of the CSA and Peer Review were used to support the development of the 2020 5-Year SIP, which implemented strategies and tools for improvement.

The SIP is an operational five-year agreement between CDSS, the County of San Luis Obispo Child Welfare Services (CWS), and County of San Luis Obispo Juvenile Probation. It is monitored through quarterly county data reports, quarterly monitoring by the California Department of Social Services (CDSS), annual stakeholder meetings, and annual SIP Progress Reports. The SIP provides the outline for how the County's agencies will improve their system of care for children and families.

A Five-Year SIP Chart was created in the 2020 SIP that included specific action steps, timeframes, and improvement goals that were agreed upon by CDSS and the Office of Child Abuse Prevention (OCAP) and then approved by the County Board of Supervisors. The 2020 5-Year SIP is a commitment for improvement in the focus outcomes determined to be most in need of improvement for both CWS and Juvenile Probation.

The 2020 5-Year SIP focus for CWS consists of one outcome measure and two systemic factors:

- Outcome Measure: P5 Placement Stability
- Systemic Factor: Staff, Caregiver, and Service Provider Training
- Systemic Factor: Foster and Adoptive Parent Licensing, Recruitment and Retention

The 2020 5-Year SIP Strategies for CWS are to:

1. Improve retention of workers within the Family Maintenance/Family Reunification unit by providing consistent training and coaching identified by staff
2. Implement specialized training to support early and ongoing assessment of children
3. Improve youth placement stability with a focus on ages 11-17 by strengthening engagement, collaboration, and support
4. Increase the number of resource family homes for youth ages 11-17, and by developing and utilizing creative outreach and recruitment strategies

The 2020 5-Year SIP focus for Juvenile Probation consists of one outcome which aligns with CWS's strategies of Recruitment and Development of Specialized Homes and Family Connections:

- Outcome Measure: P2: Permanency in twelve months (in care twelve to twenty-three months)

The 2020 5-Year SIP Strategies for Juvenile Probation are to:

1. Develop a specialized foster home for high needs probation foster youth or youth transitioning out of the Coastal Valley Academy
2. Improve family connections by enhancing Family Finding and Child and Family Teaming

The 2021-2022 Annual SIP Progress Report includes areas needing continued improvement, goals and strategies that were successful, updated timeline of goals set to meet the Federal Standards and collaborative efforts with stakeholders to meet these goals. CWS and Juvenile Probation managers and staff reflected on changes made throughout the last two years (Quarter 3, 2020 & Quarter 3, 2021) that distinguished annual progress from the initial 2020 5-Year SIP Report. The 2021 (Year 1) – 2022 (Year 2) findings will be reflected in both the following SIP Progress Narrative as well as the SIP Chart. These goals will be addressed and analyzed in the SIP narrative to determine the current goal status, as well as what services, methods, and resources have been provided to reach these goals.

The OCAP Liaison continues to collaborate with local OCAP grantees/providers and the state consultant to ensure prevention, early intervention, and treatment services are aligned with the 2020 5-Year SIP. The OCAP providers meet with the OCAP Liaison quarterly to monitor outcome performances, services, standardized practice, streamline data collection, acknowledge successes, and address gaps in services. OCAP grantees also participate in the C-CFSR process and work with the Department of Social Services (DSS) to complete the annual OCAP Report. OCAP grantee participation is crucial in aligning the CSA, SIP, and OCAP reports. Due to existing contracts running through the initial 2020 5-Year SIP construction and with feedback from our team, our existing contracts will continue as planned based on the 2015 5-Year SIP.

Community Action Partnership of San Luis Obispo (CAPSLO) continues to serve as the primary provider for the Promoting Safe and Stable Families (PSSF) and Child Abuse Prevention Intervention Treatment (CAPIT) OCAP funds. CAPSLO and subcontractor The LINK provides SAFE family advocates offering community-based family advocacy, parent education, and concrete support services for vulnerable families at family resource centers. CAPSLO also has specific outcomes addressing

supports and resources for resource families, at-risk youth, and victims of commercial sexual exploitation of children.

CAPSLO's, PSSF, and CAPIT outcomes that support placement stability, increased resource parent training, and resource parent recruitment and retention:

1. CAPSLO will provide sixty families with individual case management and education on budgeting, child development, positive parenting, stress reduction, and child health, nutrition, and well-being.
2. At the ninety-day assessment period, 85% of families will show improved functioning as demonstrated by gains on their assessments.
3. SAFE staff shall coordinate a minimum of ten parenting workshops/classes to promote healthy marriages, strengthen parent-child relationships, increase knowledge of child development, and increase awareness of attachment issues. At least two of the ten classes will be specific to resource families and adoptive parents. 85% of families will report less stress in the home and an increased knowledge of parenting and relationship skills. 75% of families will successfully avoid separation from their children.
4. SAFE staff will work with and provide resource connections for up to ten at-risk children/youth, unaccompanied youth, or Commercial Sexually Exploited Children (CSEC) victims.
5. SAFE staff shall conduct a minimum of sixteen outreach and training presentations to adoption workers, youth probation officers, community-based providers, educators, and others on the availability of supportive and SAFE services available to resource families and their children. As a result, ten SAFE Child and Family Team (CFT) meetings shall be held.
6. SAFE family advocates provide case management to a minimum of twelve resource families and provide screening and referral assistance to needed services, to help assist and stabilize the family, or maintain stability. As a result, 75% of families will have an overall improvement in stability.
7. SAFE family advocates will work with CWS to identify potential resource families and provide case management and resource connections. Resource families will be specifically recruited to attend specialized parenting classes on attachment and bonding. As a result, 80% of families will show an increase in knowledge and/or an improvement in the relationship with the child/youth in care.
8. SAFE family advocates shall provide case management services that will result in increased placement stability for 80% of the cases for in care.

The above outcomes are monitored via a quarterly contract report provided by CAPSLO to Child Welfare Services. Additionally, the OCAP program manager meets with the provider quarterly to review outcome performance, address trends, and gaps in services.

# SIP Progress Narrative

## **STAKEHOLDER PARTICIPATION**

The 2020 and 2021 annual CFSR stakeholder's in-person meetings were cancelled due to COVID-19 local and state restrictions. The agency continued to participate in smaller virtual stakeholder meetings, which allowed for a continued exchange of information at both the local and national level. Some of the stakeholder meetings include:

- The Quality Parenting Initiative (QPI) workgroup is utilized as the primary method for communication between CWS, resource parents, birth parents, former foster youth, and community partners. The action steps for the strategies are incorporated into the monthly agendas for the QPI meetings.
- The Reaching Teens Collaborative (RTe2) is a collaborative that is comprised of CWS, Juvenile Probation, Creative Mediation, San Luis Obispo County of Education (SLOCOE), Community Action Partnership San Luis Obispo (CAPSLO), resource parents, Parent Partners, and partner agencies with the objective of increasing placement stability for youth age 11-17.
- The Youth Task Force was an already established workgroup that CWS is now utilizing to address the needs of older youth, adolescents, birth families, resource parents and partner agencies. The Youth Task Force was created to meet the needs of youth in care to assist with the ongoing need for supports and resources for adolescents and families caring for teens. In year three of the 5-Year SIP cycle, the Youth Task Force will be creating a resource list specifically for teenagers. The resource list will be easily accessible to teens, as they will be able to scan a quick response (QR) code located on the back of their student ID.
- The Interagency Meeting is a quarterly multiagency meeting that is utilized to capture the community stakeholder perspective. Stakeholders include CWS staff, school district representatives, resource parents, Public Health, Drug and Alcohol Services, Family Resource Centers, and multiple other community partners.

In addition to the quarterly meetings with CDSS, CWS and Juvenile Probation maintain communication with CDSS on an as needed basis. The open communication maintained by the County of San Luis Obispo and CDSS has permitted the County of San Luis to partake in and maintain new programs such as Family Urgent Response System (FURS) and Active Supportive Intervention Services for Transition (ASIST). The department also maintains internal workgroups to meet with internal stakeholders regarding specific programs, such as the Emergency Response/Intake Workgroup and Family Maintenance and Family Reunification.

## **CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS**

### **PRIORITY OUTCOME DATA MEASURES/SYSTEMIC FACTORS**



## **DATA ANALYSIS**

### **CHILD WELFARE OUTCOME MEASURE: P5 PLACEMENT STABILITY**

Permanency outcome measure P5, Placement Stability, measures the rate of placement change for all children who enter foster care in a 12-month period. Child Welfare Services continues to examine factors that affect placement stability. The examination of these factors has identified opportunities to improve placement stability for children in care, especially adolescents and older youth. The national standard is 4.12 placement moves per 1,000 days. The baseline performance (Q3, 2019) for the County of San Luis Obispo CWS was 5.34 placement moves per 1,000 days, which was greater than the allowable national standard.

For 2020-2022 Annual SIP Progress Report Year 1 (Q3, 2020) the County of San Luis Obispo CWS improved P5 Placement Stability performance to 4.01 placement moves per 1,000 days, which is an improvement of 1.33%. For 2020-2022 Annual SIP Progress Report, Year 2 (Q3, 2021) the County of San Luis Obispo CWS further improved Placement Stability performance to 3.39 placement moves per 1,000 days, decreasing placement moves by an additional .62%. For the first two years of the 2020 5-Year SIP reporting cycle, the County of San Luis Obispo CWS has improved Placement Stability by 1.95%, bringing the total within the allowable national standard, thus meeting the goal.

In 2021, CWS collaborated with Evident Change researchers to create a Placement Stability report to assist in the evaluation of Placement Stability. The analysis of the Placement Stability report includes the number of children placed in care between July 1, 2015, and March 31, 2020. Evident Change researchers reported about one third (n=328; 34%) of children in care in the County of San Luis Obispo were placed with relatives. For children whose initial placement was with relatives or Non-Relative Extended Family Members (NREFM), the average number of placement moves was lower than children placed with non-relatives. Children placed with NREFMs had 0.5 placement moves, compared to children placed with non-relatives who had 1.4 placement moves. The data provided by Evident Change supports the work CWS is doing to refine existing practice to increase the number of youth whose initial placement is with a relative or NREFM.

The County of San Luis Obispo utilizes both the static data provided by UC Berkley and current data by SafeMeasures, any distinguishing differences can be attributed to updated data. The baseline (Q3, 2019) data from SafeMeasures includes 176 children of which 170 children (96.6%) were within the allowed 4.12 placement moves. Because the number of children in care is relatively low, the 6 children (3.4%) that had more than the federally allowable placement moves, caused the County of San Luis Obispo to be out of compliance at 5.34 placement moves. Year 1 (Q3, 2020) SafeMeasures data includes 138 children, 136 (98.6%) of children were within the allowed 4.12 placement moves with only 2 (1.4%) children having more than the allowed placement moves. Year 2 (Q3, 2021) SafeMeasures data includes 103 children, all 103 (100%) of the children had less than the allowed 4.12 placement moves.

Overall, the goal of CWS is to improve recruitment and retention efforts of both resource family homes (matched and unmatched homes) and social workers, which will result in more placement stability.

To increase placement stability through retention efforts, the County of San Luis Obispo works to identify and provide the needed supports and resources to assist resource families in providing a loving and nurturing temporary home.

### **CHILD WELFARE SYSTEMIC FACTOR: STAFF, CAREGIVER, AND SERVICE PROVIDER TRAINING**

Ensuring consistent staff training and supports will have an impact on all federal measures, including P5: Placement Stability. The CSA identified the need for more initial and specialized training to better prepare social workers, this will reduce staff turnover and social worker reassignments, both of which were identified as contributing factors in placement disruptions. In addition to increasing initial and specialized training for social workers, CWS will also provide additional specialized training to resource parents and youth serving professionals, particularly trainings that focus on the needs of youth between the ages of 11 - 17. Improved Family Maintenance/Family Reunification social worker retention will provide youth in care with higher levels of continuity of social workers and supports. Specialized resource family training will also prepare resource families for the dynamics of dealing with age-appropriate attachment behaviors, trauma, and typical adolescent behaviors. Internal workgroups, such as the Resource Family Recruitment and Retention Workgroup and QPI Workgroup, continue to provide support in the recruitment and retention efforts of caregivers for youth between the ages 11 - 17.

The Social Worker Induction Training was increased from a two-week class to a six-week class. The increase in training hours allows CWS to incorporate the addition of “The Life of a Case” module and field-based training to facilitate social worker preparedness. The Life of a Case module consists of social worker supervisors identifying one case that has gone through all of the units (Emergency Response, Intake, RFA, Dependency Investigation/Court, Family Reunification/Family Maintenance, PPLA/AB 12, and Adoption) during the life of the CWS case. Each unit participates in “The Life of a Case” module by training the new Social Workers on the steps their unit took from the time the case entered their unit, until it was transitioned to the next unit or the end of the CWS case. Because The Life of a Case module is so intensive, these trainings are in-person while most other training courses were adapted to a virtual setting to accommodate the public health measures enacted due to the COVID-19 pandemic. New social workers are now assigned to shadow their unit for two weeks prior to entering the virtual training platform. This modification was made as a result of early cohorts describing that field experience and connection with their unit was particularly helpful and set a foundation for the information received in advance of virtual training. This new framework is working well and is anticipated to continue at some level as the country and county transition through the pandemic.

The following specialized trainings, programs, and resources have been or will be provided to social workers:

- Concurrent Planning
- Sexual Orientation Gender Identity Expression (SOGIE)
- Engaging Fathers

- Permanency Planning
  - Family Engagement Throughout CWS
  - Data Informed Specialized Training
  - Evident Change Reporting

CWS tracks training attendance with the creation of the quarterly attendance reports. In addition to tracking training, staff development has training attendees complete an employee satisfaction survey to assess efficacy and determine the need for additional training support.

### **CHILD WELFARE SYSTEMIC FACTOR: FOSTER AND ADOPTIVE PARENT LICENSING, RECRUITMENT AND RETENTION**

Due to the restrictions of the COVID-19 pandemic, CWS had to shift to strictly virtual modalities for resource parent recruitment and retention strategies. Through collaborative efforts with local media outlets, CWS participated in several radio interviews, newspaper articles and public service announcements on local television. Additionally, CWS created a YouTube channel specific to foster care, to house and share various recruitment and educational videos. Some of the 30+ recruitment and retention videos posted to the SLO Foster Care YouTube Channel are:

- SLO County Foster Care Community Comes Together for the Xmas Drive Thru Event (12/2021)
- Thanksgiving Drive Thru is a Partnership with SLO County Foster Care & Salvation Army (11/2021)
- Thanksgiving Drive Thru is a Big Help to Foster Families (11/2021)
- Thanksgiving Drive Thru is a Partnership with SLO County Foster Care & CAPSLO (11/2021)
- National Adoption Month 2021: Celebrating San Luis Obispo County's Adoptive Families (11/2021)
- Foster Myths: "I may not be able to handle a child or youth in care" (9/2021)
- Foster Myths: "I'm not qualified to be a Foster Parent" (9/2021)
- Foster Myths: "Kids and Youth in care are 'different' from other kids" (9/2021)
- Foster Homes Needed in SLO County (7/2021)
- Families Come in All Shapes: LGBTQ Foster Care/Adoption (5/2021)
- Thank You Resource Foster Families
- Thank You San Luis Obispo County Adoptive Families

With a focus on retention as a strategy to support recruitment, CWS collaborated with several community partners to hold gratitude events to thank county approved resource family homes and adoptive family homes by providing them extra support during the November/December holiday season. CWS held two different drive-thru events in collaboration with community partners, one in

November of 2021 and the other in December of 2021, where resource and adoptive families were supplied with the ingredients for a holiday meal, personal protective equipment, blankets for youth, and stockings filled with gifts.

CWS revised the foster care website (SLOfostercare.com), to provide a robust platform full of resources and information for foster youth, resource parents and birth parents. The website was designed to ensure ease of navigation, to provide helpful information about CWS, to allow visitors to subscribe to the Parent Empowerment Newsletter (PEN) and to allow CWS to provide clear direction on how to become a resource parent. Utilizing the Contact Us button, visitors can input their contact information and have the CWS recruitment staff contact them with additional information.

CWS started discussions with CDSS to participate in the child specific recruitment pilot program. CDSS has partnered with Daley Solutions to provide digital foster parent recruitment services. The goal of the pilot program is to find homes for youth whose circumstances have made it difficult to find a suitable home. The effort involves micro-targeted advertising to customized audiences, while maintaining confidentiality. CWS is in the process of applying to participate in the pilot program and anticipate starting the pilot by June 2022.

Due to the increased stressors with the COVID-19 pandemic, CWS saw an increase in the need for additional supports and trainings to increase resource parent retention. The following specialized trainings, programs, and resources were provided to resource parents, social workers, and birth/adoptive families:

- Supporting Placement Stability from Chaos to Calm
- Trauma Informed Parent Coaching
- Reaching Teens
- Youth Engagement Program (YEP)
- Grade Potential Tutoring Services

### **JUVENILE PROBATION: P2: PERMANENCY IN 12-MONTHS FOR CHILDREN IN CARE 12 - 23 MONTHS**

In general, Probation foster youth have more intensive needs than non-probation foster youth, often needing more time in specialized residential treatment programs, and are generally more challenging to place. This often includes youth who have been ordered to participate in treatment for sexual offending behaviors and youth who had also been prior 300 Dependents at the time they were declared a ward of the court, thus Probation must continue foster care efforts based upon when the youth was removed by CWS.

Findings from the CSA Community Stakeholder Forums, Focus Groups, and Peer Review Events indicated an area of opportunity for Probation to improve efforts in assisting youth who had been in foster care for 12 to 23 months attain permanency within 12 months. Although Probation was underperforming in this and other outcome measures, as indicated in the baseline Q3, 2019 data, P2: Permanency in 12 months (in care 12-23 months) was selected for this C-CFSR Cycle, as improvements

made with performance in P2 will likely also positively impact Probation's performance in P1: Permanency in 12 months (entering foster care) and P3: Permanency in 12 months (in care 24+ months). Additionally, Probation's small sample size has a significant statistical impact in performance measurements, it often does not correlate with a trend of low performance.

Some strategies which have worked with youth attaining permanency include utilization of Wraparound Services, Resource Family Homes, and Probation's Coastal Valley Academy (CVA) in-custody treatment program which serves as an alternative to sending youth to an STRTP. Other strategies aimed at addressing the challenge of youth attaining permanency have included continued collaboration and coordination between Probation and CWS, continued participation in Management Coordination Meetings with CWS, incentivizing parent participation in family counseling, and increasing services for youth transitioning from the in-custody portion of CVA into the aftercare phase of the program.

To further improve performance in this outcome measure, Probation plans to develop a specialized foster home for high needs probation youth or youth transitioning out of CVA and to improve family connections by enhancing Family Finding and Child and Family Teaming. Probation has created a work group tasked with developing a plan to establish a specialized probation foster home (capacity, treatment components, funding resources, etc.). Over the next 12 months (Year 3), Probation will continue to research existing specialized probation foster homes, create a program description, release a Request for Proposal (RFP), select a provider from the RFP process, and plan for the specialized probation foster home's start date. Additionally, Probation will provide specialized Family Finding training to the Probation Placement Unit Senior Deputy Probation Officer and initiate Family Finding Efforts (FFE) at intake/investigations for all probation cases. Lastly, Probation will train several Deputy Probation Officers to facilitate Child and Family Team (CFT) meetings, thereby allowing Probation to facilitate CFTs for all youth under court ordered supervision.

Probation will be focusing on the following strategies:

- Development of a Specialized Foster Home
- Enhancing Family Connections

### **Overarching Themes Discovered During the Assessment**

- Apart from one substantiated incident in 2016, Probation has remained consistent at 0% for substantiated maltreatment of youth in foster care
- An increase in attention and efforts are needed to acknowledge and address socioeconomic disparities that Latino and African American children face in within the community and system of care
- The number of youth in care has decreased for Probation over the past five years and those youth who have remained in care have complex and challenging needs, including multigenerational trauma, involvement with CWS and the criminal justice system, untreated mental health and substance use issues, as well as conditions associated with poverty (e.g.,

reduced family income, family instability, unemployment, lack of transportation, and housing instability)

## OVERVIEW OF CWS AND JUVENILE PROBATION OUTCOME PERFORMANCE FOR Q3 2020 AND 2021

The following table organizes outcome measures based on the county's performance compared to the national or state standard, using the baseline (Q3 2019) UC Berkeley California Child Welfare Indicators Project Child Welfare Services Dynamic Report System as the baseline but with the addition of Year 1 (Q3, 2020) and Year 2 (Q3, 2021) contrasts to determine the progress. The arrows in the columns signify an upward or downward trend of the agency's performance for each outcome measure.

TABLE 1: OVERVIEW OF CWS OUTCOME DATA - BASELINE, YEAR 1 & YEAR 2

Overview of CWS Outcome Data for County of San Luis Obispo (SLO) Q3 2019, Year 1 & Year 2						
	Federal	SLO CWS 2019 Baseline	SLO CWS 2020 Year 1	SLO CWS 2020 - Direction	SLO CWS 2021 Year 2	SLO CWS 2021 - Direction
S1: Maltreatment in Foster Care	<8.5%	9.56%	2.91%	Meeting Goal	2.64%	Meeting Goal
S2: Recurrence of Maltreatment	<9.1%	10.5%	15.2%	↑	12.3%	↑
P1: Permanency in 12 Months Children Entering Out-of-Home Care	40.5%>	33.0%	33.3%	↓	49.3%	Meeting Goal
P2: Permanency in 12 months for children in care 12-23 months	43.6%>	58.5%	58.1%	Meeting Goal	60%	Meeting Goal
P3: Permanency in 12 months for children in care 24+ months	30.3%>	25.7%	15.6%	↓	35.8%	Meeting Goal

P4: Re-entry to foster care within 12 months	<8.3%	7.4%	16.7%	↑	9.4%	↑
P5: Placement Stability	<4.12	5.34	4.01	Meeting Goal	3.39	Meeting Goal
2B Timely Response - Immediate	90%>	95.5%	90%	Meeting Goal	96%	Meeting Goal
2B Timely Response - 10 Day	90%>	93.5%	90.4%	Meeting Goal	95.2%	Meeting Goal
2D Timely Response - Completed (Immediate)	N/A	91.1%	84.5%	N/A	94%	N/A
2D Timely Response - Completed (10 Day)	N/A	82.9%	82%	N/A	88.2%	N/A
2F Monthly Visits (Out of Home)	95%>	97.6%	82.1%	↓	91.3%	↓
2F Monthly Visits in Residence (Out of Home)	50%>	80%	81.2%	Meeting Goal	86.1%	Meeting Goal
2S Monthly Visits (In Home)	N/A	89.4%	76.9%	N/A	82.9%	N/A
2S Monthly Visits in Residence (In Home)	N/A	71.6%	77.4%	N/A	77.6%	N/A
4A Siblings (All)	N/A	46.4%	40.6%	N/A	32.8%	N/A
4A Siblings (Some or all)	N/A	65.9%	63.0%	N/A	57.8%	N/A
4B Least Restrictive Placement (Entries First Placement)	N/A	33.5% Relative/N REFM Placement	29.8%	N/A	23.6%	N/A

	N/A	56.4% Foster Home	61.0%	N/A	70.8%	N/A
	N/A	8.9% FFA	5.0%	N/A	5.7%	N/A
	N/A	0% Group/ Shelter Home	2.1%	N/A	0%	N/A
	N/A	1.1% Other	2.1%	N/A	0%	N/A
4B Least Restrictive Placement (Entries Predominant)	N/A	43.9% Relative/ NREFM Placement	41.8%	N/A	44.1%	N/A
	N/A	37.2% Resource Family Home	42.4%	N/A	42.7%	N/A
Continued 4B Least Restrictive Placement (Entries Predominant)	N/A	8.2% FFA	6.5%	N/A	3.5%	N/A
	N/A	5.6% Group/ Shelter Home	6.5%	N/A	2.8%	N/A
	N/A	5.1% Other	2.7%	N/A	7.0%	N/A
4C Congregate Care Placements: One Year or More	N/A	29.4%	56.0%	N/A	42.9%	N/A
4E ICWA (1) ICWA Eligible Placement Status	N/A	N/A	69.9%	N/A	100%	N/A
4E (2) Multi-Ethnic Placement Status	N/A	N/A	59.8%	N/A	100%	N/A
5B(1) Rate of Timely Health Exams	N/A	74.4%	69.9%	N/A	67.6%	N/A
5B(2) Rate of Timely Dental Exams	N/A	63.20%	59.8%	N/A	61.4%	N/A



5F Psychotropic Medications	N/A	17.4%	15.3%	N/A	17.6%	N/A
6B Individualized Education Plan	N/A	8.0%	11.6%	N/A	14.6%	N/A
8A-1 Completed High School or Equivalency	N/A	80%	N/A	N/A	N/A	N/A
8A-2 Obtained Employment	N/A	80%	N/A	N/A	N/A	N/A
8A-3 Have Housing Arrangements	N/A	100%	N/A	N/A	N/A	N/A
8A-4 Permanency Connection with an Adult	N/A	80%	N/A	N/A	N/A	N/A

TABLE 2: OVERVIEW OF JUVENILE PROBATION OUTCOME DATA: BASELINE, YEAR 1 & YEAR 2

Overview of Juvenile Probation Outcome Data for County of San Luis Obispo (SLO) Q3 2019, Year 1 & Year 2						
	Federal	SLO Probation 2019 Baseline	SLO Probation 2020 Year 1	SLO Probation 2020 - Direction	SLO Probation 2021 Year 2	SLO Probation 2021- Direction
S1: Maltreatment in Foster Care	<8.5%	45.72%	0.00%	Meeting Goal	0.00%	Meeting Goal
S2: Recurrence of Maltreatment	<9.1%	N/A	N/A	N/A	N/A	N/A
P1: Permanency in 12 Months Children Entering Out-of-Home Care	40.5%>	25.00%	0.00%	↓	0.00%	↓
P2: Permanency in 12 months for children in care 12-23 months	43.6%>	0.00%	0.00%	↓	0.00%	↓

P3: Permanency in 12 months for children in care 24+ months	30.3%>	0.00%	0.00%	↓	0.00%	↓
P4: Re-entry to foster care within 12 months	<8.3%	0.00%	N/A	N/A	N/A	N/A
P5: Placement Stability	<4.12	0.00	0.00	Meeting Goal	0.00	Meeting Goal
2B Timely Response - Immediate	90%>	N/A	N/A	N/A	N/A	N/A
2B Timely Response - 10 Day	90%>	N/A	N/A	N/A	N/A	N/A
2D Timely Response - Completed (Immediate)	N/A	N/A	N/A	N/A	N/A	N/A
2D Timely Response - Completed (10 Day)	N/A	N/A	N/A	N/A	N/A	N/A
2F Monthly Visits (Out of Home)	95%>	100%	85.2%	↓	100%	Meeting Goal
2F Monthly Visits in Residence (Out of Home)	50%>	97.90%	95.7%	Meeting Goal	100%	Meeting Goal
2S Monthly Visits (In Home)	N/A	N/A	N/A	N/A	N/A	N/A
2S Monthly Visits in Residence (In Home)	N/A	N/A	N/A	N/A	N/A	N/A
4A Siblings (All)	N/A	N/A	N/A	N/A	N/A	N/A
4A Siblings (Some or all)	N/A	N/A	N/A	N/A	N/A	N/A

4B Least Restrictive Placement (Entries First Placement)	N/A	0% Relative Placemen	0% Relative Placement	N/A	25% Relative Placement	N/A
	N/A	100% Resource Family Home	100% Resource Family Home	N/A	25% Resource Family Home	N/A
	N/A	0% FFA	0% FFA	N/A	50% FFA	N/A
	N/A	0% Group / Shelter Home	0% Group / Shelter Home	N/A	0% Group / Shelter Home	N/A
	N/A	0% Other	0% Other	N/A	0% Other	N/A
4B Least Restrictive Placement (Entries Predominant)  (Continued) 4B Least Restrictive Placement (Entries Predominant)	N/A	0% Relative Placement	0% Relative Placement	N/A	0% Relative Placement	N/A
	N/A	50% Resource Family Home	100% Resource Family Home	N/A	0% Resource Family Home	N/A
	N/A	0% FFA	0% FFA	N/A	0% FFA	N/A
	N/A	25% Group Home	0% Group Home	N/A	0% Group Home	N/A
	N/A	25% Other	0% Other	N/A	100% Other	N/A
4C Congregate Care Placements: One Year or More	N/A	N/A	0%	N/A	0%	N/A
4E ICWA (1) ICWA Eligible Placement Status	N/A	N/A	N/A	N/A	N/A	N/A
4E (2) Multi-Ethnic Placement Status	N/A	N/A	N/A	N/A	N/A	N/A
5B(1) Rate of Timely Health Exams	N/A	N/A	N/A	N/A	N/A	N/A

5B(2) Rate of Timely Dental Exams	N/A	N/A	N/A	N/A	N/A	N/A
5F Psychotropic Medications	N/A	N/A	N/A	N/A	N/A	N/A
6B Individualized Education Plan	N/A	N/A	N/A	N/A	N/A	N/A
8A-1 Completed High School or Equivalency	N/A	100%	N/A	N/A	N/A	N/A
8A-2 Obtained Employment	N/A	50%	N/A	N/A	N/A	N/A
8A-3 Have Housing Arrangements	N/A	100%	N/A	N/A	N/A	N/A
8A-4 Permanency Connection with an Adult	N/A	50%	N/A	N/A	N/A	N/A

## STATUS OF STRATEGIES

### Systemic Factor: Staff, Caregiver, and Service Provider Training

**Strategy # 1: Improve retention of workers within the Family Maintenance/Reunification units by providing consistent training and coaching identified by staff.**

#### **Analysis: (CWS)**

Over the course of the pandemic, national headlines read that employers were challenged to retain employees. While it was anticipated CWS would fare similarly, the agency experienced fewer vacancies and, therefore, required fewer recruitments and social worker onboarding each of the past two years. While Social Worker Induction Training classes previously included approximately six to eight new staff, only two induction sessions were held per year in 2020 and 2021 with just two to three new staff each session. As a result, HR has not revised the existing recruitment process of “hiring as needed” to “continuous recruitment”, as previously considered by CWS management. The anticipated outcome of switching to “continuous recruitment” was for pre-screened candidates to be available when hiring is needed; reducing the overall hiring period by the usual four-to-eight-week period each recruitment window generally remains open. If the need for larger social worker recruitment resumes, the recruitment process will be revisited.

Although the Social Worker Induction Training sessions for the past two years have been smaller and less frequent, the feedback received from new staff upon completion of the revised, extended training has been positive. The supervisors who receive these new employees in their units also provide valuable input in that they observe the new staff to be well prepared when they arrive to their field assignments. Although much “on the job” learning continues, the social workers completing the expanded induction sessions have been provided a stronger foundational understanding of CWS, how the department operates and serves families, and the partnerships with community service providers.

Continual assessment is completed to support social worker retention across CWS, with the focus of ensuring equitable assignments. Although the impact of the pandemic continues to evolve, some changes are anticipated to remain, including telecommute opportunities for CWS staff. Now two years into the pandemic, social workers have adapted to more of a hybrid workplace model. While it was ultimately determined that staff who can safely work from their assigned office receive multiple benefits (including relationship development with colleagues; regular contact and staffing opportunities with their supervisor; access to specialized equipment, resources and facilities), the increase in social worker satisfaction and work/life balance among staff cannot be discounted. Elicited feedback from social workers supports Staff Development’s continued focus on providing opportunities for professional development and growth beyond state and legislative requirements.

In an effort to increase data informed decisions across the Child Welfare Services branch, several specialized trainings are in the process of development, including tools for social workers, supervisors and managers. Each team has several monthly and bi-monthly workgroups and meetings. These meetings are used to identify the need for specialized trainings and resources for staff. For continuous quality improvement, feedback is also requested regarding implementation and efficacy of the tools. Once identified, trainings and tools are developed and implemented. Once implementation happens, follow-up is done through the meeting minutes and action items. This process will remain ongoing. While specialized trainings remain ongoing, the Engaging Fathers training was delayed, as a result of both the pandemic and to make space for an identified need to provide training and resource to staff on racism, equity, and inclusion because of the national events that occurred. Despite the delay, Engaging Fathers will launch in Year 4.

**Systemic Factor Affected: Staff, Caregiver, and Service Provider Training Systemic Factor**

**Action Steps Status:**

- Identify opportunities for continual staff development through social worker, supervisor, and manager suggestion, which will foster personal and professional growth, thereby increasing job satisfaction and preparing staff for promotion and advancement.
  - o The Leadership, Engagement, Action, Development (LEAD) Program is a mentor program that provides an opportunity for staff to cross train with other units to expand their knowledge of CWS, participate in workshops, and participate in mock interviews.
  - o Opportunity was provided to social workers and social worker supervisors to receive specialized training to become coaches and trainers for SOP.
    - Year 1 (2020) - **ONGOING**

- Year 2 (2021) - **ONGOING**
- Establish clear ongoing goals as identified by social workers, supervisors, and managers, referencing regulations, statutes, and agency policies and procedures; SDM and Safe Measures; UCB data; and CMS/BI reports for Family Maintenance/Family Reunification program; utilize established Leadership, Management and Supervisor meetings to assess and review social worker satisfaction and retention across programs by social worker self-report and feedback from supervisors and managers.
  - Year 1 (2020) - **ONGOING**
  - Year 2 (2021) - **ONGOING**
- Provide social worker, supervisor and manager requested Sexual Orientation Gender Identity Expression (SOGIE) training. CWS SOGIE training was provided to all CWS staff in the Fall of 2021 through the Spring of 2022. There are three training components to the SOGIE training series (SOGIE 101, SOGIE 102, and SOGIE 103). SOGIE 101 covers the basics of gender identity and expression. SOGIE 102 covers county data, a deeper dive into gender identity and expression, and case plans for CWS staff. SOGIE 103 is a panel that consists of parents of transgender youth, therapists who work with transgender youth, and transgender people. This whole series is a total of eight hours to complete. Makeup sessions will be provided in Year 3 to staff that missed the SOGIE trainings that spanned Year 1 and Year 2.
  - Total staff who completed SOGIE 101: 109
  - Total staff who completed SOGIE 102: 82
  - Total staff who completed SOGIE 103: 78
    - Year 1 (2020) - **ONGOING**
    - Year 2 (2021) - **ONGOING**
- Provide social worker, supervisor and manager requested Family Engagement and Concurrent Planning trainings to support improved outcomes of safety, permanency, and well-being. Trainings were provided through the Central California Training Academy (CCTA). Concurrent Planning 1 was provided in Year 1 and Concurrent Planning 2 was provided in Year 2.
  - Total social workers and supervisors who completed Concurrent Planning 1: 76
  - Total social workers and supervisors who completed Concurrent Planning 2: 38
    - Year 1 (2020) - **ONGOING**
    - Year 2 (2021) - **ONGOING**
- Coordinate Engaging Father training to identify tools and strategies to support fathers involved with CWS and improve outcomes of safety, permanence, and well-being.
  - Year 1 (2020) - **POSTPONED**
  - Year 2 (2021) - **POSTPONED**

- Following completion of trainings, utilize employee satisfaction surveys of attendees to assess efficacy and determine need for additional training supports. In Year 1 CWS established that all trainings will have a post-training survey via Survey Monkey. In Year 2, CWS implemented the process of bringing the Survey Monkey results to the training workgroups. At the workgroups the trainers discuss ways to enhance trainings based off the feedback.
  - Year 1 (2020) - **ONGOING**
  - Year 2 (2021) - **ONGOING**
- Track training attendance by creating quarterly attendance reports and follow up with social workers and supervisors. In Year 2 a CWS Mandatory Training Excel report was created and is sent to the social worker supervisors monthly to track training with their staff. This has improved attendance for mandatory trainings as their supervisors are aware of who still needs to attend. Additionally, the use of Zoom has increased attendance, as staff are no longer required to travel to attend a training.
  - Year 1 (2020) - **ONGOING**
  - Year 2 (2021) - **ONGOING**

**Method of Evaluation and/or Monitoring of Strategies**

- In Year 2, the existing Leadership Team meeting agenda will be updated to include staff retention as a standing agenda item to review quarterly, at a minimum, with documented recommendations and responses. Recommendations and outcomes will be shared with supervisors to disseminate to staff.
- Surveys for staff will be utilized at least annually to monitor progress, and staff will be encouraged to share their experiences openly. Any unmet recommendations will be woven back into the workgroup to be re-addressed by identifying barriers and further deliverable action steps needed.
- The training manager and ongoing training workgroup will review training evaluations. Themes and identified needs will be shared with the Continuous Quality Improvement (CQI), Placement and Resource Family Approval managers to collaborate on continued quality improvement.

**Additional Strategies (if applicable)**

- Not applicable for Year 1 or Year 2, as no changes will be made to the strategies selected for the SIP.

**Program Reduction (if applicable)**

- Not applicable for Year 1 or Year 2, as there has not been any significant reductions in spending on programs identified in the SIP.

## Outcome Measure: P5 Placement Stability

### Strategy # 2: Implement specialized training to support early and ongoing assessments of children.

#### Analysis: (CWS)

The County of San Luis Obispo identified early and ongoing assessments, including continued implementation of Structured Decision Making (SDM), Safety Organized Practice (SOP), Child and Adolescent Needs and Strengths (CANS), and Child and Family Team (CFT) meetings as a key strategy for supporting placement stability for children/youth in the foster care system. Continuous quality improvement and continued implementation of current strategies for early and ongoing assessments will support increased staff knowledge of these tools and improved practice implementation. These comprehensive inclusive assessments will provide improved support and stability for birth/adoptive families, resource families, and children/youth in care. These assessments will address the needs of the family, specialized needs for children/youth in care, and provide data and information that can be used to inform case plans.

The County developed several programs to support continuous improvement of the results for this measure. SOP 101 and CFT Trainings are provided on a reoccurring basis for social workers as well as community partners. Due to COVID, CFT trainings for staff and community were paused, although CFT training is still happening for new social workers in the Social Worker Induction Class. CFT training will resume between Year 3 and Year 4. CFT trainings increase collaboration toward improved outcomes and integrate the principals and framework of Safety Organized Practice (SOP) into practice. Both agency and external partners continue to send new hires to these trainings. DSS continuously engages community partners, including but not limited to Juvenile Probation, Behavioral Health, San Luis Obispo County of Education (SLOCOE), local foster family agencies, CASA, Drug & Alcohol Services, RISE, and Stand Strong to participate in these trainings to improve CFT collaboration. RISE and Stand Strong have merged into one agency and renamed Lumina Alliance.

In Year 1, CWS enhanced a mandatory in-house SOP training series. The training series consists of eight modules. The series is held yearly, with one module a month over the span of eight months. This training series is mandatory for all social workers and social worker supervisors. This series also provides professional development opportunities for staff to become a part of the training team.

Of current staff, 39% have completed the entire eight-part module training. This percentage does not include staff that have transitioned out of social worker or social worker supervisor positions. Additionally, this percentage has been impacted by new social workers that were hired mid series. For those staff who have not completed all eight modules, there are an average of 3-5 modules that need completion.

The goal of the training is to encourage the use of SOP throughout the life of a case, maintain a common language when interacting with clients and community partners, and improve assessment and service delivery to children and families.

The use of CFT meetings during investigations and throughout the life of a case is another strategy that supports success in this measure. Imminent risk of removal CFT meetings work toward rigorous assessment to determine if the child can be safely maintained in the home by engaging CFT members and developing safety networks and



circles of support. Placement CFT meetings are convened regarding children/youth involved or potentially involved in out-of-home placement. The meeting involves not only social workers and their supervisors in all placement decisions regarding children/youth, but also birth families, support networks, community members, resource families, and service providers. Involving caregivers in the placement decision-making process provides CWS with better information and allows caregivers to express any concerns.

CFT case planning meetings prior to disposition bring the team together to support comprehensive assessment to ensure behaviorally specific case plans that are the most responsive to the needs of the children/youth and family. DSS has provided staff and community training on CFTs since 2016; however, it was determined that the community CFT training had reached a high saturation level and that the focus of the training needed to shift to training CFTs within the Integrated Core Practice Model (ICPM) framework. This new training will develop a greater understanding of practice components within the ICPM and will support ongoing skill development for staff and community partners across agencies. This strategy will focus on continuous quality improvement and updates to SOP modules as needed to support continued skill development and practice integration.

In July of Year 1 an existing CWS social worker position was converted to a dedicated CFT facilitator position to facilitate front end CFTs through disposition, as well as provide facilitation support in cases of particularly complex or volatile CFTs. A CFT within the SOP framework Policy and Procedure (P&P) has been developed and is in the process of being introduced to staff as a clear path for best practice. A SOP P&P has already been implemented and provided to staff to support continued work in SOP.

#### **Outcome Measures Affected: Permanency P5**

##### **Action Steps:**

- Continued implementation of SOP and CANS, including module trainings, coaching sessions, and integration of fidelity tools to assess baseline measures for managers, supervisors, and line staff to inform program development over time. DSS collaborates with County Behavioral Health, Family Care Network Inc and Seneca Family of Agencies on the completion, coordination, and provision of the CANS entry into CARES-Live.
  - In Year 1, community partners continued to complete CANS assessments.
  - In Year 2, CWS collaborated with community partners to be able to access the Behavioral Health CANS-50 IP and CANS-50 via a CWS internal database. CWS then submits the CANS to the state for entry into CARES-Live. In addition to community partners, three CWS staff were certified in CANS in Year 2 and CWS staff development also continues to participate in the state technical assistance calls to support ongoing implementation of CANS.
  - In Year 3, the department anticipates certifying six additional staff in CANS.
    - Year 1 (2020) - **ONGOING**
    - Year 2 (2021) - **ONGOING**

- Support the new CFT Facilitator position who will provide support to front end CFTs and particularly complex or volatile CFTs and assist in developing a CFT policy and procedure for staff to utilize.
  - Year 1 (2020) - **COMPLETED**
- Reevaluation of engagement, pre-placement resources, and assessments utilized
  - Year 1 (2020) - **ONGOING**
  - Year 2 (2021) - **ONGOING**

**Method of Evaluation and/or Monitoring of Strategies**

- CFT Database and Monthly CFT Report.

**Additional Strategies (if applicable)**

- No additional strategies have been identified for Year 1 or Year 2.

**Program Reduction (if applicable)**

- Not applicable for Year 1 or Year 2.

**Outcome Measure: P5 Placement Stability**

**Strategy # 3: Improve youth placement stability with focus ages 11 - 17 years old by strengthening engagement, collaboration, and support.**

**Analysis: (CWS)**

The County of San Luis Obispo baseline performance for Placement Stability on Q3, 2019 was 5.34 rate of placement moves per 1,000 days, while the national standard is 4.12 rate of placement moves per 1,000 days. In Q3, 2020, SIP Year 1 the county's performance improved to 4.01 rate of placement moves per 1,000 days. In Q3 2021, SIP Year 2 the county's performance continued to improve to 3.39 rate of placement moves per 1,000 days.

In 2020, Year 1 of the SIP, CWS focused on expanding the Quality Parenting Initiative (QPI) Workgroup and reestablishing goals to address the specific needs of adolescents and older youth and support existing resource families who care for teens. The QPI Workgroup established a sub-workgroup consisting of additional agencies to initiate the Reaching Teens edition 2 (RTe2) Collaborative. The RTe2 Collaborative was established to create a directory listing supports for youth and their families. The RTe2 Collaborative was also established to develop a training focused on caring for adolescents and older youth, as well as placement stability training for staff, birth parents, caregivers, and community partners.

Concurrent to the work with the RTe2 Collaboration, the QPI Workgroup focused on increasing supports and resources for resource families, seeking input from the resource families via town hall meetings, surveys, workgroups, and individual conversations. The QPI's collaboration with CDSS to offer the Akido Pulse Survey was

extremely helpful in being able to support resource families during the crisis induced by the COVID-19 pandemic. Two key areas of need identified with the Akido Pulse Survey were supports/resources for distant learning and groceries. The QPI Workgroup collaborated with a faith-based organization and community partners to provide “Giving Thanks to Resource and Adoptive Families” events to show CWS’s appreciation by distributing food and holiday gifts for the families. Additionally, the QPI Workgroup began reviewing existing policies and procedures to consider revisions based on stakeholder’s input and to align local practice with the California ICPM.

In 2021, Year 2 of the SIP, CWS extended the Akido Pulse Surveys as the County of SLO was one of seven QPI sites selected across the country to participate in QPI’s National Quality Parenting Outreach Akido Pulse Survey project. The Akido Pulse Surveys have been valuable to CWS in identifying strengths in practice, gaps in service and timely addressing the needs of resource families. The Foster Support Unit has been able to resolve grievances and address hot topic issues as a result of the feedback obtained via the Akido Pulse Survey.

The RTe2 Collaborative worked on two key projects in Year 2, the RTe2 Collaborative partnered with CA’s Youth Law Center to develop a Placement Stability Training for Trainers (T4T). The Placement Stability T4T originated with the use of Dr. Ken Ginsburg’s Reaching Teens Multimedia Kit. The agencies involved with the RTe2 Collaborative purchased a user license to utilize the Reaching Teen Multimedia Kit. Additionally, the RTe2 partnered with the Youth Task Force to establish a directory focused on resources for teens and families caring for teens.

CWS was selected to participate in the Youth Law Center’s QPI Champions program, which began in February of Year 2. The QPI Champions program is a new approach to the dissemination of QPI that invests in local advocates to lead change. The goal is for QPI Champions to strengthen implementation and deepen the commitment to QPI values and practices in the County of SLO. The QPI Workgroup will be utilizing this opportunity to focus on relaunching QPI policy and procedures in the coming years.

In Year 2, CWS began the process of developing a post-placement survey to engage resource parents after the youth transitioned out of the home. The post-placement surveys will launch in Year 3 to support and retain the resource family homes. Staff development and the foster support unit will follow-up on any questions and concerns that are shared via the survey.

**Outcome Measures Affected: Permanency P5**

**Action Steps Status:**

- Collaborate with California Department of Social Services (CDSS) to engage resource parents via a survey to prioritize supports and resources.
  - Year 1(2020) - **COMPLETED**
- Expand the Quality Parenting Initiative (QPI) workgroup to include additional community stakeholders. This includes mental health professionals, local educators, and family advocates to establish cross-training opportunities and strengthen collaboration.
  - Year 1 (2020) - **COMPLETED**

- Establish a workgroup for youth serving professionals and caregivers of adolescents and older youth to improve relationships between caregivers and staff, youth engagement, access to supports/resources.
  - Year 1 (2020) - **ON SCHEDULE**
  - Year 2 (2021) - **ON SCHEDULE**
- Collaborate with the County of San Luis Obispo Youth Task Force to increase initiatives and supports for establishing permanent connections for youth in the community.
  - Year 1 (2020) - **ON SCHEDULE**
  - Year 2 (2021) - **ON SCHEDULE**
- Update County of San Luis Obispo QPI policy and practice to align with Integrated Core Practice to improve placement stability and permanency for youth in care.
  - Year 1 (2020) - **ON SCHEDULE**
  - Year 2 (2021) - **ON SCHEDULE**
- Establish ongoing engagements and evaluations such as town hall meetings, workgroups, and surveys.
  - Year 1 (2020) - **ON SCHEDULE**
  - Year 2 (2021) - **ON SCHEDULE**

**Method of Evaluation and/or Monitoring of Strategies**

- The QPI Workgroup Monthly Agenda lists the strategies as standing agenda items to provide an ongoing method of monitoring progress on each of the action steps for Strategy 3.

**Additional Strategies (if applicable)**

- No additional strategies have been identified for Year 1 or Year 2.

**Program Reduction (if applicable)**

- Not applicable for Year 1 or Year 2.

**Outcome Measure: P5 Placement Stability**

**Strategy # 4: Increase the number of resource homes for youth ages 11-17, by developing and utilizing creative outreach and recruitment strategies – CWS**

**Analysis: (CWS)**

The need for resource families to provide short and long-term placement stability continues to be a primary focus for the county. Especially homes that provide care for school aged youth (ages 8-18) and specialized level of services (Intensive Services Foster Care, Options for Recovery, and Professional Parenting). These specialized

types of placements are for high needs youth and are alternative to Short-Term Residential Therapeutic Program (STRTP) placements. In general, there are many barriers to recruitment of resource family homes, but the COVID-19 pandemic added additional barriers and significantly hindered the ability to find homes. In the past, many recruitment events were held in the community (in-person) to promote becoming a resource family, but because of pandemic restrictions, outreach has had to shift to a virtual modality. DSS has increased collaborative efforts with community partners to effectively expand its reach to include a variety of demographic targets within our service area. The overall goal is to develop enough homes to allow for more comprehensive placement matching for youth, which would result in the improvement of placement stability outcomes.

In Year 1, due to the increased stressors with the COVID-19 pandemic, the department saw an increase in the need for additional supports and trainings. The following specialized trainings, programs, and resources were provided to social workers, resource parents, and birth/adoptive families:

- Supporting Placement Stability from Chaos to Calm
- Trauma Informed Parent Coaching
- Reaching Teens
- Youth Engagement Program (YEP)
- Grade Potential Tutoring Services

The agency's collaborative recruitment efforts included a commitment from our local elected officials to assist in sharing the need for homes through various mediums, such as social media, presentations at city council meetings and formal recognition of National Foster Care Month and Adoption Month.

Physical recruitment materials (including infographics) were updated to allow for distribution of information about becoming a resource parent. A myths and facts infographic was developed to highlight common misconceptions about fostering youth in an effort to dispel the myths and change the perception of foster care. Local elected officials authorized the infographic to be prominently displayed in government centers and other various public spaces.

Due to the restrictions of the COVID-19 pandemic, the department had to shift to strictly virtual modalities for recruitment strategies. Several radio interviews, newspaper articles and public service announcements on local television were utilized in place of in person recruitments. Additionally, a SLO Foster Care YouTube channel was launched to house and share various recruitment and educational videos.

Child specific recruitment efforts were put on hold, due to concerns from local court stakeholders regarding the confidentiality of the youth in care. The agency's plan included drafting interest letters using an anonymized profile of the youth to highlight their strengths and needs. Upon notice from CDSS of upcoming guidance and pilot program opportunities to develop a child specific recruitment program, the agency has decided to postpone this strategy until then.

During Year 2 the department expanded on the elected official's recruitment campaign and produced videos which reflected the number of youth in care for each city. The videos were played in conjunction with a CWS

power point presentation during city council meetings with the intention of highlighting the need for resource homes within their community.

As COVID-19 restrictions were lifted in the county, CWS refocused a portion of the recruitment efforts to include in-person events again. CWS also reinstated community outreach during local events, such as Winter Wonderland and farmer's markets. Additionally, DSS outreach staff were trained in how to discuss the need for resource family homes as part of their efforts.

With a focus on retention as a strategy to support recruitment, the department collaborated with several community partners and held gratitude events to thank approved resource family homes and provide them with extra support during the holiday season. Two different "drive-thru" events were held, where families were supplied with fixings for a holiday meal, personal protective equipment, blankets for the youth and stockings filled with gifts.

The department did a complete revision of the SLO Foster Care website, with the intention of providing a robust platform full of resources and information for foster youth, resource parents and birth parents. The website was designed to ensure for ease of navigation, to provide helpful information and clear direction about becoming a resource parent and allow for website inquiries about starting the process. The website was designed during Year 2 and was launched on 9/15/2021.

The department has started discussions with CDSS to participate in the child specific recruitment pilot program. CDSS has partnered with Daley Solutions to provide digital foster parent recruitment services. The goal of the pilot program is to find homes for youth whose circumstances have made it difficult to find a suitable home. The effort involves micro-targeted advertising to customized audiences, while not compromising confidentiality. The department is in the process of applying to participate in the CDSS pilot program and anticipate starting the pilot by June 2022.

**Outcome Measures Affected: Permanency P5, Systemic Factor: Foster and Adoptive Parent Licensing, Recruitment and Retention**

**Action Steps Status:**

- Draft letters of need for homes that may be able to connect with a youth in care based on a commonality (such as identity, religion, extra-curricular activity, or career interest) and focus outreach on communities with members that support the need (GALA, specific churches, 4-H, etc.)
  - Year 1 (2020) - **ON SCHEDULE**
  - Year 2 (2021) - **BEHIND**
- Identify myths and challenges associated with bringing a teen into the home and create flyers and infographics to share facts with the community that dispel misconceptions potential foster parents have about teens and teens have about foster parents.
  - Year 1 (2020) - **COMPLETED**

- Develop and make readily available, specialized presentations for resource parents who are interested in fostering children ages 11-17, with a focus on traumatic stress and ways to increase their own emotional regulation.
  - Year 1 (2020) - **ON SCHEDULE**
  - Year 2 (2021) - **ON SCHEDULE**
- Implement Trauma Informed Parent Coaching Program for resource families to provide one on one parent coaching that will support individual parenting challenges and connect families to practical tools and resources.
  - Year 1 (2020) - **ONGOING**
  - Year 2 (2021) - **ONGOING**
- Implement the Youth Engagement Program (YEP) to enhance youth voice in program and policy development.
  - In Year 1, there was a two-part series youth focus group. The first series was to discuss potential youth engagement and the Youth Engagement Program. The second series was to discuss which youth desired to participate in the Youth Engagement Program. After both focus groups six YEP ambassadors were identified. All YEP ambassadors participated in a meet and greet with all managers, including program managers, division managers and deputy director.
  - In Year 2, weekly meetings were established to meet with the YEP ambassadors, they were assigned to a program manager to work on specialized projects based off the youth's strengths and interests to support their advocacy and professional development.
    - Year 1 (2020) - **ONGOING**
    - Year 2 (2021) - **ONGOING**
- Develop and coordinate a specialized one-time training entitled *Supporting Placement Stability from Chaos to Calm* training for resource parents, social workers and judicial partners to develop shared understanding of the impact of trauma and practical tools and strategies to support placement stability. The one-time *Supporting Placement Stability from Chaos to Calm* training was a two part training that consisted of 73 participants.
  - Year 1 (2020) - **COMPLETED**

#### **Method of Evaluation and/or Monitoring of Strategies**

- Year 1 (2020): No new methods of evaluation established.
- Year 2 (2021): RFA Recruitment / Training Databases are being created to help track and document the resource family approval process from initial inquiry to approval.

#### **Additional Strategies (if applicable)**

- No additional strategies have been identified for Year 1 or Year 2.

**Program Reduction (if applicable)**

- Not applicable for Year 1 or Year 2.

**P2 PERMANENCY IN 12 MONTHS FOR CHILDREN IN CARE 12 TO 23 MONTHS-PROBATION**

This measure reflects the percentage of children in care on the first day of the 12-month period who had been in care between 12 and 23 months and were then discharged to permanency within 12-months.

**ANALYSIS**

**Trends:**

In the 2020 CSA Report, Probation had zero eligible youth exit care into permanency (reunification, guardianship, or adoption) within 12 months who had been in care between 12 and 23 months. Historically, Probation’s performance in this measure between 2013 and 2018 was below the federal standard of 43.6%. During that time frame, Probation had 29 youth who had been in care between 12 and 23 months; 24% (7) were reunified, 7% (2) were placed with a guardian, 24% (7) exited to non-permanency, and 45% (13) remained in care.

In an addition to an overall reduction in the number of youth entering care over the past several years, the small sample sizes each year has resulted in one or two youth having significant statistical impacts in Probations performance in this outcome. In general, Probation youth have more intensive needs than non-probation foster youth, and often need more time in specialized residential treatment programs and are generally more challenging to place.

Data collected from CWS/CMS Q3, 2020 Extract from U.C. Berkeley showed Probation had zero youth, of a possible one, who had been in care between 12 and 23 months discharge to permanency within 12 months.

Data collected from CWS/CMS Q3, 2021 Extract from U.C. Berkeley showed Probation had zero youth, of a possible one, who had been in care between 12 and 23 months discharge to permanency within 12 months.

**Race/Ethnicity:**

Although the one youth noted in the Q3, 2020 Extract was Latino, this one youth represented 100% of Probation’s youth who had been in care between 12 and 23 months eligible to discharge to permanency within 12-months. The small sample size is insufficient to identify any statistically significant trends related to race/ethnicity.

Although the one youth noted in the Q3, 2021 Extract was Latino, this one youth represented 100% of Probation’s youth who had been in care between 12 and 23 months eligible to discharge to



permanency within 12-months. The small sample size is insufficient to identify any statistically significant trends related to race/ethnicity.

**Age:**

Although the one youth noted in the Q3, 2020 Extract was in the 16-17 year age group, this one youth represented 100% of Probation's youth who had been in care between 12 and 23 months eligible to discharge to permanency within 12-months. The small sample size is insufficient to identify any statistically significant trends related to age.

Although the one youth noted in the Q3, 2021 Q3 Extract was in the 16-17 year age group, this one youth represented 100% of Probation's youth who had been in care between 12 and 23 months eligible to discharge to permanency within 12-months. The small sample size is insufficient to identify any statistically significant trends related to age.

**Gender:**

Although the one youth noted in the Q3, 2020 Extract was male at birth, this one youth represented 100% of Probation's youth who had been in care between 12 and 23 months eligible to discharge to permanency within 12-months. The small sample size is insufficient to identify any statistically significant trends related to gender.

Although the one youth noted in the Q3, 2021 Extract was male at birth, this one youth represented 100% of Probation's youth who had been in care between 12 and 23 months eligible to discharge to permanency within 12-months. The small sample size is insufficient to identify any statistically significant trends related to gender.

**Conclusion:**

As noted above, this outcome measure has been selected as Probation's focus area for this C-CFSR cycle as the performance is well below the federal standard. One unique factor affecting Probation's performance in this measure is the number of youth who were 300 Dependents at the time of being declared a ward of the court. Attaining permanency at the time these youth are declared a ward of the court is often not an option, thus Probation must continue foster care efforts based upon when a youth was removed by DSS. When considering the safety issues that generally bring families to the attention of CWS, it can be anticipated that reunification rates may be higher when parents receive services for an extended period of 12 to 23 months, as opposed to less than 12 months. Complicated and often long-standing issues such as these often take consistent, committed service participation for progress to be seen. Additionally, youth who have been declared a ward of the court generally benefit from participating in treatment services, which often delay their ability to attain permanency in 12 months.

Some strategies which have worked with youth attaining permanency include, utilization of the Coastal Valley Academy (CVA), Probation's in-custody treatment program, which serves as an alternative to STRTPs. Additionally, utilization of Child and Family Team (CFT) meetings, Wraparound

Services, Family Finding Engagement (FFE), and Resource Family Approval (RFA) Homes help to support youth with attaining permanency.

Other strategies aimed at addressing the challenge of youth attaining permanency include, continued collaboration and coordination between Probation and Child Welfare Services (CWS), continued participation in Management Coordination Meetings, cultivating RFA homes specifically for Probation youth, increasing FFE efforts, incentivizing parent/guardian participation in family counseling, and increase services for youth transitioning from the in-custody portion of the CVA into the aftercare phase of the program.

Some challenges identified during the CSA Community Forums and Peer Review include youth being prior CWS dependents resulting in Probation taking the case at/or after permanency, difficulty in making and maintaining connections with youth placed out of county, missing information as to the youth's parents or parent's whereabouts were unknown, and youth and parent's history of substance abuse, mental health status, and lack of participation in achieving case plan goals. Additionally, one of the most impactful challenges noted was the lack of appropriate local placements willing to accept Probation involved youth.

Some strengths noted during the CSA Community Forums and Peer Review include youth doing well and making progress in their program due to the DPO's ability to address a parent's ambivalence prior to moving a youth back home and Probation being able to facilitate phone calls, texts, and visits with youth, both in and out of state.

## **PROBATION FOCUS OUTCOME MEASURES STRATEGY ANALYSIS**

### **Outcome Measure: P2 Permanency in 12 months (in care 12 - 23 months)**

#### **Strategy #1: Develop a specialized foster home for high needs probation foster youth or youth transitioning out of the Coastal Valley Academy**

##### **Analysis: (Probation)**

The 2018 Q3 U.C. Berkeley data indicates that Probation had six youth who had been in care for twenty-three months, of which zero attained permanency within twelve months.

The Q3 2019 U.C. Berkeley data indicates that Probation had three youth who had been in care for twelve to twenty-three months, of which zero attained permanency within twelve months. Probation had selected this outcome measure to focus on for the 2020 C-CFSR cycle, as Probation has continued to fall short of the Federal Standard of 43.6%.

##### **Outcome Measures Affected: Permanency (P1, P2, P3)**

##### **Action Steps:**

- At the direction of the Juvenile Services Division Chief Deputy Probation Officer (CDPO), Probation will begin to create a work group in September 2021 to plan for specialized probation foster home (capacity,

treatment components, funding resources, etc.) with a target completion date of March 2022. The workgroup included current Probation staff, retired CWS staff, and a current Resource Foster Parent.

- Year 1 (2020) - **COMPLETED**
- Beginning in December 2021, at the direction of the Juvenile Services Division CDPO, Probation will research and visit existing specialized probation foster homes (such as Napa County) with a target completion date of March 2022. Information gathered for the work group (noted above) in conjunction with restrictions related to COVID-19, resulted in a shift away from visiting any existing specialized foster homes to devoting more time defining the needs of a specialized probation foster home. Probation believes the foster parent(s) would benefit from being able to access respite care, crisis response, services for home repairs, and training in medication management.
  - Year 1 (2020) - **ON SCHEDULE**
  - Year 2 (2021) - **ON SCHEDULE**
- In March 2022, the Juvenile Services Division CDPO will draft a program description and release a Request for Proposal (RFP) by May 31st, 2022
  - Year 1 (2020) - **ON SCHEDULE**
  - Year 2 (2021) - **ON SCHEDULE**
- Beginning in June 2022, the Juvenile Services Division CDPO will select a provider and initiate planning by December 2022, for the program start date
  - Year 1 (2020) - **ON SCHEDULE**
  - Year 2 (2021) - **ON SCHEDULE**
- In January 2023, at the direction of the Juvenile Services Division CDPO, Probation will start accepting youth into specialized probation foster home
  - Year 1 (2020) - **ON SCHEDULE**
  - Year 2 (2021) - **ON SCHEDULE**
- Starting March 2023, Probation will monitor utilization of home by incorporating usage data into existing internal ProbationStat process. ProbationStat is a comprehensive review of probation related data for quality assurance purposes at quarterly intervals.
  - Year 1 (2020) - **ON SCHEDULE**
  - Year 2 (2021) - **ON SCHEDULE**

### **Method of Evaluation and/or Monitoring of Strategies**

The target improvement goal is to meet or exceed the national standard of 43.60 permanency in 12 months (in care 12-23 months). Probation anticipates it will take two years from the date the specialized probation foster home starts accepting youth before this strategy begins showing measurable impacts for youth being discharged into permanency within 12 months (in care 12-23 months). Therefore, Probation expects the goal will

be met incrementally over the five-year period, resulting in meeting the national standard of 43.60 permanency in 12 months (in care 12-23 months).

- Year 1 (2020): No new methods of evaluation established.
- Year 2 (2021): No new methods of evaluation established.

**Additional Strategies (if applicable)**

- No additional strategies identified for Year 1 or Year 2.

**Program Reduction (if applicable)**

- Not applicable for Year 1 or Year 2.

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

**Strategy #2: Improve family connections by enhancing Family Finding and Child and Family Teaming**

**Analysis: (Probation)**

The Q3, 2018 U.C. Berkeley data indicates that Probation had six youth who had been in care for twenty-three months, of which zero attained permanency within twelve months.

The Q3, 2019 U.C. Berkeley data indicates that Probation had three youth who had been in care for twelve to twenty-three months, of which zero attained permanency within twelve months. Probation had selected this outcome measure to focus on for the 2020 C-CFSR cycle, as Probation has continued to fall short of the Federal Standard of 43.6%.

To improve Probation’s performance in this measure, Probation will increase Family Finding Efforts and Child and Family Teaming to enhance family engagement. Probation will provide the Placement Unit Senior Probation Officer with specialized Family Finding training, will provide two Deputy Probation Officers with training to facilitate Child and Family Team (CFT) meetings. Probation will initiate Family Finding Efforts (FFE) at intake/investigations for all cases and implement CFTs for all youth under court ordered supervision who are not already participating in CFTs through participation in the CVA, foster care, or specialty mental health services. Probation will monitor CFT compliance (team creation and meeting frequency) as part of quarterly ProbationStat meetings.

**Outcome Measures Affected: Permanency (P1, P2, P3)**

**Action Steps:**

- Beginning in January 2022, the Probation Placement Unit Senior Deputy Probation Officer will be provided with specialized Family Finding training, with a target completion date of July 1<sup>st</sup>, 2022
  - Year 1 (2020) - **ON SCHEDULE**
  - Year 2 (2021) - **COMPLETED**

- In July 2022 the Probation Placement Unit Supervising Deputy Probation Officer (SDPO) along with the Probation Court Unit SDPO will begin having staff initiate Family Finding Efforts (FFE) at intake/investigations for all cases
  - Year 1 (2020) - **ON SCHEDULE**
  - Year 2 (2021) - **ON SCHEDULE**
- Starting in July 2021, two Deputy Probation Officers will be trained as Child and Family Team (CFT) facilitators
  - Year 1 (2020) - **ON SCHEDULE**
  - Year 2 (2021) - **COMPLETED**
- Beginning in January 2022, Child and Family Teams (CFTs) will be established for youth under court ordered supervision (who are not already participating in CFTs due to foster care, Coastal Valley Academy or specialty mental health services)
  - Year 1 (2020) - **ON SCHEDULE**
  - Year 2 (2021) - **COMPLETED**
- Starting January 2022, Probation will monitor CFT compliance (team creation and meeting frequency) as part of quarterly ProbationStat meeting using already existing data from Probation case management system Monitor.
  - Year 1 (2020) - **ON SCHEDULE**
  - Year 2 (2021) - **COMPLETED**

**Method of Evaluation and/or Monitoring of Strategies**

The target improvement goal is to meet or exceed the national standard of 43.60 permanency in 12 months (in care 12-23 months). Probation anticipates it will take two years from the completion of this selected strategy to begin showing measurable impacts for youth being discharged into permanency within 12 months (in care 12-23 months). Therefore, Probation expects the goal will be met incrementally over the five-year period, resulting in meeting the national standard of 43.60 permanency in 12 months (in care 12-23 months).

- Year 1 (2020): No new methods of evaluation established.
- Year 2 (2021): No new methods of evaluation established.

**Additional Strategies (if applicable)**

- No additional strategies have been identified for Year 1 or Year 2.

**Program Reduction (if applicable)**

- Not applicable for Year 1 or Year 2.

## **SUMMARY OF CWS/PROBATION OUTCOME MEASURES PERFORMING BELOW NATIONAL STANDARD**

### **S2 RECURRENCE OF MALTREATMENT Q3 2020 & Q3 2021 - CWS**

This measure reflects the percentage of children with a substantiated allegation during the 12-month period and a subsequent substantiated allegation within 12 months.

Q3, 2020 saw a 4.9% increase in recurrence of maltreatment with 15.4% (80 children), from the baseline of 10.5% (48 children) in Q3, 2019. During that timeframe, the total number of children with substantiated allegations also increased from 455 to 526.

The number of referrals received for groups of siblings had a substantial impact in the increase for Q3, 2020. This quarter, of the 80 children with recurrence, there were one sibling group of five, two sibling groups of four, one sibling group of three, and 16 sibling groups of two. If each sibling group were counted as a family unit of one, rather than individually by number of siblings in the family unit, the recurrence rate would have been 10.4%, significantly closer to the Federal Standard of 9.1%, and slightly lower than the baseline of 10.5%.

In Q3, 2020, of the children who had a recurrence of maltreatment, the age group with the highest percentage was ages 11-15 with 30 children (21.3%), followed closely by ages 3-5 with 17 children (19.3%). The age group with the lowest recurrence was ages 6-10 with 15 children (11.9%).

Q3, 2021 experienced a 3.1% decrease in recurrence of maltreatment from the previous year with 12.3% (48 children), down from Q3, 2020 of 15.4%. The decrease to 12.3% is within 1.8% of the 10.5% baseline in Q3 2019 and within 3.2% of the Federal Standard of 9.1%.

As SLO County is a smaller county, referrals on sibling groups have consistently had a significant impact on the numbers over the years. For Q3, 2021, included in the group of 48 children with recurrence were three sibling groups of three and six sibling groups of two. If each sibling group were counted as a family unit of one, rather than individually by number of siblings in the family unit, the recurrence rate would have been 9.5%, within .4% of the Federal Standard of 9.1%.

In Q3, 2021, of the children who had a recurrence of maltreatment, the age group with the highest percentage was ages 1-2 with seven children (16.3%) followed closely by ages 11-15 with 12 children (13.6%). The age group with the lowest recurrence was ages 16-17 with two children (6.5%).

Substance abuse continues to be the primary contributing factor for referrals in the County of SLO, specifically Opioids with Fentanyl. Though CWS, in collaboration with DAS, has focused on creating stronger support systems for clients during and after reunification, this was challenged when the global COVID-19 pandemic surged in California in March of 2020 and stay-at-home orders were issued. The county was able to make adjustments to continue offering the Family Reunification Support Group (FRSG) and the Celebrating Families Program via the online platform, Zoom.

CWS has continued to focus on integrating Safety Organized Practice throughout the life of a case in an effort to reduce recurrence of maltreatment. Social Workers are required to complete the SOP module series, including recently revamped trauma training and cultural training modules. In addition, Harm and Worry statements have been implemented to utilize as a strength-based tool to more effectively and clearly communicate with clients and safety networks.

The implementation of Child and Family Team meetings prior to disposition and the use of an SOP framework during these meetings has been helpful in increasing parent engagement and participation, resulting in greater commitment to their case plan. This increases the likelihood that the services offered to the parent will be better utilized and have a more positive and lasting effect following the closure of a case. Ideally, this will be seen in the reduction of recurrence of maltreatment.

While relatively recently implemented, the FURS program in SLO County is an excellent resource for parents and children/youth for helping prevent recurrences of maltreatment. FURS was created to provide immediate support with family stabilization and developmentally appropriate relationship conflict management and resolution skills, as well as connect the caregiver and child/youth to existing local services.

### **P1 PERMANENCY IN 12 MONTHS (ENTERING FOSTER CARE) - CWS**

The percentage of children who achieved permanency within twelve months of entry, decreased from 33.0% (63 children) in Q3, 2019, the CSA baseline, to 33.3% (61 children) for Q3 2020. The percentage has dropped by 0.3%. For Q3 2020, the County of SLO was not meeting the National Goal of 40.5%.

With the continuation of the Family Finding and Engagement (FFE) Program, DSS continues to refine the process of searching for extended relatives for children/youth placed in care. FFE seeks to establish and strengthen relationships in hope of creating opportunities for placement and, ultimately, permanency within 12 months of entering care.

Also in support of increasing permanency CWS has relaunched Safety Organized Practice (SOP) and increased Child and Family Team (CFT) meetings. In July of Year 1, CWS designated a dedicated CFT facilitator for CFTs for case planning prior to the Dispositional Hearing. This CFT facilitator also provides facilitation support to the assigned social worker in instances of particularly complex or contentious meetings. CWS has provided training for the updated policy and procedure to include the ICPM and SOP framework. CWS also developed a specialized training model in which supervisors and staff shadow the designated CFT facilitator in a case planning CFT. This training model supports utilization of current cases and observation of skill integration to increase understanding, skill, and practical application. The CFT case planning meetings held prior to disposition bring the team together to support comprehensive assessment and to ensure the development of behaviorally specific case plans that are responsive to the needs of the children and family, which supports permanency within 12 months of entering care.

In Year 1, CWS implemented the Foster Youth Initiative vouchers (FYI), which added to the already in place Family Unification Program (FUP) vouchers to increase the number of individuals served. The

vouchers provide housing vouchers to a limited number of families whose only remaining barrier to reunification is safe and stable housing. Additionally, the vouchers provide housing and supportive services to foster youth to assist them on their path to self-sufficiency.

Indian Child Welfare Act (ICWA) compliance for permanency cases has been identified as an area needing improvement by the court stakeholders. ICWA compliance continues to be a priority for the agency. To monitor ICWA compliance, the topic has been assigned as a standing agenda item for the monthly Court Workgroup. In Year 1, CWS developed the ICWA Handbook to provide guidance and detailed expectations regarding staff roles and responsibilities. Also, established an ICWA AA position to support ICWA compliance in the initial case plan. Year 2, CWS County Counsel has provided trend reports and a yearly ICWA training for staff to assist with improving ICWA compliance. The focus on ICWA compliance has shown positive results, especially with the addition of the ICWA AA position. The agency will continue to focus on ICWA compliance throughout this 5-Year SIP reporting cycle. The next phase is to improve compliance beyond the dispositional hearing.

The agency reinstated the Voluntary Family Maintenance (VFM) Program. Starting in Year 1 and continuing throughout Year 2 the Voluntary Family Maintenance Unit continued to grow and was identified as a priority for the short-term Permanency workgroup attendees. VFM allows CWS to engage with vulnerable families earlier to prevent entry into foster care by offering early intervention services, thereby increasing the number of intact families. In addition to providing preventative support VFM services may lead to permanency earlier than cases not involved in VFM. One support offered to families in the VFM Program is trauma informed parent coaching through Ron Huxley, LMFT. Ron Huxley is an attachment, permanency and trauma informed practice expert who has a contract with CWS for early engagement with birth families and resource parents.

In Year 1, with acceptance to the Statewide pilot program of Active Support Intervention Services Transition (ASIST) /Specialized Permanency, County of San Luis Obispo CWS received funding and technical assistance to create unique programs to meet the specialized needs of youth in need of permanency; specifically, those in congregate care. The local ASIST program is staffed by one half-time contract social worker who provides focused permanency support in partnership with the assigned case carrying social worker. Seneca Family of Agencies was contracted to provide additional program support with specialized permanency services, including therapy, parent education, peer counseling, and financial support. Administrative and program support were provided to arrange regular case staffing meetings with the permanency team, creating and reviewing goals on a frequent and consistent basis. The program was highly successful and garnered continued state partnership and national attention.

In Year 2, a short-term Permanency workgroup was held over three sessions in July and August of 2021. During the hours spent together, attendees evaluated and defined terms, created goals, reviewed processes, and made recommendations for the management team's consideration.

Effective August 1, 2020 (Year 1), the Family Finding and Engagement program was reorganized to ensure that every child entering foster care received a timely relative search and list of confirmed relatives provided to their social worker. The vision is to identify relatives as soon as possible, meeting



several objectives: 1. Identifying relatives at or just after removal will provide social workers with options for placement of every child in a home with adults who they know and are comfortable with, reducing the trauma of placement in foster care and 2. Building the family's support network – research has shown that a strong family support network can increase reunification rates and timeliness to permanency (including reunification), and reduces re-occurrence of maltreatment.

Effective December 1, 2021 (Year 2), the Foster Support unit became a resource to support case carrying social workers with relative engagement. Previously, the Family Finding unit provided information regarding relatives interested in contact and/or placement to the case carrying social worker. Often, these relatives were only contacted by the social worker when placement was needed. If the identified relative was not an established placement option, these relatives did not receive immediate follow up due to time constraints and social worker focus on safety and permanent placement. Recognizing the need for additional support, the Foster Support unit, originally formed to support placement caregivers, expanded their role to pilot engagement of relatives to support permanent connections. The pilot is still in the initial phases, and staff development will continue to evaluate this additional engagement support and report out as information becomes available.

Permanency Planning, was identified as key in youth obtaining permanency in 12 months of entering foster care. As such, the Permanency Workgroup will continue to meet in Year 3 with two major changes: Permanency Planning will now include staffing/exchange of information regarding permanent connections, not just permanent placement and it will now include evaluation of youth in Planned Permanent Living Arrangement (PPLA), not just those in Family Reunification.

### **P3 PERMANENCY IN 12 MONTHS (IN CARE 24 MONTHS OR MORE) - CWS**

The percentage of children in care for 24 months, who achieved permanency in twelve months, has decreased from 27.1% (19 children) in Q3, 2019, the CSA baseline, to 15.6% (10 children) for Q3, 2020.

Youth in care for 24 months or longer face increased challenges. Reunification services to parents have often ceased by this point, meaning parents were not successful in services. Youth have spent two years or longer in out-of-home placement, possibly experiencing multiple placement changes, multiple caregivers, and multiple changes in schools. Childhood trauma from the experience of abuse and neglect is often compounded by the trauma of removal from their family of origin, which unfortunately is often compounded further by placement instability. Youth in care for extended periods often have higher needs, which could include attachment, behavioral, mental health, health issues, developmental and/or educational delays, and for older youth, substance abuse issues. These challenges often contribute to lack of available placement options, which can lead to further feelings of rejection.

In Year 1, with acceptance to the California Department of Social Services pilot program of ASIST/Specialized Permanency, the County of San Luis Obispo received funding and technical assistance to create unique programs to meet the specialized needs of youth in need of permanency; specifically, those in congregate care. CWS's ASIST program is staffed by one half-time contract social worker who provided focused permanency support in partnership with the assigned case carrying

social worker. Seneca Family of Agencies was contracted to provide additional program support with specialized permanency services, including therapy, parent education, peer counseling, and financial support. Administrative and program support were provided to arrange regular case staffing meetings with the permanency team, creating and reviewing goals on a frequent and consistent basis. The ASIST program in the County of SLO has been highly successful and garnered continued state partnership and national attention.

In Year 2, a short-term Permanency workgroup was held over three sessions in July and August of 2021. During the hours spent together, attendees evaluated and defined terms, created goals, reviewed processes, and made recommendations for the management team's consideration.

#### **P4 REENTRY TO FOSTER CARE Q3 2020 & Q3 2021 - CWS**

This measure reflects the percentage of children who enter care in the 12-month period who discharge within 12-months to reunification or guardianship and then re-enter care within 12-months.

Q3, 2020 saw a 9.3% increase in reentry to foster care, from a baseline in Q3, 2019 of 7.4% (6 children) to 16.7% (9 children). Q3, 2020 was 7.4% higher than the National Goal of 8.3%.

Because the County of SLO is a relatively small county and has small numbers for re-entry to foster care within 12 months, sibling groups re-entering have a significant impact on the statistics. This was especially true for Q3, 2020. Of the nine children who reentered care, six of those children were removed from the same home. There was also an additional sibling group of two.

In Q3, 2021, reentry to foster care dropped from 16.7% (9 children) in Q3, 2020 to 9.4% (5 children), within 1.1% of the National Goal. Of the five children reentering in Q3, 2021, there was one sibling group of two.

One of the primary contributing factors for re-entry in the County of San Luis Obispo remains a relapse of substance abuse. Though CWS in collaboration with Drug & Alcohol Services (DAS) has focused on creating stronger support systems for clients during and after reunification, this was challenged when the global COVID-19 pandemic surged in California in March of 2020 and stay-at-home orders were issued. The county was able to make the necessary adjustments needed to continue to offer the Family Reunification Support Group (FRSG) and the Celebrating Families Program via the online platform, Zoom. Family Treatment Court also went from being held in person to via Zoom.

The Voluntary Family Maintenance (VFM) Program has been revitalized and is gradually expanding. The VFM program provides CWS the opportunity to provide prevention/early intervention services to support and facilitate, if possible, families remaining together. Recently, VFM cases have primarily included substance-exposed infants and teenagers with challenging behaviors. This program will be very beneficial in preventing children from re-entering foster care.

The use of Child and Family Team (CFT) Meetings during investigations and throughout the life of a case help ensure that the parent feels heard and validated, as well as an active participant in the development of their case plan. This will ultimately help the parents develop protective factors to

achieve family stabilization and prevent reoccurrence of child maltreatment. Imminent risk of removal CFT meetings assess whether the child can be safely maintained in the home using safety networks and circles of support.

The FURS program has been fully implemented and is extremely useful in helping to prevent reentry to foster care. It will provide a resource for former youth in care and their parent/caregiver to access when they experience placement or relationship instability. FURS will help stabilize the living situation, provide developmentally appropriate relationship conflict management and resolution skills, and connect the caregiver and child/youth to existing local services.

## **2F MONTHLY VISITS (OUT OF HOME) - Q3 2020 (YEAR 1) & Q3 2021 (YEAR 2) - CWS**

This outcome measure calculates the percentage of children in placement who are visited by caseworkers. Each child placement for an entire month must be visited at least once. This outcome measure summarizes monthly data by 12-month periods.

From Q3, 2015 to the Q3, 2019 baseline of 97.6% (3,183 months with visits in 3,262 months open), the County of SLO was able to maintain this measure consistently above the National Goal of 95%.

In Year 1 Q3, 2020 (10/1/2019 – 9/30/2020) CWS saw a sharp dip in the numbers, from 97.6% to 82.1% (2,601 months with visits in 3,169 months open). The reason for this extreme shift stemmed from the global COVID-19 pandemic that experienced a surge in the United States in March of 2020. For 7 months of the 12-month time-period included in Year 1, DSS scrambled to implement measures to accommodate the Governor issued state of emergency declared on March 4, 2020, which mandated a stay-at-home order effective March 19, 2020, and continuing COVID related restrictions.

Child Welfare Services established a team to create a CWS COVID-19 Response Plan. This team also monitored any applicable California Executive Orders, All County Letters, and All County Information Notices issued by the CA Department of Social Services. The COVID-19 Response Plan was updated with any new directives from the state within a week of issuance and emails regarding the changes were sent out to the Department to ensure staff was kept updated.

There were many barriers encountered when trying to establish new procedures to accommodate for the changing needs to meet visitation requirements. There was difficulty in obtaining a sufficient supply of Personal Protective Equipment (PPE) due to nationwide shortages. When direction came down from CDSS that visits would be allowed via videoconferencing, the agency had to ensure social workers as well as all resource family homes had access to the technology needed. If visits were completed telephonically in the interim, those visits were not counted as qualified contacts. Visitation for those youth placed out of state during the initial stages of the pandemic were also impacted due to extensive travel restrictions and the necessity of asking for assistance from agencies in other states, who were dealing with their own pandemic restrictions, adjustments, and struggles.

Though numbers for Q3, 2020 showed a significant drop, the numbers for subsequent quarters are trending upward once again. In Year 2, Q3, 2021 (10/1/2020 – 9/30/2021), Monthly Visits (Out of Home) increased to 91.3% (2,148 months with visits in 2,352 months open). This was a 9.2% increase from

82.1% in Q3, 2020. Information in Safe Measures for Q4, 2021 (1/1/2021 – 12/31/2021) shows 96.1% (2,171 months with visits in 2,259 months open), exceeding the National Goal of 95% by 1.1%.

For Year 2 Q3, 2021, the County of San Luis Obispo was successful in addressing several unforeseen barriers due to the pandemic which has resulted a positive trend towards improvement for this outcome. A process for disseminating to staff in a timely manner the release of new regulations surrounding the COVID-19 pandemic was developed and continuously refined. Management also ensured staff had the tools (PPE, etc.) they needed to successfully meet the new mandates.

## **P1: PERMANENCY IN 12 MONTHS (ENTERING FOSTER CARE) - PROBATION**

This measure reflects the percentage of children in care who are discharged to permanency within 12-months.

### **ANALYSIS**

**Trends:** In the 2020 CSA Report, Probation reported a success rate of 33.3% for 3 youth who exited care into permanency (reunification, guardianship, or adoption) within 12 months of entering care.

In an addition to an overall reduction in the number of youth entering care over the past several years, Probation has also experienced a downward turn with youth attaining permanency within 12 months of entering care. Although the small sample size has resulted in one or two youth having significant statistical impacts, Probation is determined to improve performance in this outcome measure. While Probation did not select this outcome measure to focus on for this C-CFSR Cycle, outcome measure P2 was selected with the hope that efforts put forth to increase Probation's performance in P2 will also improve performance in P1.

Data collected from the CWS/CMS Q3, 2020 Extract from U.C. Berkeley showed Probation had zero youth, of a possible two, discharge to permanency within 12 months of entering care.

Data collected from the CWS/CMS Q3, 2021 Extract from U.C. Berkeley showed Probation had zero youth, of a possible one, discharge to permanency within 12 months of entering care.

### **Race/Ethnicity:**

Of the two youth noted in the Q3, 2020 Extract, one youth was White and one was Latino. As neither of these youth successfully discharged to permanency within 12-months, race does not appear to be a factor in Probation's performance in this measure.

Although the one youth noted in the 2021 Q3 Extract was White, this one youth represented 100% of Probation's youth eligible to discharge to permanency within 12-months. This small sample size is insufficient to identify any statistically significant trends related to race/ethnicity.

### **Age:**

Of the two youth noted in the Q3, 2020 Extract, one youth was in the 11-15 year age range and the other was in the 16-17 year age range. As neither of these youth successfully discharged to

permanency within 12-months, age does not appear to be a factor in Probation's performance in this measure.

Although the one youth noted in the Q3, 2021 Extract was in the 16-17yr age range, this one youth represented 100% of Probation's youth eligible to discharge to permanency within 12-months. This small sample size is insufficient to identify any statistically significant trends related to age.

**Gender:**

Of the two youth noted in the Q3, 2020 Extract, both were male at birth. As neither of these youth successfully discharged to permanency within 12-months, gender does not appear to be a factor in Probation's performance in this measure.

Although the one youth noted in the Q3, 2021 Extract was male at birth, this one youth represented 100% of Probation's youth eligible to discharge to permanency within 12-months. This small sample size is insufficient to identify any statistically significant trends related to gender.

**Conclusion:** As noted above, while this outcome measure was not selected as Probation's focus area for this C-CFSR cycle, Probation has selected outcome measure P2 in the hopes that efforts made to increase performance with that outcome measure will positively impact Probation's performance in this measure as well.

**P3: PERMANENCY IN 12 MONTHS (IN CARE 24 MONTHS OR MORE) - PROBATION**

This measure reflects the percentage of children in care on the first day of the 12-month period who had been in care for 24 months or more and were then discharged to permanency within 12-months.

**ANALYSIS**

**Trends:**

In the 2020 CSA Report, Probation had zero youth, of a possible one, exit care into permanency (reunification, guardianship, or adoption) within 12 months after being in care 24 or more months. Although Probation's performance fell below the Federal Standard of 30.3%, this one youth's status had a significant statistical impact on Probation's performance. In general, Probation has seen a significant decrease in the number of Probation youth remaining in care past 24 months and those youth that do remain in care often have limited options for permanency. One factor contributing to Probation's decrease in the number of youth entering care is the utilization of Probation's in-custody treatment program, the Coastal Valley Academy (CVA), which serves as an alternative to ordering youth into out-of-home placement.

In general, Probation youth have more intensive needs than non-probation youth, and often require more time in specialized residential treatment programs. The one youth noted in the 2020 CSA Report, who represented 100% of Probation's youth eligible to exit care within 12 months after being in care 24 or more months, had been ordered to participate in a residential sex-offender treatment program, making them ineligible to participate in the CVA. Additionally, the youth's unwillingness to engage in sex-offender treatment delayed their ability to exit to permanency.

Data collected from the CWS/CMS Q3, 2020 Extract from U.C. Berkeley showed Probation had zero youth, of a possible two who had been in care 24 or more months, discharge to permanency within 12 months.

Data collected from the CWS/CMS Q3, 2021 Extract from U.C. Berkeley showed Probation had zero youth, of a possible one who had been in care 24 or more months, discharge to permanency within 12 months.

**Race/Ethnicity:**

Of the two youth noted in the Q3, 2020 Extract, one was White and one was Latino. As neither of these youth successfully discharged to permanency within 12-months after being in care for 24 or more months, race/ethnicity does not appear to be a factor in Probation's performance in this measure.

Although the one youth noted in the Q3, 2021 Extract was Latino, this one youth represented 100% of Probation's youth eligible to discharge to permanency within 12-months who had been in care 24 or more. The small sample size is insufficient to identify any statistically significant trends related to race/ethnicity.

**Age:**

Of the two youth noted in the Q3, 2020 Extract, both were in the 16-17 year age group. As neither of these youth successfully discharged to permanency within 12-months after being in care for 24 or more months, age does not appear to be a factor in Probation's performance in this measure.

Although the one youth noted in the Q3, 2021 Extract was in the 16-17 year age group, this one youth represented 100% of Probation's youth eligible to discharge to permanency within 12-months who had been in care 24 or more. The small sample size is insufficient to identify any statistically significant trends related to age.

**Gender:**

Of the two youth noted in the Q3, 2020 Extract, both were male at birth. As neither of these youth successfully discharged to permanency within 12-months after being in care for 24 or more months, gender does not appear to be a factor in Probation's performance in this measure.

Although the one youth noted in the Q3, Q3 Extract was male at birth, this one youth represented 100% of Probation's youth eligible to discharge to permanency within 12-months who had been in care 24 or more months. The small sample size is insufficient to identify any statistically significant trends related to gender.

**Conclusion:**

The relatively small sample sizes each year results in one or two youth having significant statistical impacts in Probation's performance in this outcome measure. Despite the small sample sizes, age, gender at birth, and race do not appear to be factors when measuring this outcome. Probation youth ordered into foster care are generally older than non-foster care Probation youth or 300 Dependents, as Probation foster care is usually reserved for youth who have been unsuccessful on lower levels of

treatment and services. Additionally, Probation youth generally benefit from participating in increased levels of treatment services, which may delay their ability to attain permanency. Although this outcome measure was not selected as Probation's focus area for this C-CFSR cycle, efforts put forth to improve Probation's performance in P2 are likely to have a positive impact on Probation's performance in this measure too.

## **2F: MONTHLY VISITS (OUT OF HOME) - PROBATION**

This outcome measure calculates the percentage of children in placement who are visited by caseworkers. Each child placement for an entire month must be visited at least once. This outcome measure summarizes monthly data by 12-month periods.

### **ANALYSIS**

#### **Trends:**

In the 2020 CSA Report, which was based on Q3, 2018 Extract from U.C. Berkeley, Probation reported a 100% rate for timely caseworker visits. Additionally, with the exception of Probation's performance of 85.2% during Q3, 2020, which fell below the Federal Standard of 90%, Probation also reported a 100% rate for timely caseworker visits in Q3 2019 and Q3 2021.

Data collected from the CWS/CMS Q3, 2020 Extract from U.C. Berkeley showed Probation had completed 23 monthly contacts out of a possible 27. This performance of 85.2% fell below the Federal Standard of 90%. However, a review of the data indicated the missing contacts were likely a result of a few Non-Minor Dependents (NMDs) who were allowed to remain in Extended Foster Care (EFC) past their 21<sup>st</sup> birthday, an extension granted by the state in response to the COVID-19 Pandemic. Additionally, while it was encouraged to have face to face contacts with these 21+ EFC youth, it was not a requirement. As stated in the All County Letter (ACL) 20-117, monthly contacts with 21+ EFC youth could occur through remote methods, such as email, text, phone calls, or videoconferencing. Monthly contacts, or attempted contacts with 21+ EFC youth were recorded in Child Welfare Services Case Management System (CWS/CMS); however, those contacts would be counted as a missed contact in the U.C. Berkeley data if the youth was not seen face to face.

Data collected from the CWS/CMS Q3, 2021 Extract from U.C. Berkeley showed that Probation had successfully completed 100% of the monthly caseworker visits. As such, the following breakdowns will not include an analysis of 2021.

#### **Race/Ethnicity:**

The youth noted in the 2020 Q3 Extract were either White or Latino; however, Probation's numbers were masked in the UC Berkeley Data to protect the privacy of individuals, as stated on the California Child Welfare Indicators Project (CCWIP). Thus, the actual count of each race/ethnicity is unknown, but as masking is only performed for values of 10 or less, the small sample size and Probation's performance in years past and current indicate that race/ethnicity does not play a role in Probation's performance in this measure.

**Age:**

The youth noted in the Year 1 (Q3, 2020) Extract were 16 years of age, or older. A review of the data showed Probation had successfully conducted all but one face to face contact for the eight youth aged 18 or younger during the Year 1 (Q3, 2020) data range (10/01/19 – 09/20/21), indicating the missing contacts were likely due to the few Non-Minor Dependents (NMDs) who were allowed to remain in Extended Foster Care (EFC) past their 21<sup>st</sup> birthday as 21+ EFC youth, as stated above. It appears for this outcome measure, age was factor in Probation's performance; however, it does not appear to be a trend given Probation's performance of 100% the two years prior and the year following.

**Gender:**

The youth noted in the Year 1 (Q3, 2020) Extract were all male at birth. As such, gender does not appear to be a factor in Probation's performance in this measure.

**Conclusion:**

With the exception of the Q3, 2020 Extract, Probation has performed at 100% in the years prior to and after. While age appears to have played a role in Probation's lower performance for the 2020 reporting period, it does not appear to be a trend. Additionally, as noted above, the missing contacts were likely a result of a few Non-Minor Dependents (NMDs) who were allowed to remain in Extended Foster Care (EFC) past their 21<sup>st</sup> birthday, an extension granted by the state in response to the COVID-19 Pandemic.

**OBSTACLES AND BARRIERS:**

A barrier to P1 and P3 continues to be the need to recruit and retain resource family homes, especially for youth aged 11 – 17. Efforts are being made to increase the Family Finding and Engagement Program to locate and engage relatives and community members to become relative and NREFMs willing to care for children/youth. The inability to do in-person recruitment has severely impacted resource family recruitment and resource family retention. In previous years, CWS was able to provide resource family engagement through in-person activities, due to COVID-19 these in-person activities were cancelled.

While CWS was able to successfully continue ongoing training to staff and resource families, the action item focusing on Engaging Fathers was postponed due to the fluid nature of federal, state, and local COVID-19 restrictions prohibiting in-person gatherings. As a result of the pandemic in-person meetings were cancelled and opportunities to engage fathers at in-person events were placed on hold. In addition to the pandemic, the Engaging Fathers training was delayed, until Year 4, making space for an identified need to provide training and resources to staff on racism, equity, and inclusion as a result of the national events that occurred.

**SUCCESSES/PROMISING PRACTICES - CWS**

While trainings like Engaging Fathers were postponed due to the ever-changing federal, state, and local restrictions, CWS was able to provide training on racism, equity, and inclusion through the three-part training series provided by Dr. Kenneth V. Hardy Ph.D. The trainings included, "Becoming and



Being a Cross Racial Ally”, “Tips and Tactics for Talking about Race: A Toolkit for Leadership”, and “Understanding Racial Trauma” which was offered virtually to all staff. This work brought into focus the need to develop advanced curriculum for resource families and biological families on race and equity. CWS formed a small workgroup and ultimately contracted with Dr. Leola MacMillan to provide subject matter consultation. This work is currently under development and targeted for launch in April of 2022, which may result in the continued delay in the Engaging Fathers trainings.

The ASIST/Specialized Permanency program is a highly successful program that has garnered the County of San Luis Obispo Child Welfare Services national attention. Not only do successful outcomes provide a cost savings to the county, but also the long-term benefit of moving these children out of a congregate setting to home-based care with family is immeasurable. For instance, between February 2020 and February 2022, twenty-two youth received ASIST services. For the twenty-two youth receiving services:

- 18% (4 of 22 youth) are in the process of adoption by family members they did not previously know
- 55% (12 of 22 youth) have achieved permanency stabilization to the point that active services are no longer being provided; long-term outcome monitoring continues.
- 45% (10 of 22 youth) achieved permanency through reunification with a parent or placement with a relative or NREFM.
- 95% (21 of 22 youth) stepped down from congregate care.
- 45% (10 of 22 youth) active youth
  - 14% (3 of 22 youth) of active youth are currently placed in Intensive Services Foster Care homes

In July of 2021, the Capacity Building Center for States featured data on the success of ASIST within the County of San Luis Obispo CWS. The article, “The Role of Leaders in Engaging Youth and Families to Achieve Timely Permanency for Children and Youth Waiting to Be Adopted” and is available on the Capacity Building Center for States website. Through ASIST CWS is able to receive pre-placement supports for youth, pre-placement supports for identified caregivers and prospective caregivers, post-placement supports for identified youth and caregivers, and core direct services staffing structure.

Counties participating in the statewide pilot program received funding and technical assistance to create unique programs to meet the specialized needs of youth in need of permanency; specifically, those in congregate care. ASIST staff consists of one half-time contracted social worker who provides focused permanency support in partnership with the assigned case carrying social worker. Seneca and Family Care Network Inc. have contracts to provide additional program support with specialized permanency services. Services include therapy, parent education, peer counseling, and financial support. Administrative and program support are provided to arrange semi-monthly case staffing meetings with the permanency team, creating and reviewing goals.

Another identified success was converting an existing social worker position to a CFT facilitator position. The CFT facilitator was able to facilitate front end CFTs through disposition and provide facilitation support in cases that are particularly complex or volatile. A CFT within the SOP framework P&P was developed and introduced to staff as a clear path for best practice.

CWS also recognized the need to create a new ICWA AA position to increase ICWA communication with tribes and verification of ICWA status for all cases. The ICWA AA works within the Legal Processing, closely to County Counsel, and in conjunction to all CWS units to assist social workers documentation of ICWA inquiries by reaching out to tribes and families. Between the specialized work the ICWA AA is doing and the ICWA trainings provided by CWS and County Counsel, CWS has seen a reduction in ICWA related appeals and has seen a higher level of understanding of ICWA laws by social work staff.

CWS chose to utilize the Placement Unit to assist with outreach to relatives to support placement stability, permanency, and lifelong connections to family and community. The Placement unit works directly with the assigned social worker and Family Finding and Engagement workers to ensure that all relatives are reached out to and given the opportunity, when appropriate, to create relationships with youth in care. Creating relationships with family members who are not in a place to provide care for a youth supports placement stability with the potential of one day becoming a placement option over time. Encouraging families to build long, lasting relationships within the youth's community is important for all children in care but is especially important for youth approaching adulthood.

## **SUCSESSES/PROMISING PRACTICES - PROBATION**

### **Practice Reforms**

- Utilization of Safety Organized Practices (SOP), Child and Family Teaming (CFT), Resource Family Approval (RFA), Congregate Care Reform (CCR), Active Support Intervention Services for Transition (ASIST), and Trauma Informed Practices have led to effective screenings and service delivery for youth, their families, and caregivers
- The Coastal Valley Academy (CVA) is a custody commitment program which provides residential treatment programming to youth, thereby allowing them the opportunity to remain in San Luis Obispo County while receiving therapeutic interventions in a safe and secure environment

### **Use of Evidence-Based Practices**

- Increased use of family centered/engagement models and practices, such as SAFE (Services Affirming Family Empowerment) Meetings, Team Decision Meetings (TDMs), Child and Family Team (CFT) Meetings, and Safety Organized Practices (SOP)
- Wraparound services
- Parent Partners
- Family Finding Efforts (FFE)
- Resource Family Approval (RFA)

- The curriculum presented to youth in the Coastal Valley Academy (CVA)
- Restorative Dialogue Program (RDP)
- Parent Teen Mediation
- Victim Offender Dialogue
- Family Group Counseling
- Forward Thinking Journaling (FTJ)

## **CHILD WELFARE/PROBATION PLACEMENT INITIATIVES**

### **CHILD WELFARE**

#### **IMPLEMENTATION OF FEDERAL/STATE INITIATIVES (IF APPLICABLE)**

##### **SEXUAL ORIENTATION, GENDER IDENTITY, EDUCATION (SOGIE)**

CWS identified the need and opportunity to develop greater awareness, shared understanding, updated language and provision of resources and tools to support children and families in the community through the lens of SOGIE. To accomplish this, CWS partnered with the GALA Pride and Diversity Center of San Luis Obispo, as well as with individuals, parents, and youth in care with lived experience, to create a three-part SOGIE training series.

The comprehensive SOGIE training is offered to staff from CWS, Adult Services (AS), Participant Services (PS), and In Home Support Services (IHSS). Additionally, SOGIE is offered to resource parents, adoptive parents, judicial partners, and community partners. SOGIE training will improve policies, procedures, and programs so they may best serve and meet the needs of the community.

##### ***SOGIE 101 Training***

SOGIE 101 provides participants with an overview of sexual orientation and gender identity with a heavy emphasis on gender identity. The course covers basic SOGIE terminology and concepts and uses varied teaching methods including didactic presentation, videos, self-reflection, and group discussions. The course also provides participants with best practices for supporting LGBTQ+ youth in care.

Participants will be able to:

- Describe the difference between sexual orientation and gender identity and explain the age of development for each.
- Identify and apply SOGIE terminology including terms to use and terms to avoid.
- Define the three dimensions of gender: body, gender identity and social/expression
- Identify the three aspects of transitioning (social, medical, and legal) and give examples of each

### *SOGIE 102 Training*

SOGIE 102 explores the needs of LGBTQ+ youth in more detail including a brief discussion of legal mandates related to LGBTQ+ youth, youth in care, and students in schools as well as local, state, and national resources. This session also includes case study discussions that explore the case management needs of LGBTQ+ youth and their families.

Participants are able to:

- Utilize data from the CA Healthy Kids Survey and the National School Climate Survey to describe some of the risks and challenges faced by LGBTQ+ youth in the County of San Luis Obispo
- Identify the laws that protect LGBTQ+ youth in care and students in California
- Demonstrate an understanding of what constitutes affirming health care and mental health care
- Identify resources and referrals that would be helpful to LGBTQ+ youth and their families

### *SOGIE 103 Training*

SOGIE 103 is a panel presentation focused on gender diversity. Panelists will include parents, transgender/non-binary individuals, and a mental health professional who works with transgender/non-binary youth.

Participants will be able to:

- Integrate the principles and terminology learned in SOGIE 101 and 102 into their understanding of the stories shared by panelists
- Demonstrate their ability to use appropriate terms and concepts by asking questions of the panelists and participating in group discussion.

### **Training Schedule**

	<b>101 Training</b>	<b>102 Training</b>	<b>103 Panel Presentation</b>
<b>CWS Staff</b>	3x	3x	1x
<b>Judicial &amp; Community Partners</b>	2x	2x	1x
<b>Adult &amp; IHSS</b>	2x	2x	1x
<b>Youth Event</b>	SOGIE Youth Booth at Pride Festival 2022 Youth Ambassador/ILP		

### **COMMERCIAL SEXUAL EXPLOITATION OF CHILDREN (CSEC)/HUMAN TRAFFICKING (HT)**

The Department of Social Services (DSS), in collaboration with community partners and the Human Trafficking Task Force (HTTF), continue to prioritize the prevention and education efforts in the county to decrease the Commercial Sexual Exploitation of Children and Human Trafficking in the County of

San Luis Obispo. Two prevention, intervention, and educational programs were developed to support the identified gaps in service provisions.

#### *CSEC Prevention and Tutoring Program*

DSS, collaborated with SLOCOE and Grade Expectations to provide cyber safety, tutoring services, and technical support for children and families with an open dependency case, as well as those participating in Voluntary Family Maintenance (VFM) services. The CSEC Prevention and Tutoring Program was developed to provide educational resources and technical assistance for children and families given the changing landscape of academic instruction in schools in the county following the COVID-19 Pandemic.

In March of 2020, in-person instruction was suspended indefinitely, and virtual education was implemented. Initially the program offered either in-person tutoring support or virtual support. However, as the pandemic persisted, the program converted to an exclusively virtual platform. As a result of the pandemic, children and families experienced extended and often exhaustive amounts of screen time, which translated to a reduced interest and capacity to participate in a virtual tutoring environment. Schools in the county have resumed in person instruction and the tutoring program was reinstated to assist students with extra support needed due to lost learning time.

#### *Foster Youth Early Education and Prevention Specialist Program*

DSS, in partnership with San Luis Obispo County Office of Education (SLOCOE), and Family Care Network Inc. (FCNI) piloted the Foster Youth Early Education and Prevention Specialist Program in which a Foster Youth Education Specialist works with vulnerable fourth graders through eighth graders to support social, emotional, academic, and overall wellbeing. The Foster Youth Education Specialist position is held by someone with lived experience as a former youth in care. This program provides services to children experiencing homelessness, children and families involved in a CWS program or post adoption services in any district within the county. The program launch was delayed as a result of school closures in March of 2020, but was able launch when students returned to in-person instruction in August of 2021. Each month the workgroup meets to report out on the referrals they have received for the program and whether we can expand it to other schools.

### **SAFETY ORGANIZED PRACTICE**

#### *SOP Training Module Series*

The Safety Organized Practice (SOP) Training Module Series is a mandatory training for all CWS social workers and social worker supervisors. In addition to the SOP Training Module Series, staff are required to participate in Coaching Sessions. This training series provides a SOP overview as well as in depth training for various SOP module topics to support continued integration and skill development in practice and quality supervision.

#### *SOP Coaching Sessions*

SOP coaches and mentors facilitate monthly coaching sessions to CWS staff. Social workers are provided the opportunity to participate in coaching sessions on a monthly basis to map cases through

the lens of SOP. Each social worker is required to bring one case to a SOP Coaching Session after they complete the SOP Training. This specialized training module facilitates shared learning and provides opportunities for SOP mentors to support other staff.

SOP coaching grew from the monthly coaching sessions to the monthly Family Maintenance/Family Reunification (FM/FR) workgroup and Emergency Response (ER) workgroup in order to increasing consistent participation. During the height of the pandemic, SOP coaching was paused and a monthly SOP Practice Integration newsletter was distributed to supervisors with suggested tools and strategies. SOP coaching is now offered on a unit or one-on-one coaching session with an SOP coach. Staff can email the SOP training group and readily request support.

### *SOP Training Team and Coaching for Coaches*

This internal workgroup meets monthly to assess training needs for the department and community. Staff are invited to participate to receive specialized training to become an SOP coach for the department. Each unit in the department selects a minimum of one staff to be the lead for SOP in their respective units. This supports ongoing mentorship, specialized training, and program implementation. These SOP champions are offered a variety of professional development opportunities including coach peers, developing curriculum and training components of the SOP module trainings and SOP/ICPM community trainings. The SOP coaches and trainers are an incredible asset to the program and community.

### *SOP 101/ICPM Community Training*

DSS provides a specialized training for community partners to ensure shared understanding, common language, and collaboration in serving children and families through the ICPM/SOP framework. This training is also a prerequisite for the CFT community training which cross agency staff complete following this training. SOP coaches and trainers have taken the lead in providing this training to the community and have done an excellent job.

## **CHILD AND ADOLESCENT STRENGTHS AND NEEDS ASSESSMENT**

The Department of Social Services collaborates with County Behavioral Health, Family Care Network Inc and Seneca Family of Agencies on the completion, coordination, and provision of the Child and Adolescent Strengths and Needs Assessment (CANS) entry into CARES. To support practice integration of CANS in CFTs and case plan development the community and department CANS workgroups were integrated to better align program development and practice integrate. Monthly internal CFT/CANS meetings have continued virtually, however the community CFT/CANS workgroup was paused on consensus to allow agencies to adapt to the changing landscape and priorities of the pandemic.

To assist CWS social work supervisors integrate the discussion of the CANS in case planning with staff a CANS Quick Guide was developed. The Department continues to adjust the communication and transmission of CANS assessments for entry into the CARES database. This process continues to be laborious for all agencies involved and the database lacks report functionality to assist in program analysis or service delivery.

## **CHILD AND FAMILY TEAM**

### *CFT Facilitation within the SOP framework and CANS integration for Case Planning*

In July of Year 1, CWS designated a dedicated Child and Family Team (CFT) facilitator for CFTs for case planning prior to the Dispositional Hearing. This CFT facilitator also provides facilitation support to social workers in instances of particularly complex or contentious meetings. The department has provided training for the updated policy and procedure for CFTs and facilitation to include the ICPM and SOP framework. Additionally, the department has developed a specialized training model in which supervisors and staff shadows the designated CFT facilitator in a case planning CFT. This training model supports utilization of current cases and observation of skill integration to increase understanding, skill, and practical application. The department will continue to assess ongoing specialized training needs in these areas to support continuous quality improvement.

### *CFT Community Training*

In conjunction with the SOP 101/ICPM Community Training, DSS provides a CFT Community Training that incorporates the SOP/ICPM framework into CFTs held across agencies. This training is currently under revision and translation to a virtual framework. Continued provision will support consistency and cohesive language and practice between agencies to support families.

## **TRAUMA INFORMED CARE**

### *The Family Coaching Program*

The Family Coaching Program is a trauma-informed service for individuals with open cases, VFM or post adoption. Families receive personalized education and support on specific parenting issues such as parenting teens, developmentally appropriate discipline, co-parenting and communication, mental health and domestic violence, attachment and trauma issues, anxiety and COVID fears along with other areas of focus. Families receive 1-3 family coaching sessions with teaming inclusion. Trauma informed parenting, caregiver and staff resources are distributed electronically each month with highlighted topics. Staff and family have access to the Trauma Toolkit along with a multitude of resources available online. Families will soon be invited to participate in monthly drop-in parent coaching sessions.

### *The Trauma Informed Champions of Change*

The Trauma Informed Champions of Change (TICC) is a multi-agency trauma informed collaborative that has provided training and support to hundreds of individuals and community partners since its implementation in 2016. The training collaborative determined the training had reached a high level of participation and saturation in the community and was under reassessment for next steps in the implementation of trauma informed care in the community when the pandemic hit in March of 2020. As such, further community trainings were paused, however the trainers continued to meet virtually on a quarterly basis to remain in conversation about the trauma unfolding in the community, state, and nation.

The group was tasked with deciding whether to transition the training to a virtual framework, develop a modified training incorporating content reflective of the trauma unfolding in the world or something else. There was consensus among the team that due to the magnitude of traumatic events that had occurred amidst a world pandemic, offering the training in its original framework would be out of step with current realities. The team shifted focus to discussion of an expansion of the community trauma collaborative to pull together individual and agency leaders in the field of trauma to assess current needs and resources and develop a more comprehensive coordinated response across a myriad of sectors in the community.

## **RACIAL TRAUMA**

The Department recognized the need to provide specialized trauma informed training to staff and resource families on racism and inclusivity to better support staff, individuals, families and the community in relation to extreme acts of violence against people of color in recent world events.

CWS contracted with Dr. Kenneth V. Hardy Ph.D., a clinical and organizational consultant at the Eikenberg Institute for Relationships in New York, NY where he also serves as Director. He provides *Racially Focused Trauma Informed* training, executive coaching, and consultation to a diverse network of individuals and organizations throughout the United States and abroad. He is a former Professor of Family Therapy at both Drexel University in Philadelphia, and Syracuse University on New York, NY and has also served as the director of Children, Families, and Trauma at the Ackerman Institute for the Family in New York, NY.

A three-part training series which included “Becoming and Being a Cross Racial Ally”, “Tips and Tactics for Talking about Race: A Toolkit for Leadership”, and “Understanding Racial Trauma” was offered virtually to all staff. “Understanding Racial Trauma” was slightly modified to include content from “Becoming and Being a Cross Racial Ally” to provide access to material in the resource family training provided. This work also surfaced the need to develop advanced curriculum on race and equity in resource family training and families. The department formed a small workgroup and ultimately contracted with Dr. Leola MacMillan to provide subject matter consultation. This work is currently under development and targeted for launch in April of 2022.

## Five Year SIP Chart

### **Priority Outcome Measure or Systemic Factor: P5 Placement Stability-CWS (Q3, 2021)**

This measure reflects the number of placement moves per thousand days during a twelve-month period.

**National Standard:** <4.12 placement moves



**CSA Baseline Performance: 6.06** (Q3, 2018): According to Q3 2019 Data Report, shows 172 placement movements over a 32,313-day period. Base number is measured per thousand days, which equates to the County of San Luis Obispo being at 5.34, missing the National goal of 4.12 in 2019 by 1.22 placement moves per 1000 days.

**Annual SIP Progress Report 2021, Year 1 (Q3, 2020):**

The County of San Luis Obispo baseline performance for Placement Stability on Q3 2019 was 5.34 rate of placement moves per 1,000 days, while the national goal is 4.12. In SIP Year 1 (Q3 2020), the performance rate of placement moves per 1,000 days improved to 4.01 placement moves, meeting the goal.

**Annual SIP Progress Report 2021, Year 2 (Q3, 2021):**

The County of San Luis Obispo baseline performance for Placement Stability on Q3 2019 was 5.34 rate of placement moves per 1,000 days, while the national goal is 4.12 per 1,000 days. In SIP Year 2 (Q3 2021), the performance rate of placement moves per 1,000 days improved to 3.39 placement moves, meeting the goal.

**Target Improvement Goal:**

The target improvement goal is to meet or exceed the national standard of 4.12 placement moves per 1,000 days. SLO County anticipates that it will take two years of implementation of recruitment and retention strategies to see a measurable impact on placement stability. Therefore, the Department expects the goal will be met incrementally over the five-year period, resulting in meeting the national standard of 4.12 placement moves per 1,000 days.

**5-year plan/actual results:**

Year 2 (June 10, 2021 – June 9, 2022): ≤ 5.14 moves/ 3.39 placement moves per 1,000 days

Year 3 (June 10, 2022 – June 9, 2023): ≤4.8 moves

Year 4 (June 10, 2023 – June 9, 2024): ≤4.46

Year 5 (June 10, 2024 – June 9, 2025): ≤4.12

**Priority Systemic Factor: Staff, Caregiver, and Service Provider Training Systemic Factor**

**County Training and Developing Programs**

The CWS Training Program Manager coordinates with supervisors and social workers to provide induction, ongoing, and specialized trainings. In addition to collaborating with child welfare academies, the agency also has the capacity to contract with subject matter experts to provide training to Child Welfare staff and community partners.

The County has developed several programs to support continuous improvement of the results for

this systemic factor. SOP 101 and CFT Trainings are provided on a recurrent basis for social workers as well as community partners. CFT trainings increase collaboration toward improved outcomes and integrate the principals and framework of Safety Organized Practice (SOP) into practice. Both agency and external partners continue to send new hires to these trainings. DSS continuously engages community partners including but not limited to Probation, Behavioral Health, SLOCOE, FFA's, CASA, Drug and Alcohol Services, Public Health, and Lumina Alliance to participate in these trainings in order to improve CFT collaboration.

Additionally, CFT case planning meetings prior to disposition bring the team together to support comprehensive assessment to ensure behaviorally specific case plans that are the most responsive to the needs of the children and family are developed. DSS has provided staff and community training on CFTs since 2016; however, it was determined that the community CFT training had reached a high saturation level and that the focus of the training needed to shift to training CFTs within the Integrated Core Practice Model (ICPM) framework. This new training will develop a greater understanding of practice components within the ICPM and will support ongoing skill development for staff and community partners across agencies. This strategy will focus on continuous quality improvement and revision updates to SOP modules as needed to support continued skill development and practice integration.

Child Welfare established a SOP Training Team and Coaching for Coaches: This internal workgroup meets monthly to assess training needs for the department and community. Staff are invited to participate to receive specialized training to become an SOP coach for the department. Each unit in the department selects a minimum of one staff to be the lead for SOP in their respective units. This supports ongoing mentorship, specialized training, and program implementation.

### **Identify and Support the Treatment of Emotional Trauma**

The county provides the following training resources for staff and other providers to identify and support the treatment of emotional trauma, including emotional trauma associated with a child's maltreatment and removal from home by contracting with national and local subject matter experts such as Jules Alvarado and Ron Huxley. Examples of such trauma informed trainings include:

- **Supporting Placement Stability from Chaos to Calm: Jules** Alvarado, an expert in trauma informed care, emotional regulatory healing, former child welfare supervisor, and foster parent of over 400 children, provided a virtual training for CWS staff and Resource Parents. This training focused on the neuroscience of trauma, the importance of self-regulation and strategies to support children through trauma responses. Additionally, the same training modified through the lens of the juvenile dependency was presented to juvenile court partners. These trainings have been recorded and will be available for existing and future staff to watch to support practice.
- **Trauma Informed Parent Coaching:** CWS contracted with attachment, permanency, and trauma informed practice expert Ron Huxley, LMFT to provide targeted parent coaching to families in reunification, resource families, families that are pre- and post- adoption,

families that are and families that are specifically identified in need in the Emergency Response or in the Voluntary Family Maintenance (VFM) program. This resource is particularly targeted to support parenting of adolescent and teenagers, as there is an identified need. Ron Huxley is also providing monthly resources from the Trauma Toolbox he developed for SLO County that will be included in the Parent Empowerment Newsletter for Resource Parents and social workers. This contract is currently limited, however, the response received from staff and families has been positive and CWS is working to expand this service as a long-term resource.

### **Addressing Cultural Needs**

The department also arranged a 3-part training series on Racism for DSS staff presented by Dr. Kenneth V. Hardy. Dr. Kenneth V. Hardy Ph.D. is a clinical and organizational consultant at the Eikenberg Institute for Relationships in New York, NY where he also serves as Director. He provides Racially Focused Trauma Informed training, executive coaching, and consultation to a diverse network of individuals and organizations throughout the United States and abroad. Dr. Hardy is a former Professor of Family Therapy at both Drexel University in Philadelphia, and Syracuse University in New York, and has served as the director of Children, Families, and Trauma at the Ackerman Institute for the Family in New York, NY.

The 3-part training series includes:

- Becoming and Being a Cross Racial Ally
- Tips and Tactics for Talking about Race: A Toolkit for Leadership
- Understanding and Addressing Racial Trauma
- A training was provided to Resource Parents and CWS staff titled "Understanding and Addressing Racial Trauma: Parenting and Supporting Children and Teens in Care".

### **Skill Development of New and Existing Staff**

In addition to the trainings, a Child Welfare Leadership meeting is held monthly to ensure leadership is informed of new initiatives, laws and policy, and local trends to support staff skill development. Information and trainings are then shared with CWS staff via a general staff meeting and program specific workgroups.

### **Monitoring Skill Development**

The department has an internal Staff Training Database that is housed with Staff Development Administrative Assistants to monitor CWS staff training compliance, which includes the California Common Core Training. CWS is in the process of entering all new training verifications into the State Training Database, and although it is not operational at the moment, the State Training Database will be our primary source of tracking training attendance. An attendance record is collected at each training or presentation and the information is manually entered into the State Training Database. This also ensures the competency of social workers, placement officers, supervisors, managers, and

administrators.

### **Training and Supervision of County Staff**

The agency utilizes staff monthly meetings, coaching observations, and monthly measures to monitor the skill development of new and experienced staff.

### **County's Capacity to Provide Training to Service Providers and Other Subcontractors**

The agency opens training to our service providers and other subcontractors as much as to ensure universal practice.

**CSA Baseline Performance:** Although CWS provided several specialized training for 2019, CWS provided several of the same training topics. Our 2019 baseline is 2 new specialized trainings.

### **Annual SIP Progress Report 2021, Year 1 (Q3, 2020): 4.01**

The following trainings occurred during Year 1:

- Jules Alvarado Training: From Chaos to Calm Supporting Placement Stability (6/11/20 and 6/12/20)
- Building on the Strengths of Youth Who Have Been Traumatized or Marginalized with Dr. Ken Ginsburg Training (8/24/20)
- CDSS Concurrent Planning Training for Social Workers and Social Workers Supervisors (12/17/20 and 1/14/21)
- SDM Advanced Hotline Skills Training (4/16/21 and 4/23/21)
- Family Engagement throughout SLO Child Welfare: Importance, Practice and Growth (12/7/2020)

### **Annual SIP Progress Report 2021, Year 2 (Q3, 2021): 3.39**

The following trainings occurred during Year 2:

- Dr. Kenneth Hardy Training: Becoming and Being a Cross Racial Ally (6/1/21)
- Sexual and Reproduction Wellness in Foster Care (SB 89) (6/21/21)
- Dr. Kenneth Hardy Training: Tips and Tactics for Talking about Race: A Toolkit for Leadership (7/6/21)
- SDM Advanced Hotline Skills Training (7/30/21)
- Dr. Kenneth Hardy Training: Understanding and Addressing Racial Trauma (8/3/21)
- Sexual Orientation, Gender Identity and Expression (SOGIE) 101 Training (10/4/21,

10/15/21, and 10/22/21)

- SOGIE 102 Training (11/5/21, 11/19/21, and 12/7/21)
- SOGIE 103 Training (12/10/21)
- SOGIE 101 Make-Up Trainings (1/14/22 and 1/28/22)
- Concurrent Planning: Principles of Concurrent Planning (CP 101) (1/19/22)
- Sexual and Reproduction Wellness in Foster Care (SB 89) (1/24/22)
- SOGIE 102 Make-up Trainings (2/1/22 and 2/7/22)
- Concurrent Planning: Conversations and Documentation (CP 102) (2/23/22 and 2/24/22)
- SOGIE 103 Make-up Trainings (2/25/22)
- Sexual and Reproduction Wellness in Foster Care (SB 89) (5/16/22)

**Target Improvement Goal:** Provide quality training focused on giving staff tools they require to meet the needs of our community, and in particular, those who are most at risk of abuse. 5-year plan:

**5-year plan:**

Year 2 (June 10, 2021 – June 9, 2022): Administer at least 2 specialized training geared to providing Social Workers tools needed to provide quality assistance to the community.

Year 3 (June 10, 2022 – June 9, 2023): Administer at least 2 specialized training geared to providing Social Workers tools needed to provide quality assistance to the community.

Year 4 (June 10, 2023 – June 9, 2024): Administer at least 3 specialized training geared to providing Social Workers tools needed to provide quality assistance to the community.

Year 5 (June 10, 2024 – June 9, 2025): Administer at least 3 specialized training geared to providing Social Workers tools needed to provide quality assistance to the community.

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

The department RFA social workers follow policy, procedure, and regulation to ensure that resource homes meet all required standards, including home and grounds inspections, criminal record clearance and training requirements. Staff track resource family applicants and the associated requirements to ensure compliance with Title IV-E Funding.

**Compliance With Requirements For A Criminal Record Clearance**

It is the policy of the Department that Live Scans will be completed within five days of an emergency placement into a Relative or NREFM (Non-Relative Extended Family Member) home as part of the Resource Family Home approval process. It is the responsibility of the RFA Social Worker to ensure

that Live Scans are completed for all adults over the age of 18 who reside in or are regularly present in the home.

In addition, any child over the age of 14, whom the Placing Social Worker suspects may have a criminal history, must have a Live Scan completed.

### **Collaboration With Local Tribes For The Placement Of Children In Tribally Approved Homes**

There are no federally recognized tribes in SLO County. However, there are three tribes considered local by the Native American Heritage Commission: Salinan, Chumash, and Yokut. CWS complies with the requirements of the Indian Child Welfare Act (ICWA), Senate Bill (SB) 678, Bureau of Indian Affairs (BIA) guidelines and the California rules of court 5.480 to 5.487 in all referrals and cases involving Native American children who are/or may be eligible for membership in a federally recognized tribe. CWS staff also work with all non-federally recognized tribes and Native American children who are not eligible for membership in a tribe.

### **General licensing, recruitment, and retention processes**

In Year 1 and Year 2 CWS was able to recruit, train, and supports resource families with continual implementation of strategies and initiatives.

The need for Resource Families to provide short and long-term placement stability continues to be a primary focus for CWS with a focus on homes that provide specialized levels of services (Intensive Services Foster Care, Options for Recovery, and Professional Parenting). Specialized placements are for youth that have been assessed to require a higher level of care, as such, specialized homes are key in allowing youth to stay in family-based settings rather than Short-Term Residential Therapeutic Programs (STRTP).

Due to in-person gathering restrictions, CWS was not able to hold the typical recruitment events. Some of the typical in-person recruitment strategies involve visiting churches, hosting informational booths at the local farmer's markets, and giving presentations at community events. As a result, CWS moved efforts to recruit new unmatched resource families to a virtual platform, utilizing public service announcements (radio and news), social media campaigns, and targeted recruitments with agencies who serve youth in need of specialized homes, such as homes for LGBTQ+ youth or large sibling groups.

CWS continues to work with the local faith-based communities, but rather than attend services and distribute information, CWS is utilizing bulletins and church websites to post the need for more homes. To recruit more resource family homes for youth ages 11-18 and sibling groups, CWS is creating a resource parent recruitment campaign that utilizes the platforms of elected officials. CWS developed infographics and a press packet that will be distributed to local elected officials. Once received, the elected officials will share the need for more resource family homes for youth age 11-18, which has been a hard population to provide placement for.

Due to staffing shortage, CWS had to put the Child Specific Recruitment Strategy on hold (The primary recruitment staff was reassigned as a disaster service worker at the County Phone

Assistance Center to support the efforts of COVID recovery). CWS plans revisit Child Specific Recruitment within this 5-Year SIP cycle.

While CWS continues to work on recruitment efforts, many different supportive services and resources have been offered to retain current resource families, including:

- Revamping the foster care website (slofostercare.com), which contains valuable information and resources
- Access to the Foster Support Unit, which offers enhanced retention and support of resource families, improvement of placement stability, streamlining of access to needed supports, enhanced collaboration and relationships with resource families and supporting of the workload of our social workers and probation officers
- Participating with the Quality Parenting Initiative (QPI)
- Providing specialized training opportunities for caregivers and families
- Respite Care
- Providing and sharing enrichment activities for foster youth and resource families

The department staff responsible for recruitment and retention of resource families, meets on a monthly basis to ensure continuity, and consistency among practice. Statistics are kept on the number of individuals who inquire about becoming a resource family and they are tracked throughout the process. CWS captures those who are approved, those who withdraw and those who wish to not proceed with an application. In addition, CWS track the reason for their discontinuance.

### **Placement resources**

In Year 1 and 2 CWS worked to address the needs of special populations, such as older children, foster youth with nondependent children, youth, sex offenders, and/or children with special needs, for which placement resources are limited.

CWS manages recruitment strategies that are specifically targeting special needs populations, including teens, sibling groups, LGBTQ+ youth and ISFC homes. We use a targeted recruitment strategy, which involves reaching out to specific groups of individuals who may have a vested interest in caring for youth who align with their mission and values.

The implementation of the Level of Care rates has helped to support resource homes in ensuring that the youth are assessed based on their individual needs and the resource family receives the payment that is required to support them.

**Baseline Performance:** Recruited 4 homes willing to take 11-17 years old.

**Annual SIP Progress Report 2021, Year 1 (Q3, 2020):**

Recruited 11 homes willing to take 11-17 years old.

**Annual SIP Progress Report 2021, Year 2 (Q3, 2021):**

Recruited 5 homes willing to take 11-17 years old.

**Target Improvement Goal:** Recruit unmatched resource family homes for youth ages 11-17, by developing and utilizing creative outreach and recruitment strategies.

**5-year plan:**

Year 2 (June 10, 2021 – June 9, 2022): Recruit 4 unmatched resource family homes for youth ages 11-17, by developing and utilizing creative outreach and recruitment strategies.

Year 3 (June 10, 2022 – June 9, 2023): Recruit 4 unmatched resource family homes for youth ages 11-17, by developing and utilizing creative outreach and recruitment strategies.

Year 4 (June 10, 2023 – June 9, 2024): Recruit 5 unmatched resource family homes for youth ages 11-17, by developing and utilizing creative outreach and recruitment strategies.

Year 5 (June 10, 2024 – June 9, 2025): Recruit 6 unmatched resource family homes for youth ages 11-17, by developing and utilizing creative outreach and recruitment strategies.

**Priority Outcome Measure or Systemic Factor: P2 Permanency in 12 months (in care 12 – 23 months) for Year 2 - Q3, 2021 - Probation**

This measure reflects the number of youth who had been in care between 12 and 23 months who were discharged to permanency within 12 months

**National Standard:** <43.60 Permanency in 12 months (in care 12-23 months)

**CSA Baseline Performance (Q3, 2018): 0.00**

In the 2020 CSA Report, Probation had zero eligible youth exit care into permanency (reunification, guardianship, or adoption) within 12 months who had been in care between 12 and 23 months. Historically, Probation's performance in this measure between 2013 and 2018 was below the federal standard of 43.6%. During that time frame, Probation had 29 youth who had been in care between 12 and 23 months; 24% (7) were reunified, 7% (2) were placed with a guardian, 24% (7) exited to non-permanency, and 45% (13) remained in care.

In an addition to an overall reduction in the number of youth entering care over the past several years, the small sample sizes each year has resulted in one or two youth having significant statistical impacts in Probation's performance in this outcome. In general, Probation youth have more intensive needs than non-probation foster youth, and often need more time in specialized residential treatment programs and are generally more challenging to place.



**Annual SIP Progress Report 2021, Year 1 (Q3, 2020): 0%**

Data collected from CWS/CMS Q3, 2020 Quarter 3 Extract from U.C. Berkeley showed Probation had zero youth, of a possible one, who had been in care between 12 and 23 months discharge to permanency within 12 months.

**Race/Ethnicity:**

The one youth noted in the Q3, 2020 Extract was Latino. As this one youth represented 100% of Probation's youth eligible to discharge to permanency within 12-months who had been in care between 12 and 23 months, it does not appear that race/ethnicity had any statistically significant trends in Probation performance.

**Age:**

The one youth noted in the Year 1 Q3, 2020 Extract was in the 16 to 17 year old age group. This one youth represented 100% of Probation's youth eligible to discharge to permanency within 12-months who had been in care between 12 and 23 months. The small sample size is insufficient to identify any statistically significant trends related to age.

**Gender:**

The one youth noted in the 2020 Q3 Extract was male at birth, this one youth represented 100% of Probation's youth eligible to discharge to permanency within 12-months who had been in care between 12 and 23 months. The small sample size is insufficient to identify any statistically significant trends related to gender.

**Annual SIP Progress Report 2021, Year 2 (Q3, 2021): 0%**

Data collected from CWS/CMS Q3, 2021 Extract from U.C. Berkeley showed Probation had zero youth, of a possible one, who had been in care between 12- and 23-months discharge to permanency within 12 months.

**Race/Ethnicity:**

Although the one youth noted in the 2021 Q3 Extract was Latino, this one youth represented 100% of Probation youth eligible to discharge to permanency within 12-months who had been in care between 12 and 23 months. The small sample size is insufficient to identify any statistically significant trends related to race/ethnicity.

**Age:**

Although the one youth noted in the 2021 Q3 Extract was in the 16–17-year age group, this one youth represented 100% of Probation youth eligible to discharge to permanency within 12-months who had been in care between 12 and 23 months. The small sample size is insufficient to identify any statistically significant trends related to age.

**Gender:**

Although the one youth noted in the 2021 Q3 Extract was male at birth, this one youth represented 100% of Probation youth eligible to discharge to permanency within 12-months who had been in care between 12 and 23 months. The small sample size is insufficient to identify any statistically significant trends related to gender.

**Target Improvement Goal:**

The target improvement goal is to meet or exceed the national standard of 43.60 permanency in 12 months (in care 12-23 months). Probation anticipates it will take two years from implementation before the two selected strategies begin showing measurable impacts for youth being discharged into permanency within 12 months (in care 12-23 months). Therefore, Probation expects the goal will be met incrementally over the five-year period, resulting in meeting the national standard of 43.60 permanency in 12 months (in care 12-23 months).

**5-year plan:**

Year 2 (June 10, 2021 – June 9, 2022): ≤ 7.26 discharged to permanency within 12 months

Year 3 (June 10, 2022 – June 9, 2023): ≤ 18.16 discharged to permanency within 12 months

Year 4 (June 10, 2023 – June 9, 2024): < 32.69 discharged to permanency within 12 months

Year 5 (June 10, 2024 – June 9, 2025): < 43.60 discharged to permanency within 12 months

## STRATEGY TABLE

<b>Strategy 1: CWS</b> Improve retention of workers within the Family Maintenance / Reunification units by providing consistent training and coaching identified by staff.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): <b>Systemic Factor: Staff, Caregiver, and Service Provider Training Systemic Factor</b>	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps:	Implementation Date:	Most Recent Status (Q3 2021)	Person Responsible:
<b>A.</b> Identify opportunities for continual staff development through social worker, supervisor and manager suggestion, which will foster personal and professional growth, thereby increasing job satisfaction and preparing staff for promotion and advancement.	July 2021	<input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed	CWS Program Manager FM/FR Supervisors FM/FR Program Review Specialist FM/FR Social Workers
<b>B.</b> Establish clear ongoing goals as identified by social workers, supervisors and managers, referencing regulations, statutes, and P&Ps; SDM and Safe Measures; UCB data; and CMS/BI reports for Family Maintenance/Family Reunification program; utilize established Leadership, Management and Supervisor meetings to assess and review social worker satisfaction and retention across programs by social worker self-report and	January 2023	<input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed	CWS Program Manager FM/FR Supervisors FM/FR Program Review Specialist

feedback from supervisors and managers.			
<b>C.</b> Provide social worker, supervisor and manager requested Sexual Orientation Gender Identity Expression (SOGIE) training to social workers, supervisors and managers.	October 2021	<input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed	CWS Program Manager Training Program
<b>D.</b> Provide social worker, supervisor and manager requested Family Engagement and Concurrent Planning trainings to support improved outcomes of safety, permanence and well-being.	September 2020	<input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed	CWS Program Manager FM/FR Supervisors FM/FR Program Review Specialist
<b>E.</b> Coordinate Engaging Father training to identify tools and strategies to support fathers involved with CWS and improve outcomes of safety, permanence, and well-being.	June 2022	<input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input type="checkbox"/> Ongoing <input checked="" type="checkbox"/> Postponed	CWS Program Manager Program Review Specialist
<b>F.</b> Following completion of trainings, utilize employee satisfaction surveys of attendees to assess efficacy and determine need for additional training supports.	June 2022	<input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed	CWS Program Manager Program Review Specialist
<b>G.</b> Track training attendance by creating quarterly attendance reports and follow up with social workers and supervisors.	June 2022	<input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed	CWS Program Manager Program Review Specialist

<b>Strategy 2: CWS</b> Implement specialized training to support early and ongoing assessment of children.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): <b>P5: Placement Stability</b>	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Most Recent Status (Q3 2021)</b>	<b>Person Responsible:</b>
<b>A.</b> Continued implementation of SOP and CANS, including module trainings, coaching sessions and integration of fidelity tools to assess baseline measures for managers, supervisors, and line and inform program development over time.	June 2021	<input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed	CWS Program Manager Program Review Specialists
<b>B.</b> Support new dedicated staff CFT Facilitator position to facilitate front end CFTs and particularly complex or volatile cases, including developing a CFT policy and procedure for staff to utilize.	June 2020	<input checked="" type="checkbox"/> Completed (07/20) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input type="checkbox"/> Ongoing <input type="checkbox"/> Postponed	CWS Program Manager Program Review Specialists
<b>C.</b> Track training participation rates, qualitative review of SOP, CANS, and CFT implementation during supervision, utilize SOP fidelity tool (CalSWEC), track CFT completion rates via SafeMeasures and internal reports.	October 2023	<input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed	Program Review Specialist CWS Social Worker Supervisors CWS Program Manager
<b>Strategy 3: CWS</b> Improve youth placement stability with a focus on ages ten through eighteen years old by strengthening engagement, collaboration, and support.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): <b>P5: Placement Stability</b>	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	

Action Steps:	Implementation Date:	Most Recent Status (Q3 2021)	Person Responsible:
<b>A.</b> Collaborate with California Department of Social Services (CDSS) to engage resource parents via the Akido Pulse Survey to prioritize supports and resources.	June 2020	<input checked="" type="checkbox"/> Completed (03/21) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input type="checkbox"/> Ongoing <input type="checkbox"/> Postponed	QPI Program Manager Staff Development Family Support Unit
<b>B.</b> Expand the Quality Parenting Initiative (QPI) workgroup to include additional community stakeholders. This includes mental health professionals, local educators, and family advocates to establish cross-training opportunities and strengthen collaboration.	June 2020	<input checked="" type="checkbox"/> Completed (09/20) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input type="checkbox"/> Ongoing <input type="checkbox"/> Postponed	QPI Program Manager Staff Development Family Support Unit
<b>C.</b> Establish a workgroup for youth serving professionals and caregivers of adolescents and older youth to improve relationships between caregivers and staff, youth engagement, access to supports/resources.	June 2022	<input type="checkbox"/> Completed (MM/YY) <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input type="checkbox"/> Ongoing <input type="checkbox"/> Postponed	QPI Program Manager Staff Development Family Support Unit
<b>D.</b> Collaborate with the County of San Luis Obispo Youth Task Force to increase initiatives and supports for establishing permanent connections for youth in the community.	April 2021	<input type="checkbox"/> Completed (MM/YY) <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input type="checkbox"/> Ongoing <input type="checkbox"/> Postponed	QPI Program Manager Staff Development Family Support Unit
<b>E.</b> Update County of San Luis Obispo QPI policy and practice to align with Integrated Core Practice to improve placement stability and permanency for youth in care.	July 2021	<input type="checkbox"/> Completed (MM/YY) <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input type="checkbox"/> Ongoing <input type="checkbox"/> Postponed	QPI Program Manager Staff Development Family Support Unit

<p><b>F.</b> Establish ongoing engagements and evaluations such as town hall meetings, workgroups, and surveys.</p>	<p>July 2020</p>	<input type="checkbox"/> Completed (MM/YY) <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input type="checkbox"/> Ongoing <input type="checkbox"/> Postponed	<p>QPI Program Manager Staff Development Family Support Unit</p>
<p><b>Strategy 4: CWS</b> Increase the number of resource family homes for youth ages 11-17, by developing and utilizing creative outreach and recruitment strategies.</p>	<input checked="" type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): <b>P5: Placement Stability</b> <b>Systemic Factor: Foster and Adoptive Parenting Licensing and Recruitment and Retention</b></p>	
	<input type="checkbox"/> CBCAP		
	<input checked="" type="checkbox"/> PSSF		
	<input type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
<p>Action Steps:</p>	<p>Implementation Date:</p>	<p>Most Recent Status (Q3 2021)</p>	<p>Person Responsible:</p>
<p><b>A.</b> Draft letters of need for homes that may be able to connect with a youth in care based on a commonality (such as identity, religion, extra-curricular activity, or career interest) and focus outreach on communities with members that support the need (GALA, specific churches, 4-H, etc.)</p>	<p>March 2020</p>	<input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input type="checkbox"/> Ongoing <input type="checkbox"/> Postponed	<p>CWS Program Manager Social Worker Supervisor Program Review Specialist Social Worker</p>
<p><b>B.</b> Identify myths and challenges associated with bringing a teen into the home and create flyers and infographics to share facts with the community that dispel misconceptions potential foster parents have about teens and teens have about foster parents.</p>	<p>July 2020</p>	<input checked="" type="checkbox"/> Completed (01/21) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input type="checkbox"/> Ongoing <input type="checkbox"/> Postponed	<p>CWS Program Manager Social Worker Supervisor Program Review Specialist Social Worker</p>
<p><b>C.</b> Develop and make readily available, specialized presentations for resource parents who are interested in</p>	<p>July 2020</p>	<input type="checkbox"/> Completed (MM/YY) <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule	<p>CWS Program Manager Social Worker Supervisor</p>

fostering children ages 11-17, with a focus on traumatic stress and ways to increase their own emotional regulation.		<input type="checkbox"/> No longer applicable <input type="checkbox"/> Ongoing <input type="checkbox"/> Postponed	Program Review Specialist
<b>D.</b> Implement Trauma Informed Parent Coaching Program for resource families with Ron Huxley for resource families to provide one on one parent coaching that will support individual parenting challenges and connect families to practical tools and resources.	July 2021	<input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed	CWS Program Manager Program Review Specialist
<b>E.</b> Implement the Youth Engagement Program (YEP) to enhance youth voice in program and policy development.	January 2020	<input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed	CWS Program Manager Program Review Specialist
<b>F.</b> Develop and coordinate <i>Supporting Placement Stability from Chaos to Calm</i> Training for Resource Parents, social workers and judicial partners to develop shared understanding of the impact of trauma and practical tools and strategies to support placement stability.	October 2020	<input checked="" type="checkbox"/> Completed (06/20) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input type="checkbox"/> Ongoing <input type="checkbox"/> Postponed	CWS Program Manager Program Review Specialist
<b>Strategy 1: Probation</b> Develop a specialized foster home for high needs probation foster youth or youth transitioning out of the Coastal Valley Academy	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): <b>P1: Permanency in 12 Months (Entering FC)</b> <b>P2: Permanency in 12 Months (In Care 12-23 Months)</b> <b>P3: Permanency in 12 Months (In Care 24 Months or More)</b>	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project



Action Steps:	Implementation Date:	Most Recent Status (Q3 2021)	Person Responsible:
<b>A.</b> Create a work group to plan for specialized probation foster home (capacity, treatment components, funding resources, etc...)	September 2021	<input checked="" type="checkbox"/> Completed (01/22) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input type="checkbox"/> Ongoing <input type="checkbox"/> Postponed	Juvenile Services Division Chief Deputy Probation Officer (CDPO)
<b>B.</b> Research and visit existing specialized probation foster homes (such as in Napa County)	December 2021	<input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed	Juvenile Services Division (CDPO)
<b>C.</b> Complete program description and release Request for Proposal (RFP) as needed	March 2022	<input type="checkbox"/> Completed (01/22) <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input type="checkbox"/> Ongoing <input type="checkbox"/> Postponed	Juvenile Services Division (CDPO)
<b>D.</b> Select provider from RFP process and initiate planning for program start date	June 2022	<input type="checkbox"/> Completed (01/22) <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input type="checkbox"/> Ongoing <input type="checkbox"/> Postponed	Juvenile Services Division (CDPO)
<b>E.</b> Start accepting youth in specialized probation foster home	January 2023	<input type="checkbox"/> Completed (01/22) <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input type="checkbox"/> Ongoing <input type="checkbox"/> Postponed	Juvenile Services Division (CDPO)

<p><b>F.</b> Monitor utilization of home by incorporating usage data into existing internal ProbationStat process. ProbationStat is a comprehensive review of probation related data for quality assurance purposes at quarterly intervals</p>	<p>March 2023</p>	<p><input type="checkbox"/> Completed (01/22)  <input checked="" type="checkbox"/> On/ahead of schedule  <input type="checkbox"/> Behind schedule  <input type="checkbox"/> No longer applicable  <input type="checkbox"/> Ongoing  <input type="checkbox"/> Postponed</p>	<p>Juvenile Services Division (CDPO)</p>
<p><b>Strategy 2: Probation</b>          Improve family connections by enhancing Family Finding and Child and Family Teaming</p>	<p><input checked="" type="checkbox"/> CAPIT</p>	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):  <b>P1: Permanency in 12 Months (Entering FC)</b>  <b>P2: Permanency in 12 Months (In Care 12-23 Months)</b>  <b>P3: Permanency in 12 Months (In Care 24 Months or More)</b></p>	
	<p><input type="checkbox"/> CBCAP</p>		
	<p><input checked="" type="checkbox"/> PSSF</p>	<p><input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project</p>	
<p>Action Steps:</p>	<p>Implementation Date:</p>	<p>Most Recent Status (Q3 2021)</p>	<p>Person Responsible:</p>
<p><b>A.</b> Provide Probation Placement Unit Senior Deputy Probation Officer with specialized Family Finding training</p>	<p>January 2022</p>	<p><input checked="" type="checkbox"/> Completed (01/22)  <input type="checkbox"/> On/ahead of schedule  <input type="checkbox"/> Behind schedule  <input type="checkbox"/> No longer applicable  <input type="checkbox"/> Ongoing  <input type="checkbox"/> Postponed</p>	<p>Probation Placement Unit Supervising Deputy Probation Officer (SDPO)</p>
<p><b>B.</b> Initiate Family Finding Efforts (FFE) at intake/investigations for all cases</p>	<p>July 2022</p>	<p><input type="checkbox"/> Completed (01/22)  <input checked="" type="checkbox"/> On/ahead of schedule  <input type="checkbox"/> Behind schedule  <input type="checkbox"/> No longer applicable  <input type="checkbox"/> Ongoing  <input type="checkbox"/> Postponed</p>	<p>Probation Placement Unit SDPO Probation Court Unit SDPO</p>
<p><b>C.</b> Train two (2) Deputy Probation Officers to be Child and Family Team (CFT) facilitators</p>	<p>July 2021</p>	<p><input checked="" type="checkbox"/> Completed  <input type="checkbox"/> On/ahead of schedule</p>	<p>Juvenile Services</p>

		<input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input type="checkbox"/> Ongoing <input type="checkbox"/> Postponed	Division CDPO
<b>D.</b> Implement Child and Family Teams (CFTs) for youth under court ordered supervision (who are not already participating in CFTs due to foster care, Coastal Valley Academy or specialty mental health services)	January 2022	<input checked="" type="checkbox"/> Completed <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input type="checkbox"/> Ongoing <input type="checkbox"/> Postponed	Juvenile Services Division CDPO
<b>E.</b> Monitor CFT compliance (team creation and meeting frequency) as part of quarterly ProbationStat meeting using already existing data from Probation case management system Monitor.	January 2022	<input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input type="checkbox"/> Ongoing <input type="checkbox"/> Postponed	Juvenile Services Division CDPO