CALIFORNIA - CHILD AND FAMILY SERVICES REVIEW

Annual System Improvement Plan

Progress Report - Year 3

2023

COUNTY of SAN LUIS OBISPO

CDSS
CALIFORNIA
DEPARTMENT OF
SOCIAL SERVICES

SIP PROGRESS REPORT SIGNATURE SHEET

2023 SIP Progress Report	
County	San Luis Obispo
SIP Period	2020 - 2025
Outcome Data Period	Q3 2022
Baseline Data Period	Q3 2019

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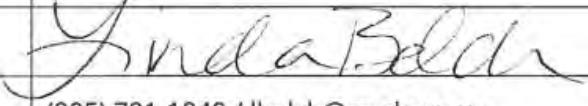
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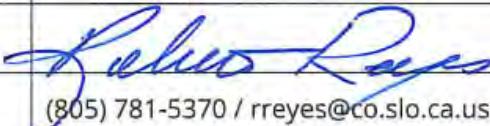
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INTRODUCTION

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 the County Self-Assessment (CSA), a Peer Review, a System Improvement Plan, Annual System Improvement Plan Progress Reports, and review of quarterly UC Berkeley data reports.

The CSA is a comprehensive review of the Child Welfare Services and Juvenile Probation placement programs, from prevention and protection through permanency and aftercare. The CSA is completed by the County of San Luis Obispo every five years, in coordination with local community partners. The CSA creates the foundational framework for the System Improvement Plan (SIP). The County, in an effort for continual system improvement and evaluation, must complete both a CSA and Peer Review.

The Peer Review provides the County with qualitative information about their programs by examining CWS and Juvenile Probation practices and policies that impact outcomes for children and families. The qualitative data is gathered from peer Social Workers, Juvenile Probation Officers, and community partners examining the identified areas of strength and areas in need of improvement. Additionally, the Peer Review also offers the opportunity for sharing successful efforts across Counties.

The results of the CSA and Peer Review are used to support the development of the SIP. The SIP is an operational five-year agreement between CDSS, the County of San Luis Obispo Child Welfare Services (CWS), and the County of San Luis Obispo Probation. The SIP is monitored by the California Department of Social Services (CDSS) and by the County through quarterly data reports, annual Stakeholder Meetings, and annual SIP Progress Reports.

The County of San Luis Obispo 2020 SIP is a commitment for improvement in the focus outcome areas determined to be most in need of improvement for both CWS and Juvenile Probation for the reporting period of 2020 through 2025. Within the SIP, the SIP Chart details specific action steps, timeframes, and improvement goals that are approved by the County Board of Supervisors.

The 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 SIP Strategies for CWS are to:

- Improve retention of workers within the Family Maintenance/Family Reunification (FM/FR) units by providing consistent training and coaching identified by staff.
- Implement specialized training to support early and ongoing assessments of children.
- Improve youth placement stability with a focus on ages eleven to seventeen by strengthening engagement, collaboration, and support.
- Increase the number of resource family homes for youth ages eleven to seventeen by

developing and utilizing creative outreach and recruitment strategies.

The SIP focus for Juvenile Probation consists of one outcome measure:

- Outcome Measure: P2 Permanency in Twelve Months (In Care 12 – 23 Months)

The SIP strategies for Juvenile Probation are to:

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

The County of San Luis Obispo's 2023 SIP Progress Report includes updates for:

- Areas needing improvement.
- Goals and strategies that were successful.
- Goal timelines set to meet state and federal compliance standards.
- Collaborative efforts with stakeholders to meet these goals.
- The SIP Chart.

CWS and Juvenile Probation managers and staff reflected on changes made throughout Year 3 that distinguished annual progress from the prior 2022 SIP Progress Report. Due to delays associated with the COVID-19 Pandemic, the 2022 SIP Progress Report covered Year 1 (2020) and Year 2 (2021).

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 SIP. The OCAP providers meet with the OCAP liaison quarterly to monitor outcome performances, services, standardize practices, streamline data collection, acknowledge successes, and address gaps in services. OCAP grantees also participate in the C-CFSR process and work with the county to complete the annual OCAP Report. OCAP grantee participation is crucial in aligning the CSA, SIP, and OCAP reports.

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) funds. Both CAPSLO and their subcontractor, The LINK, provide SAFE family advocates offering community-based family advocacy, parent education, and concrete support services for vulnerable families at family resource centers. Outcomes are measured via quarterly contract reports and meetings between CAPSLO and CWS. Additionally, the OCAP program manager meets with The LINK SAFE family advocates quarterly to review outcome performances, address trends, and address gaps in services.

SIP PROGRESS NARRATIVE

STAKEHOLDERS PARTICIPATION

Throughout the year, stakeholders are involved in implementation of the County's SIP strategies and action steps. The following workgroups involve birth families, former youth in care, resource parents, tribal representatives, San Luis Obispo County Office of Education (SLOCOE), Court Appointed Special Advocates (CASA), Department of Rehabilitation (DOR), and other child and family serving professionals.

AB 2083 System of Care Interagency Team

The System of Care Interagency Team (SOCIT) works in a collaborative manner to identify gaps in the current system. SOCIT works to fill those gaps by maximizing resources and reducing barriers to entry into community-based services. Through collaboration and addressing local barriers, SOCIT seeks to improve placement stability for youth already in care and prevent the entry of new families into CWS and Juvenile Probation systems. The system partners commit to being data driven and to sharing information in a transparent manner, to the extent allowable.

Child Abuse Prevention Planning Team

The Child Abuse Prevention Planning Team (CAPPT) meets monthly. The vision of CAPPT is to develop a united system of prevention resources. The system will prioritize child abuse prevention planning efforts and resources that help families stabilize and reunify if they have already required the intervention of CWS or Juvenile Probation. CAPPT aligns with California's plan for Family First Prevention Services Act (FFPSA) and SB 2083 System of Care.

Quality Parenting Initiative Workgroup

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 SIP strategies and action steps are incorporated into the QPI Workgroup monthly agendas for review and stakeholder feedback.

Interagency Meeting

The Interagency Meeting is a quarterly multiagency meeting utilized to capture the community stakeholder perspective. Local county stakeholders include CWS staff, school district representatives, resource parents, Public Health, Drug and Alcohol Services, family resource centers, and multiple other community partners.

STATUS OF OUTCOME MEASURES AND SYSTEMIC FACTORS

CWS 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 for baseline (Q3, 2019) through Year 2 (Q3, 2021) was 4.12. The national standard increased to 4.48 commencing Year 3 (Q3, 2022).

The County's overall performance rate of 4.34 placement moves per 1,000 days in care meets the compliance standard, which is to have a rate the same as or lower than 4.48 moves.

This measure included children who entered foster care during the twelve-month period and remained in foster care for eight days or more. The rate of children in foster care is calculated utilizing the total number of placement changes during that period as the numerator, over the total number of days children spent in care as the denominator. For example, two hundred children in care for six days each (200 x 6) would total 1,200 total days in care. The number of placement changes is then divided by the total number of days in care. To continue this example, 14 placement changes among all two hundred youth over the six-day duration would be divided by 1,200 days (14/1200) for a rate of .01166 changes per day; to provide for a more meaningful analysis, this rate is multiplied by 1,000 to give us the rate of changes per 1,000 days (.01166 x 1,000), resulting in a rate of 11.67 placement changes per 1,000 days.

Year 3 (Q3, 2022) static data from the California Child Welfare Indicators Project (CCWIP) at University of California at Berkeley (UCB) documents seventy-nine placement moves for San Luis Obispo County's youth over the year ending Q3, 2022. These youth spent a total of 18,185 days in foster care over that period, which results in a placement move rate of 4.34 per 1,000 days in foster care (79/18,185 x 1,000).

With a rate of 11.62, youth ages 16 and 17 experienced the highest number of placement changes based on their days in care (21/1,808). Children ages 1 and 2 experienced the next highest rate at 5.55 (13/2,344), followed by children ages 3 to 5 at a rate of 4.76 (15/3,150), children under the age of 1 at 3.32 (15/4,514), children ages 11 to 15 at 2.77 (11/3,967), and the age group with the lowest number of placement changes, children ages 6 to 10 at 1.67 (4/2,402). This supports the County's focus on emphasizing the need for resource families to commit to caring for teens, in addition to sibling groups and youth with special needs. The County emphasizes this focus during interagency meetings with community partners; in recruitment and reporting materials available to the public and other agencies; and at public engagement opportunities such as television and radio news segments, community service group presentations, and acknowledgments at the local City Council and Board of Supervisors meetings.

Based on ethnic group, Asian/Pacific Islander children had the highest rate of placement change at 125; however, with only eight days in foster care as a denominator and one placement change as a numerator (1/8), this demonstrates the significant impact on outcomes based on extremely small population samples. Black children experienced the next highest rate at 22.24 (24/1,079), followed by

a substantial fall in the rate for White children at 3.18 (30/9,431), Latino children at 3.2 (18/5,620), and finally, children for whom ethnic group data was missing at 2.93 (6/2,047). Continued dialogue, staff training, and evaluation and assessment of participation rates and outcomes demonstrate the County's ongoing commitment to addressing disproportionality and overrepresented groups of children in foster care and families involved with the Child Welfare system.

Based on sex at birth, female children had a higher rate of placement change at 4.52 (37/8,185) than males at 4.2 (42/10,000). No children were listed as intersex or were missing data.

To improve placement stability by further reducing the number of placement changes a youth experiences, the overall goal of CWS is to improve recruitment and retention efforts of both resource family homes (matched and unmatched homes) and social workers. When social workers are not retained, the turnover affects both placement stability and social worker fatigue, especially in the FM/FR units where the social workers feel the burden of carrying higher than optimal caseload sizes during periods of staff turnover. The most recent cohorts are spending approximately 155 hours in formal training, plus the time in offices shadowing experienced workers. Increasing social worker retention should result in families experiencing fewer changes in social worker assignment, which supports placement stability.

Collaborative efforts continue to be made by the Department (CWS and PS), community partners, youth, caregivers, and family advocates to equip staff, resource parents, and youth in care with resources and training to mitigate conflicts as they arise and build healthy relationships, which support placement stability.

Utilizing common language between agencies, resource parents, and youth enable a more productive navigation of services to support placement stability, such as mental health services, Wraparound services, education resources, transitional age youth services, and more. Having a multi-agency approach is particularly impactful because of the relatively low number of youth in care and the number of days in placement.

The Department analyzed the dynamic data from Quarter 3, Year 3 from SafeMeasures (extract date 09/10/2023) with the following criteria in mind: This measure displays the rate of placement moves per day of foster care for children who enter foster care in the selected 12-month period. SafeMeasures counts the total number of placement moves and the total number of days in foster care at the end of the selected 12-month period, and then multiplies it by 1,000 to determine the rate of placement moves per 1,000 days.

The following exclusions apply:

— Entries to foster care and exits from foster care (including exits to trial home visits, runaway episodes, and respite care) are not counted as moves.

— Foster care episodes that last less than eight days are excluded. Episodes longer than eight days are counted for the number of placement days within the 12-month period.

— Youth age over 18. For youth who turn 18 during the selected period, placement days are calculated up until their birthday.

Includes: Children who entered foster care between 10/01/2021 and 09/30/2022.

The total compliance rate is at 3.62%, which is lower than the UCB static data. A closer analysis provides additional detail.

The dynamic data includes 117 youth, a total of 63 placement moves and a total of 17,422 days in placement.

Each distinct case data was pulled and the following results support that those with the highest number of placement moves are older adolescents and youth between the ages of 10 and 17.

- 77 of 117 youth (65.8%) did not experience any placement change while in care for a total of 10,966 days.

- 28 youth who experienced 1 placement change over 4,020 days (28/4,020). The placement rate for youth in this group is 7.0

- 6 youth who experienced 2 placement changes over 1,117 days (12/1,117). The placement rate for youth in this group is 10.74

- 4 youth who experienced 3 placement changes over a sum of 1,031 days (12/1,031). (Two between 11 and 17) The placement rate for youth in this group is 11.64

- 1 youth who experienced 5 placement changes over 119 days (5/119). (15 years old) The placement rate for this youth is 42.

- 1 youth who experienced 6 placement changes over 169 days (6/169). (15 years old) The placement rate for this youth is 35.5

Referencing the above data, only six youth experienced three or more placement changes. Of these six youth, four were between the ages of 11 and 18. This demonstrates the higher rate of placement change among adolescents and teenagers and supports the Department's focus on Action Steps A – F and the resulting impact on P5. Some of the action steps completed in Strategy 3 include:

- Collaborating with CDSS to engage resource parents in the Akido Pulse Surveys to identify which supports and resources would yield the highest impact for youth in care and their caregivers.

- Expanding the QPI workgroup to include additional stakeholders allowed for additional resources to be shared and training opportunities that support the needs of older adolescents and teenagers in care.

- Creating the RTe2 Workgroup allowed for easier collaboration between resources that support placement stability.

- Updating county policies and procedures to align with ICP also supported staff in the efforts to support placement stability and permanency for youth in care.

To increase placement stability through resource parent retention efforts, the County works to identify and provide needed support and resources to assist resource families in providing a loving and nurturing temporary home. One way the County does this is through in-person appreciation events for resource and adoptive families.

In-person resource and adoptive family appreciation events provide the County an opportunity to engage current and prospective resource families in meaningful conversations, which often results in the resource families self-identifying additional supports needed from the County or community. The County strives to meet the needs of both the youth in care and the whole family to prevent crisis that can lead to placement instability. Any identified needs are brought back to the Placement, Recruitment, and Retention Program Manager (PM) and the Family Support Unit Supervisor. The manager and supervisor collaborate to meet the needs of the family. If the need cannot be met internally, the County will connect the family to the appropriate community support. For instance, around ten families were unable to attend the August Back to School event due to work and family

obligations, general exhaustion, or residing in remote locations. Rather than allowing the families to go without support, staff hand delivered items to every family who missed the event. As a result, the Department was able to provide one hundred and eighty-seven backpacks filled with school supplies and bags filled with groceries for the entire family. Resource parents reported that the backpacks, school supplies and groceries helped alleviate expenses and stress related to returning to school and providing a fun experience for the entire family. Resource parents provided feedback during the events and through workgroups that meet regularly, such as the monthly QPI workgroup and Options for Recovery workgroup and the quarterly Interagency workgroup.

CWS SYSTEMIC FACTOR: STAFF, CAREGIVER, AND SERVICE PROVIDER TRAINING

Systemic factors have the capacity to support child safety, permanency, and well-being outcomes. CWS chose to focus on the Systemic Factor: Staff, Caregiver, and Service Provider Training by providing quality training to new social workers, such as the Induction Training Shadowing Program and revised ongoing trainings for experienced social workers. For instance, social workers in the Induction Training Shadowing Program receive basic skills and information that provides them with the knowledge needed to successfully carry out their duties.

CWS also focused on providing experienced social workers with routine and specialized training to support social worker retention, particularly for the FM/FR units. Increased FM/FR social worker retention will result in families experiencing a higher level of social worker continuity and support. The Department tracks staff utilization and implementation of training materials through direct supervision and case reviews.

One of the roles of supervisors is to align social workers' direct practice with the Departments practice model, Safety Organized Practice (SOP). The SOP practice model provides staff with explicit guidance on how they are expected to work to achieve improved outcomes for children, youth, and families. In general, and particularly in implementing SOP, the role of the supervisor involves several key functions. Four of the main key functions of the supervisor are: education, support, administration, and clinical function.

— Educational supervision: Addressing the knowledge, attitudes, and skills required to perform the job effectively.

— Supportive supervision: Improving worker morale and job satisfaction by helping with job-related discouragement and giving staff a sense of worth as professionals, a sense of belonging in the agency, and a sense of security in their performance.

— Administrative supervision: Ensuring adherence to agency policy and procedures and provision of oversight to ensure accountability and effectiveness.

— Clinical supervision: Developing the skills, understanding, capacities of the supervisee through the reflection of their practice; encouraging critical thinking and analytical skills; focusing on social work engagement interactions/strategies.

Supervisors review cases with each social worker a minimum of monthly during case conferences, including visitation plans, case plans, SDM utilization and Safe Measures outcomes. Additionally, supervisors review and approve all court reports, case plans, findings and orders prior to submission to the Legal Processing Unit, which then files them with the Court.

Supervisors provide direct supervision at monthly Concurrent Planning Meetings. Each meeting

involves the primary social worker, the secondary social worker, and at least one of their supervisors. If the social worker cannot attend the monthly meeting, they will share the information with their supervisor who will attend the meeting and speak on their staff's behalf.

During the Year 3 review period, CWS staff were provided the following trainings:

- Structured Decision Making (SDM)
- Concurrent Planning 101-102
- Safety Organized Practice (SOP) Module and Coaching Program
- Child and Family Team (CFT) Coaching and Shadowing Program
- Induction Training Shadowing Program
- Trauma Informed Care
- Human Trafficking/Cool Aunt Series

The Integrated Core Practice Model (ICPM) helps create culturally relevant and trauma-informed systems of care that strengthen the voice and choice of the child, youth, and family and builds consensus around their strengths and needs in service planning and delivery. The practice of working together as a team is at the heart of ICPM and central to the implementation of family-centered practice and the continuum of care. As such, CWS provides specialized training to resource families and other child serving professionals. Specialized resource family training prepares 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, with a focus on youth between the ages of eleven to seventeen.

During the review period, resource families were provided the following trainings:

- Options for Recovery (OFR) 4-Part Series
- Trauma Informed Parent Coaching Program
- Adoption Toolbox Training and Parent Coaching Program
- Trust Based Relational Intervention (TBRI)
- Sexual Orientation Gender Identity Expression (SOGIE)
- SB 89 Sexual and Reproductive Rights of Foster Youth
- Medication Management
- Suicide Prevention
- Human Trafficking/The Cool Aunt Series

During the review period, youth serving professionals and community members were provided the following trainings:

- Foundations of Safety Organized Practice (SOP)/Integrated Core Practice Model (ICPM)
- Trauma Informed Parent Coaching Program
- Adoption Toolbox Training and Parent Coaching Program

- Human Trafficking/The Cool Aunt Series
- Foster Youth Early Intervention Mentor Program

In Year 3, CWS continued to experience employment turnover of social workers, supervisors, and managers; however, this was due at least in part to internal promotions. Reports were provided via HR Management, an internal Department created and maintained database. There have been challenges with the structure of the database in ascertaining the level of detail we would like to see. The main report provided pertains to social worker turnover classified by position, not by program. Therefore, the following data pertains to social workers and supervisors within the Department of Social Services (DSS), which includes Adult Protective Services (APS) and In Home Supportive Services (IHSS), in addition to CWS. Additionally, improvements have been made to the database over the last several years, which may impact historical data. The Department is seeking methods of deeper evaluation.

During the baseline year 2019, twelve social workers left the Department, plus an additional three social workers due to retirement. These were excluded from the comparison as retirements are typically pre-planned and dependent on outside factors. During Year 3, eight social workers left the Department for reasons other than retirement.

With twelve social worker departures (due to reasons other than retirement) in baseline 2019, the eight social worker departures in Year 3 represent a 33.3% decrease in social worker turnover.

Table 1.1 Demonstrates the number of social workers who departed DSS by calendar year.

Social Workers

	Baseline 2019	Year 3 2022
Resignation/other	12	8
Retirement	3	
Total	15	8

Social Worker Supervisors are frequently hired via internal promotions. Therefore, the number of supervisor vacancies impacts social worker attrition due to promotion. During the baseline year 2019, two supervisors left their role; during Year 3, seven supervisors left their role, one due to retirement and one due to promotion. Each of these seven supervisor vacancies was filled with a promoted social worker, resulting in seven additional social worker vacancies to those eight vacancies due to resignation/other, totaling fifteen social worker vacancies in 2022.

Table 1.2 Demonstrates the number of social worker supervisors who departed DSS by calendar year.

Supervisors

	Baseline 2019	Year 3 2022
Resignation/other	2	5
Promotion		1
Retirement		1
Total	2	7

Notably, four SOP lead social workers promoted to supervisor, creating vacancies. This demonstrates that while the provision of SOP specialized trainings may have a positive impact on staff retention, the result of internal promotions still contributes to a high social worker vacancy rate. Vacancies for any reason result in higher caseloads, as new social workers must be recruited, hired, trained, and placed on the line to fill them. Although internal promotions have clear benefits - including staff retention – these new supervisors left behind social worker vacancies. Their caseloads were redistributed to the remaining social workers at the time of their promotion. Although uncommon, several social workers were promoted to supervisor simultaneously in Year 3, resulting in a substantial impact to caseloads, as more cases needed redistribution.

Staff Development collects and records attendance for all CWS trainings utilizing an internal training database called Training Management System (TMS). TMS has the capacity to generate reports tracking training hours for all staff. The monthly training report is provided to supervisors and managers for compliance review. Staff Development sends e-mail notifications of mandatory and voluntary trainings as they are available. The SWS and SW will discuss training progress in their monthly conference and come up with a plan to complete any missed training(s). With consistent review of the monthly training report, notification to staff who are out of compliance, and advance clarified information provided for training opportunities, attendance for all trainings has been higher this reporting period.

In addition to completion of the trainings, Staff Development requests attendees to complete satisfaction surveys to assess the efficacy of the training and the need for additional training support. This process was just recently implemented with SOGIE and SOP in Year 3 and is anticipated to expand to additional training sessions each year. Overall feedback has been that staff would like to continue virtual trainings, with consideration of a smaller number of in-person trainings when beneficial, such as SOP. Staff Development will continue to seek ways to improve the process of eliciting and implementing staff feedback over future reporting periods.

CWS convened a short-term workgroup with supervisors to develop tools, resources, and to refine the Induction Training Shadowing Program. The new Induction Training Shadowing Program is in the very beginnings stages and has now been implemented for two training cohorts. The second cohort was not assigned into units until after shadowing was complete, to elicit feedback and input from both the new social workers and supervisors and determine the best fit for each unit. This was very well received by the social workers and supervisors and will continue for future cohorts.

Some of the tools developed for the shadowing program include:

1. The creation of a shadowing schedule to determine what unit each social worker will shadow each day. The purpose is to have new social workers shadow experienced social workers who have demonstrated proficiency within a specified area.

2. Shadowing activities that each unit will provide to each social workers shadowing in their unit to ensure consistency and overview is provided for each unit.

3. Feedback and Unit Preference document that allows the new social workers to provide feedback on their experience and to designate the top three preference in units they would like to be in.

Staff Development will continue to work with the supervisors to enhance this program. This framework is working well and is anticipated to continue, as it provides valuable experience to new social workers and prepares them for the Life of a Case Module which occurs at the end of the CWS

Induction Training. The module consists of the identification and review of one case that experienced many of the service components (Intake, Emergency Response, RFA, Dependency Investigation/Court, Family Reunification/Family Maintenance, Planned Permanent Living Arrangement, Supportive Transition, and/or Adoption) during the life of the CWS case. Each unit participates in training 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.

Social Worker Induction Training was provided more frequently in Year 3 due to increased staff turnover and transitions. In March of 2019 there was one cohort, with four social workers. In 2020 there was one cohort there were eight social workers. There were two cohorts in 2021, with three social workers in April of 2021 and three in December of 2021. Cohorts began in March of 2022 with two new social workers, July of 2022 with four new social workers, and September of 2022 with seven new social workers. Additional cohorts will occur in Year 4, depending on staffing levels and resulting need. Induction Training is continually assessed for continuous quality improvement (CQI) based on feedback from each cohort, supervisors, and managers. Feedback included appreciation for a hybrid virtual and in-person model to support the development of relationships while leveraging ease of access and efficiency of virtual trainings. In-person components that were noted as particularly helpful included unit shadowing, meet and greets with the Director and Deputy Director, and the Life of a Case Module.

During Year 3, CWS convened a long-term workgroup to revise Resource Family Pre-Certification Training based off feedback from resource families and CWS staff. The new program was launched in January of 2023. The purpose of revising pre-certification training was to provide resource families with more expansive and specialized training to best prepare the resource families, increase resource parent retention, and positively impact placement stability for youth in care. The training curriculum was expanded from twelve hours to twenty-three hours to accommodate additional training and specialized topics. The following specialized and expanded trainings were included in the revised Resource Family Pre-Certification Training:

- TBRI
- SOGIE
- Human Trafficking/The Cool Aunt Series
- SB 89 Sexual and Reproductive Rights of Foster Youth

All potential resource families (unmatched or matched, with or without placement) are required to attend a two-hour orientation training prior to enrolling in Pre-Certification Training. Unmatched potential resource families must additionally complete a one-hour informational meeting. These requirements were implemented in response to feedback that families entering Pre-Certification Training would benefit from additional knowledge and understanding of the needs of children and families in our community and the process for becoming a resource home. The additional training is also an opportunity for families to ask questions and receive information prior to the commencement of the certification timeframe. Since the implementation of these revisions and supported by recruitment efforts we have seen an increase in the number of families entering and completing Pre-Certification for unmatched homes.

For FY 2020/2021, twelve resource families were approved, eleven families were pending approval, and fifteen families dropped out of the application process.

For calendar year 2022, twenty-six unmatched homes were recruited. In August of 2022, the RFA launched a new Foster Recruitment database, which will provide more consistent data, which include data extracted as early as May 1, 2022. As of May 1, 2022, through June 1, 2023, the County had:

— Sixty-four total unmatched contacts for recruitment through various means (mostly digital or telephone inquiry, Dailey Solutions contacts, etc.).

— Of those sixty-four unmatched contacts, twenty-seven completed certification training but we had two withdrawals for personal reasons, five ended up being matched with or without placement.

— Per the foster recruitment database, of the twenty-seven that completed RFT, fifteen were referred by word of mouth by friend or family, nine were online/website/social media leads, and three were from work we have done with faith-based or social organizations.

CWS SYSTEMIC FACTOR: FOSTER AND ADOPTIVE PARENT LICENSING, RECRUITMENT AND RETENTION

With the winding down of the COVID-19 pandemic, CWS was able to begin transitioning from fully virtual modalities for resource parent recruitment and retention, to a hybrid model, which includes more in-person events. In Year 3, a YEP ambassador, the YEP PRS, a resource parent, and youth in care participated in recruitment efforts by presenting at the June of 2022 RFA Convening. Questions our panelists responded to were:

– How has your county embedded the voice of individuals with lived experience in recruitment and retention of Resource Families?

– What has been a success and a challenge when taking placement of older children/youth?

– How can social workers and Resource Families support you in self-sufficiency?

– From your perspective, what are some key components that contribute to stable placement?

CWS continued collaborative efforts with local media outlets, with public service announcements on local television stations. Additionally, CWS maintains a YouTube channel specific to foster care, which houses more than thirty recruitment and educational videos. A partial selection of videos posted to the SLO Foster Care YouTube Channel include:

– #SLOCounty Partners Come Together to Support Resource (Foster) Families (1/2022)

– #SLOCounty Businesses, Churches, and People Bridge the Gap to Fill Holiday Wishes (1/2022)

– #SLOCounty Foster Families Offer Love (5/2022)

– What Do #SLOCounty Foster Families Look Like? - Two videos (5/2022)

– #SLOCounty Celebrates the Families Who Step Up (6/2022)

– Share Abundance with Kids in Need in #SLOCounty (11/2022)

– #SLOCounty Welcomes Your Help Making Wishes Come True for Kids and Seniors in Our Community (11/2022)

– #SLOCounty Employees Show Thanks to Foster Families – Thanksgiving (11/2022)

- National Foster Care Awareness Month Video – Throughout Year 3, the YEP ambassadors worked with CWS staff to create a video to be presented to San Luis Obispo County Board of Supervisors meeting and City Council Meetings, which will be presented in Year 4, May of 2023.

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 year. In August, November, and December of 2022 CWS held drive-thru events in collaboration with community partners. The August Back-to-School event provided 187 youth in care with backpacks filled with school supplies, lunch boxes, and water bottles, along with snack boxes for the entire family. The November Giving Thanks event provided eighty-two resource and adoptive families (394 people) with a turkey, fixings for a holiday meal, board games, and holiday decorations. The December Holiday Drive-Thru event provided eighty-six resource and adoptive families (434 people) with holiday meal boxes, stockings filled with gifts, books, blankets, and cookie decorating kits.

The Youth Expression Art Campaign was also used as a recruitment method. Youth submitted a small testimonial and artwork about their time in care. The artwork and testimonial were transferred to post cards. On the back of the postcards was a QR code directing families to slfostercare.com website. The postcards were distributed to libraries and city halls across the county.

CWS continued discussions and efforts with CDSS to participate in the child specific recruitment pilot program. CDSS partnered with Daley Solutions to provide digital foster parent recruitment services. The goal of the pilot program is to find families 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 was accepted into the pilot, which launched in May 2022. During the pilot, CWS received thirty-eight leads, of which CWS was able to contact four. Of those four, one started the resource family approval process, however, later withdrew. While CWS was able to accurately track leads for the pilot program, we are continuing to develop an accurate tracking method for inquiries/phone calls. For Year 3:

— Twenty-nine families that completed RFT training, seventeen were referred by word of mouth by friend or family, nine were online/website/social media leads, and three were from work we have done with faith-based or social organizations.

— 104 were unmatched phone inquiries, that did not start the RFA process (thirty-eight of which were Dailey Solutions contacts).

In Year 3, CWS shifted focus from physical recruitment and focused more on developing our support resources and retention. The only event of note we attended last year was Pride Fest and even though it yielded twelve contacts, there were no leads that ended up panning out for various reasons. We got lots of traction for support for Operation Santa and the Giving Thanks event. However, if we received contacts who reached out as a direct response to those events, it wasn't documented in our recruitment database.

In Year 4, we are planning to have more in-person outreach, to include more collaboration with social organizations and faith-based organizations.

PROBATION OUTCOME MEASURE: P2 PERMANENCY IN 12 MONTHS (IN CARE 12 - 23 MONTHS)

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 are likely to 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. The Q3, 2022 data, indicated Probation had zero youth attain permanency in 12 months (in care 12-23 months) of zero eligible youth, thus an analysis of Probation's performance in this measure is not applicable.

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, encouraging 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 has contracted for a specialized foster home with Family Care Network, Inc. (FCNI), a local Foster Family Agency (FFA) in San Luis Obispo County; this service will address high needs probation foster youth or youth transitioning out of CVA. While the contract has been established for a Wraparound Professional Parent Model Home, Probation and FCNI are actively working to onboard a resource parent and establish the home location. Additionally, Probation has provided specialized family finding training to the Probation Placement Unit Senior Deputy Probation Officer (DPO) and has begun initiating Family Finding Efforts (FFE) at intake/investigations for all probation cases. Lastly, Probation has trained several DPOs to facilitate CFT meetings, thereby allowing Probation to facilitate CFTs for all youth under court ordered supervision. Probation monitors the timeliness of CFTs by utilizing Probation's digital case management system (Monitor) and by monthly case conferences between a Supervising Deputy Probation Officer and the case carrying Deputy Probation Officer.

Probation will continue focusing on the following strategies:

- Implementation/Support of a Specialized Foster Home
- Enhancing Family Connections

Overarching themes discovered:

- Apart from one substantiated incident in 2016, Probation has remained consistent at 0% for substantiated maltreatment of youth in foster care.
- The number of youth in care has continued to decrease for Probation over the past six years; 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).

STATUS OF STRATEGIES

CWS STRATEGY #1: IMPROVE RETENTION OF WORKERS WITHIN THE FM/FR UNITS BY PROVIDING CONSISTENT TRAINING AND COACHING IDENTIFIED BY STAFF

ANALYSIS

Identify opportunities for continual staff development through social worker, supervisor, and manager suggestions, which will foster personal and professional growth, thereby increasing job satisfaction and preparing staff for promotion and advancement. CWS identified the need to increase worker retention, specifically within the Family Maintenance/Family Reunification units. Units are categorized as Emergency Response/Intake (ER/Intake), Dependency Investigation (DI), Family Maintenance/Family Reunification (FM/FR), Voluntary Family Maintenance (VFM), Resource Family Approval (RFA), and Adoptions. FM/FR workers request to transfer out of the FM/FR units at a higher rate than any other unit. Through surveys and workgroups, CWS determined that retention rate is impacted by social worker access to:

- Trainings that foster both personal and professional growth
- Timely and accurate data and tools that support case management
- Trainings to improve services to marginalized communities, including clients belonging to the LGBTQ+ community and monolingual clients whose identified language is Spanish or Mixteco.

STATUS OF STRATEGY #1 ACTION STEPS

ACTION STEP A. - ONGOING

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. Currently, any training that is brought forth and provided is being tracked in the TMS system and monthly training report. Staff Development also meets quarterly with the Central California Training Academy (CCTA) to discuss training needs and what has been requested by management and staff.

An opportunity was provided to social workers and supervisors to receive specialized training to become coaches and trainers for SOP. Currently, seven social workers and five supervisors have completed the training to become coaches and trainers for SOP. SOP Coaches are currently working to recruit more social workers for coaching.

ACTION STEP B. - 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.

Social workers shared that the number of trainings inundated them. In response, the CWS Training Unit began to filter the training e-mails being sent out, clearly identifying the required training within the body of the training invitation and at the FM/FR and ER/Intake monthly meetings.

To ensure clear understanding of expectations and accessibility of available tools to monitor self-performance in relation to those expectations, the CWS Training Unit is providing the monthly training report to supervisors for monitoring staff completion of required trainings. The voluntary trainings are being vetted to ensure relevancy and quality. During Year 3, CWS Staff Development began creating an internal *SafeMeasures Introduction and Basic Navigation* training, after the social worker supervisors requested access to real-time information. With the launch of the training in Year 4, social workers and supervisors will learn how to monitor the completion and timeliness of SDM assessments, contacts, visits (Measure 2F), and CFTs, within their own caseloads which will support FM/FR retention.

ACTION STEP C. – COMPLETED IN 06/2022

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

ACTION STEP D. – COMPLETED IN 02/2022

Provide social workers, supervisors and managers requested Family Engagement and Concurrent Planning training to support improved outcomes of safety, permanency, and well-being. Training was provided through the CCTA. Concurrent Planning 101 and 102 were provided in Year 1 and Year 2 respectively and repeated in Year 3.

- Total social workers and supervisors who completed Concurrent Planning 101: 76
- Total social workers and supervisors who completed Concurrent Planning 102: 38

ACTION STEP E. – 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.

In Year 3, CWS facilitated the provision of the training, *Working with Fathers in Child Welfare*, through the Central California Training Academy (CCTA) for CWS staff, with additional training sessions planned for Year 4. Training through CCTA will continue until all CWS social workers and supervisors have received the *Working with Fathers in Child Welfare* training. Currently, 47 out of 79 staff have received this training. The rest are registered to attend this training in Year 4.

CAPSLO was awarded a grant through OCAP to provide direct services through father engagement. The *Supporting Father Involvement* (SFI) curriculum will be available to CAPSLO in September 2023, and

the first SFI parenting series/education group is anticipated to commence shortly thereafter. CAPSLO plans to provide services for six to eight couples per session, and offer three sessions annually, each lasting twelve to sixteen weeks. The grant will run through September 2025.

As of the close of 2022, CAPSLO advised that they were still awaiting the contract from OCAP, which they anticipate receiving in March of 2023. To be prepared for implementation upon execution, CAPSLO has moved forward in recruiting positions for the program, including their Data Analyst/Program Assistant. Beginning in Year 4, CWS will be referring clients to CAPSLO for father engagement training as soon as it becomes available.

CAPSLO is planning to provide direct services to CWS clients through the Positive Opportunities for Parenting Success (POPS2) program. CAPSLO plans to hold three annual parenting series/education groups for six to eight couples using the Supporting Father Involvement (SFI) curriculum. The series will last between twelve to sixteen weeks, facilitated by both male and female group leaders, one of whom must be an LMFT.

In addition to SFI, CAPSLO will provide three Parent Café groups to fathers, with a maximum capacity of ten fathers per group. These groups last an average of six weeks; dinner and childcare will be provided to this group as well. Each participant/couple will receive case management by the CAPSLO POPS2 Lead Case Manager, who will identify the needs of the family and help them navigate and link to care and supportive services throughout the duration of their participation.

ACTION STEP F. – ONGOING

Following completion of trainings, utilize employee satisfaction surveys of attendees to assess efficacy and determine the need for additional training supports.

In Year 1, CWS established that future trainings would have a post-training survey via Survey Monkey. In Year 2, CWS began piloting surveys for SOP and SOGIE trainings. The surveys were anonymous, had a low completion rate, and included community members. As such, during Year 3 it was determined that the Department will reexamine the survey process during Year 4.

ACTION STEP G. – COMPLETED IN 06/2022

The 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 training.

The process of providing the monthly CWS Mandatory Training Excel, having more communication with both social workers and supervisors on what trainings are still needing completion, and consistently sending training information and reminders has increased more attendance at all trainings. Staff Development has not been tracking the difference in numbers from previous report periods to now, but the tracking of the actual trainings and seeing the number of staff completing their mandated trainings has shown this increase. Please see the other training areas of this report for exact numbers of staff who attended them.

METHOD OF EVALUATION FOR STRATEGY #1

The methods of evaluation for improving the retention of FM/FR social workers includes post-training staff surveys, training workgroups and standing agenda items. FM/FR retention, including transfer and exit data was added as a standing agenda item to the Leadership Team Meeting to be discussed

quarterly, at a minimum. Recommendations and responses are documented in the meeting minutes and shared with supervisors to disseminate to staff. Staff development reviews the feedback and recommendations that are brought to the applicable training workgroups to address any needs and barriers for trainings.

For example, social workers expressed that they were being inundated with invitations to voluntary trainings that did not apply to their current assignment. As a result, Staff Development reviewed training course outlines to ensure invitations clearly identified the intended audience and application of the training. Additionally, trainings that are mandatory are clearly identified as mandatory on the flyers, invitations, and during monthly meetings. This has reduced the number of training e-mails sent to staff, as well as clearly differentiated required training from voluntary or optional training.

High caseloads are frequently a point of concern, given the profession's high turnover rate. CWS continues to request permission to over-fill one to two social worker positions when moving through each social worker recruitment. Additionally, unit assignment capacity is regularly reviewed and changes are implemented as needed. For example, the small VFM program was served by two social workers carrying a blended VFM and FM/FR (court-ordered) caseload in an FM/FR unit. When seeking to expand the VFM program in Year 3, it was proposed that these blended caseload carrying social workers become FTE VFM social workers, as well as relocate three additional FM/FR allocations to VFM. In consideration of this proposal, not only was the impact on existing FM/FR caseloads evaluated (immediately higher caseloads, but anticipated to be short term), but the resulting impact on ER, DI, and the families we serve, was evaluated as well. Only through careful consideration of every reverberation of change can thoughtful decisions be made. By the end of Year 3, ER SWs had increased the number of cases promoted to VFM because the expanded VFM unit now had the capacity needed to take on more cases. This resulted in fewer case promotions to DI and FM/FR, lowering caseloads.

CWS STRATEGY #2: IMPLEMENT SPECIALIZED TRAINING TO SUPPORT EARLY AND ONGOING ASSESSMENT OF CHILDREN

ANALYSIS

CWS continues to focus on early and ongoing assessments, including continued utilization of SDM, SOP, CANS, CFT meetings and Human Trafficking Screening as a key strategy for supporting placement stability for children/youth in the foster care system. Continuous quality improvement and continued utilization of current strategies for early and ongoing assessments will support increased staff knowledge of these tools and improved practice. 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.

CWS developed several programs to support continuous improvement of the results for this measure. The SOP series and CFT Trainings are provided on a reoccurring basis to social workers as well as community partners. Due to COVID, CFT trainings for community partners were paused. CFTs are now discussed as a component of the SOP Foundations/ICPM community training. The Induction Class provides CFT training to all new social workers.

Specialized training through CFT Facilitation Shadowing is available to new and existing staff. CFT

trainings improves outcomes for children and families by integrating the principles and framework of SOP. Both CWS and community partners include this training for new employees. CWS continuously engages community partners, including but not limited to Juvenile Probation, Behavioral Health, San Luis Obispo County Office of Education (SLOCOE), local foster family agencies, CASA, Drug & Alcohol Services, Lumina Alliance (previously RISE and Stand Strong) to participate in these trainings to improve CFT collaboration. Continuous development of the internal CFT database, the development of specialized reports from our Information Reporting Team, in conjunction with analysis of Safe Measures allows ongoing assessment and program improvement.

The SOP Training Module Series is mandatory training for all CWS social workers and supervisors. This training series provides an SOP overview as well as in-depth training for various topics to support continued integration and skill development and quality supervision. 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. This series was held consistently for the past three years to ensure that staff attended each module. Overall, 55% of supervisors and social workers completed all modules, while close to 90% of social workers and supervisors have completed all but one or two of the modules. Considering the high turnover of staff and the transitions due to COVID-19, this surpassed our expectations.

Due to the high level of near completion for the SOP Module Series in Year 3 (details below), it was decided that CWS will sunset the Module Series in favor of moving to the next step of SOP implementation in Year 4. The next step of implementation will be launching the SOP Skills Labs, described in greater detail in the initiative section.

There are eight SOP Modules in the series. Below is the breakdown of the percentage of staff that completed each module:

1. **Preventing and Reducing Trauma in CWS:** 74% of social workers and supervisors completed
2. **Cultural Responsiveness:** 70% of social workers and supervisors completed.
3. **3 Questions/Mapping/Solution Focused Inquiry:** 78% of social workers and supervisors completed.
4. **Creating Harm and Worry Statements and Safety Goals:** 88% of social workers and supervisors completed.
5. **Interviewing Children and Building Networks:** 82% of social workers and supervisors completed
6. **Permanency and Working with Older Youth:** 73% of social workers and supervisors completed.
7. **Safety Planning:** 81% of social workers and supervisors completed.
8. **Case Planning and Safety Driven Visitation:** 82% of social workers and supervisors completed.

CWS has provided staff and community training on CFTs since 2016, making continuous updates to include the ICPM framework which develops a greater understanding of practice components and supports ongoing skill development. CFT meetings ensure that the social worker completes the appropriate tools and assessments throughout the life of the case for children, their families and

caregivers. Assessments utilized in the CFT meetings include SDM and/or CANS. A dedicated CFT facilitator focuses on the front end CFTs through the Disposition hearing and provides facilitation support in particularly complex or volatile CFTs. As such, the CFT P&P is continually revised to include updated processes and supports.

Imminent Risk of Removal CFT meetings facilitate 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. Continuous training in this area ensures social workers receive the most relevant information to support dynamic understanding and tools that will support family engagement in the case planning process.

Case Planning CFTs support early and ongoing comprehensive assessments to ensure behaviorally specific case plans are responsive to the needs of the children/youth and family. CFTs for Case Planning prior to the Dispositional Hearing continue to be an area of practice strength in engaging families in case plan development of behaviorally specific case plans to support improved outcomes. This practice combined with the expansion of CFT facilitation support for Case Plan Update CFTs prior to the Status Review Hearing are noted as particularly helpful for new and existing staff in developing the skill and understanding of CFT facilitation through the lens of SOP and family centered practice.

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 for a child's needs.

STATUS OF STRATEGY #2 ACTION STEPS

ACTION STEP A. – ONGOING

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.

CWS will continue to utilize SDM, SOP, CFTs, CANS, and Human Trafficking Screening tools throughout the life of the case to support P5 Placement Stability for children/youth in the foster care system.

The County completes the following SDM tools throughout the life of a case:

— **Hotline Tool** as the preliminary screening to determine the response priority, and to determine the appropriate path of response.

— **Safety Assessment** for all in-person responses to determine if the child can remain safely at home.

— **Risk Assessment** is recommended for all in-person responses and required on all substantiated and inconclusive in-person responses.

— **Family Strengths and Needs Assessment** prior to writing the initial case plan and prior to writing each case plan update.

— **Reunification Reassessment** on cases with at least one child in out-of-home care with the goal of returning home, prior to case plan completion, reunification recommendation, or permanency plan change.

— **Risk Reassessment** and **Safety Assessment** prior to case plan completion, case closure recommendation, or sooner if new circumstances that affect risk arise.

The County 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. The CANS are received every six months and are used in conjunction with SDM assessments to inform the case plan. CANS are received through an internal database and then entered into CARES-Live. The County then tracks completion of the CANS through SafeMeasures reports and case reviews.

ACTION STEP B. – COMPLETED 07/2020

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.

ACTION STEP C. – ONGOING

The County tracks social worker training participation and monitors completion of required training. Social worker supervisors perform qualitative reviews of SOP, CANS, and CFTs completion during monthly conferences and utilize SafeMeasures to confirm legal requirements are met.

CWS did not utilize the SOP fidelity tool as CalSWEC determined that additional revisions were needed to improve the tool prior to piloting, as such it was stricken from the SIP Chart.

METHOD OF EVALUATION FOR STRATEGY #2

CWS is monitoring specialized trainings through the monthly internal training report, post-training staff surveys.

CWS STRATEGY #3: IMPROVE YOUTH PLACEMENT STABILITY WITH A FOCUS ON AGES TEN THROUGH EIGHTEEN YEARS OLD BY STRENGTHENING ENGAGEMENT, COLLABORATION, AND SUPPORT

ANALYSIS

CWS both developed new and continued existing programs and resources to strengthen engagement, collaboration and support among stakeholders to improve youth placement stability.

The goal of the QPI Workgroup is to address the specific needs of adolescents and older youth and to support existing resource families who care for teens, which supports P5 Placement Stability. The QPI Workgroup established a sub-workgroup to initiate the Reaching Teens edition 2 (RTe2) Collaborative brings together professionals serving CWS involved youth to identify and mitigate issues that impact placement stability. The RTe2 Collaborative was established in Year 1, then continued into Years 2 and 3.

The RTe2 Collaborative developed the Reaching Teens training which focused on placement stability for youth ages eleven through seventeen. Training participants learned practical training that can be replicated within their own agency. The training assists youth serving professionals with older

adolescents and teenagers in the foster care system by demonstrating how to enhance the experience of all youth in care through the principles of Quality Parenting Initiative (QPI) and the latest developmental research from internationally regarded Dr. Ginsburg. Curriculum topics include, Placement Considerations for Youth in Care, Building Relationships that Matter, and How to Maintain Relationship. One partner agency utilizes the materials in their parent education classes.

The Reaching Teens curriculum was completed in Year 3 and disseminated to the participants of the RTe2 Collaborative who utilize the curriculum to train youth serving professionals within the target population. Each partner agency may choose how to utilize the RTe2 materials based upon the direct services they offer to CWS involved youth. For instance, CAPSLO had an intern turn the topics into module trainings for parent education courses.

Concurrent to the work with the RTe2 Collaboration, the QPI Workgroup focused on increasing supports and resources for resource families of adolescents. 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 support/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 forms and policies and procedures, to consider revisions based on stakeholder's input and to align local practice with the California ICPM. An example of two forms that were reviewed with the QPI workgroup were the *All About Me Letter to Resource Parents* and the *All About Me Survey.* The *All About Me Letter to Resource Parents* stresses the importance of building relationships with youth and documenting valuable information regarding the child/youth's unique needs, likes, dislikes, comfort items, and anything else that the parent or next caregiver would find helpful to support the child/youth's wellbeing and happiness – particularly during times of transition. *The All About Me Survey* is completed by youth in care (as age appropriate) and provides the opportunity for youth to share information about their birth family, extended family, and close friends that they would like others to know.

The RTe2 collaborated with the Youth Task Force to establish a directory focused on resources for teens and families caring for teens and to establish the ongoing Youth Task Force monthly meeting. The meeting is comprised of various community partners and attended by youth. Community partners share resources, successes, and challenges in an effort to improve placement stability. The Youth Task Force Meeting is held monthly, facilitated by the Chair of Public Safety SLO and attended by multiple agencies and community partners. Participants included but are not limited to California Polytechnic State University, San Luis Obispo (Cal Poly) interns, local tribal representatives, licensed clinical social workers, Public Health, family resource centers, San Luis Obispo County Libraries, Restorative Partners, CWS, local police departments. This meeting has provided agencies and community partners serving youth and families with dedicated time to identify ongoing concerns facing youth and collaborate as to solutions.

CWS was selected to participate in the Youth Law Center's QPI Champions program, which began in Year 2 and continued in Year 3. 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.

To garner additional support for youth in care, CWS spoke at town hall and/or city council meetings to stress the need for continuous community involvement in caring for youth in foster care, especially those between the ages of ten and seventeen. In addition to speaking and sharing the need for resource parents, CWS accepted proclamations honoring National Adoptions month within the cities of Atascadero, Paso Robles, San Luis Obispo, Grover Beach, Arroyo Grande, Pismo Beach, and Morro Bay. Items worked on as a result of a prior year town hall meeting and city council meeting feedback include:

— Improving concurrent planning through planned transitions that align with QPI.

— Increasing involvement of resource parents in CFTs and case planning. The CFT facilitator and unit AA now assist the case carrying social worker with scheduling CFTs at times that work for the youth, their family, and resource parents.

— Improving communication between social workers, birth families and resource parents. Each social worker was issued a county cell phone and had their business cards updated to reflect both their office and work cell phone numbers.

— Increasing resource parent access to information through workgroups such as QPI, Options for Recovery (OFR), and the updated slofostercare.org website. The resource parents are provided a platform to engage with CWS, ask for clarification, and provide feedback on handouts, brochures, and internal processes.

STATUS OF STRATEGY #3 ACTION STEPS

ACTION STEP A. – COMPLETED 03/2021

Collaborate with California Department of Social Services (CDSS) to engage resource parents via the Akido Pulse Survey to prioritize supports and resources.

ACTION STEP B. – COMPLETED 09/2020

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.

ACTION STEP C. – COMPLETED 09/2022

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.

This was completed with a curriculum for Reaching Teens was completed and disseminated to community partners. Involved agencies will use T4T curriculum to train staff to assist youth serving professionals with older adolescents and teenagers in the foster care system to improve placement stability. Twenty-three people participated in the T4T training. Trainees included members of the San Luis Obispo County Office of Education (SLOCOE), resource parents, CWS social workers, CAPSLO supervisors, FKCE trainers, Creative Mediation staff, The LINK SLO, and QPI staff.

ACTION STEP D. – COMPLETED 09/2022

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.

CWS participates in the Youth Task Force meetings, which are comprised of various community partners and attended by youth. Community partners share resources, successes, and challenges to improve placement stability. The Teen Task Force Meeting is facilitated by the Chair of Public Safety SLO and attended by multiple agencies and community partners, including but not limited to California Polytechnic State University, San Luis Obispo (Cal Poly) interns, local tribal representatives, licensed clinical social workers, Public Health, family resource centers, San Luis Obispo County Libraries, Restorative Partners, CWS, local police departments.

ACTION STEP E. – COMPLETED 10/2022

Update County QPI policy and practice to align with Integrated Core Practice to improve placement stability and permanency for youth in care.

CWS staff and community partners were trained to become QPI Champions for the County. The champions are CWS social worker supervisors, CWS staff development, community partners, and resource parents. QPI Champions assist with supporting Integrated Core Practice to improve placement stability and permanency for youth in care. As policies and procedures are updated staff development ensures that the five core principles of QPI are incorporated. The five principles are:

1. Excellent parenting is the most important service we can provide to children and youth in care. Children need families, not beds.

2. Child Development and trauma research indicates that children need constant, consistent, effective parenting to grow and reach their full potential.

3. Each community must define excellent parenting for itself.

4. Policy and practice must be changed to align with the community's definition of excellent parenting.

5. Participants in the system are in the best position to recommend and implement change.

Additionally, QPI champions attend the CWS QPI meetings, regional QPI meetings, and QPI trainings that are offered year-round. Champions also have access to the QPI Champion Portal that contains resources from multiple counties in California.

ACTION STEP F. – COMPLETED 06/2022

Establish ongoing engagements and evaluations such as town hall meetings, workgroups, and surveys.

CWS worked to strengthen engagement, collaboration and support through several interagency workgroups and participation in city hall meetings. During these collaborative sessions, needs were highlighted by CWS representatives, resource families and elected officials. CWS shared the necessity of improving placement stability and expanding resource family recruitment and community support of resource families.

Surveys were completed through the Akido Pulse Surveys in collaboration with the Quality Parent Outreach (QPO). QPO captured data to inform CWS of the supports and resources needed to provide stability to our resource families. Additionally, the QPI Workgroup worked to address the specific needs of adolescents and older youth and to support existing resource families who care for teens.

METHOD OF EVALUATION FOR STRATEGY #3

CWS continues to utilize multiple modalities for improving placement stability for youth ages ten

through eighteen, including surveys and feedback during workgroups and meetings.

CWS STRATEGY #4: INCREASE THE NUMBER OF RESOURCE FAMILY HOMES FOR YOUTH AGES 11-17, BY DEVELOPING AND UTILIZING CREATIVE OUTREACH AND RECRUITMENT STRATEGIES

ANALYSIS

The need for resource families to provide short and long-term placement stability continues to be a primary focus for CWS. Especially homes that provide care for school aged youth and specialized level of services (Intensive Services Foster Care, Options for Recovery, and Professional Parenting). These specialized types of placements are for youth with high needs and are alternative placement options to Short-Term Residential Therapeutic Program (STRTP) placements. Since the winding down of the COVID-19 pandemic, we have reengaged with faith-based communities and community partners to support our recruitment efforts.

Despite continued recruitment efforts, CWS saw a 20% decrease in resource parent applicants in Year 3. In addition to continuing recruitment efforts, CWS also focused on resource family retention by providing specialized training, resources, and support to supplement their existing toolboxes. These efforts were implemented to prevent the attrition of existing resource families.

Specialized trainings and supports, include but are not limited to:

- Trust Based Relational Intervention (four-part series offered monthly)
- Trauma Informed Parenting Trainings (five-part series)
- Child Welfare Academy Trainings (three trainings offered monthly)
- What's Up Wednesdays (four sessions offered monthly)
- Behavioral Intervention Trainings
- Medication Management Trainings
- Suicide Prevention Trainings
- Love & Logic Trainings
- Human Trafficking Awareness Trainings
- Grade Potential Tutoring Services

Recruitment efforts continued to engage our local elected officials who assist in sharing the need for homes through various platforms, such as local government electronic media, presentations at city council meetings, County Board of Supervisor meetings, and formal recognition of National Foster Care Month annually in May and National Adoption Month annually in November.

One of the action steps was to 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). However, CWS was not approved to draft letters that are specific to any one child's needs and interests due to confidentiality concerns. CWS was able to develop relationships with and complete focus

outreach with members of the LGBTQI+ and faith-based communities.

CWS developed relationships with and participated in outreach within the LGBTQI+ community by participating in the annual GALA Pride and Diversity Center's 2022 Pride Fest weekend long event. CWS had an interactive photo booth that engaged both adults and youth and had an opportunity to speak on the main stage about the needs of LGBTQI+ youth in care. GALA and CWS will continue to work together to recruit new resource parents and support existing resource parents and youth in care.

Additionally, the recruitment team also made connections with several faith-based communities, reaching out to express the need for resource homes. The leaders then share needs with their congregation. An example of the partnership between community organizations, churches, and CWS is the partnership between Grace Central Coast, The Salvation Army, Morris and Garritano, CAPSLO, and the San Luis Obispo County Foster Parent Association to host the Giving Thanks and Back-to-School Resource and Adoptive Family drive thru events that were held in August, November and December of 2022.

CWS continued discussions and efforts with CDSS to participate in the child specific recruitment pilot program. CDSS partnered with Daley Solutions to provide digital foster parent recruitment services. The goal of the pilot program is to find families 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. The confidentiality concerns are in part due to residing in a county with a small population, an amalgamation of even a few or small child specific details could lead to the identification of a child. However, micro targeting focuses on a specific population commonality rather than an individual child.

STATUS OF STRATEGY #4 ACTION STEPS

ACTION STEP A. – ONGOING

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.)

ACTION STEP B. – COMPLETED 01/2021

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.

ACTION STEP C. – COMPLETED 12/2022

Develop and make readily available, specialized presentations for resource parents who are interested in fostering children ages eleven to seventeen, with a focus on traumatic stress and ways to increase their own emotional regulation.

ACTION STEP D. – COMPLETED 09/2020

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.

The Parent 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, anxiety, attachment, and trauma issues, 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.

Trauma-Informed Practices Trainings for Staff – Leslie Bullock, LCSW, provided sessions in July, August and September of 2022 with 69 staff attending. This virtual training was available to all DSS staff who support children and families to help understand the impact of trauma, recognize signs of trauma, and respond to clients in ways that support healing and resiliency and prevent re-traumatization.

The Parent Coaching Program - The Parent 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, anxiety, attachment and trauma issues, 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.

FY 2022-2023 139 Parent Coaching sessions were completed, on track to exceed the contracted amount of 235 sessions. Feedback from families and social workers has been highly positive.

Permanency Toolbox Program – In fall 2022, this training program was developed in response to specific needs for pre- and post-adoptive families in an effort to reduce the number of previously adopted youth re-entering foster care. Initially launched as the "Adoption Toolbox", it was rebranded as "Permanency Toolbox" to reflect the intended population of families more clearly. In addition to unique quarterly trainings, this resource provides the opportunity to attend one to three parent coaching sessions to receive individualized support. Participants will also have access to resources and tools available in the Permanency Toolbox.

Resources provided to CWS Staff and Resource Families through the Parent Coaching Program over the past year:

December 2022 – 6 Steps Adoptive Parents Need to Learn; Breaking out of Negative Thoughts and Rumination; Survival Tips for the Holiday Season; and Winter Blues, Go Away!

November 2022 – Tackle the Tech Screen Time Tips; Adoption and a Child of My Own; and Children Heal in Healthy Families.

October 2022 – 5 Steps to Overcome Perfectionism; School Behaviors: What's Behind It?; Universal Screening for Trauma in all Schools; The Calm Classroom: 10 Trauma Sensitive Tools; The Emotionally Regulated Classroom; and ParentingToolbox.com Website for Parent Coaching Clients and SLO DSS Social Workers.

September 2022 – 20 Ways to Forgive; How do you feel today?; Get to know your Teen; and What triggers your anxiety?

August 2022 – Have a Power-FULL Morning!; Oppositional Defiance in Teens; The Self-Care Self-Assessment; and Decision-Making: 9 Causes of Indecisiveness.

July 2022 – Top Tips for Resolving Conflicts in Relationships; 5 Beliefs That Keep You from Attacking Your Goals; Dependent or Dependable Children?; and How Parents and Adult Children Can Rebuild Relationships.

June 2022 – Start Each Day with Positive Intentions; 6 Tips to Make Fear Your Friend; The Top Five Traits of a Good Listener; and The Summertime Parent.

May 2022 – 5 Ways to Boost Your Mental Health; Forgiveness: Another Way to Eliminate Negativity; Reprogram Your Nervous System; Healing the Special Needs Child; and Parenting Through Grief.

April 2022 – Why Self-Improvement Should be a Priority; Helping Children be More Resilient; Imagination Improves Relationships; Battle of Wills or a Battle of Beliefs?; and Nagging Never Works!

March 2022 – 7 Steps in Co-Parenting Negotiation; 4 Ways to Get Clear on Why You Care So Much!; Are You in a Mood?; Why Can't Your Child Pay Attention?; and Parenting Can Change a Child's Brain.

February 2022 – Do You Have Burnout? Learn the Signs and Symptoms; 10 Ways to Implement Self-Care in Your Life; This is the Year of Letting Go of Resentments; and H.U.R.T. = Healing the "Un's" and Releasing Trauma.

January 2022 – Rebuilding Relationships with Reconciliation; Yes, You Can! Building Up Your Confidence; The Depression Screening Tool; and The Quick Holiday (Mental) Survival Guide.

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.

Due to the magnitude of traumatic events that had occurred amidst a world pandemic, there was consensus among the team that offering the training in its original framework would be out of step with current realities. The team shifted focus to discuss an expansion of the community trauma collaborative, gathering individual and agency leaders in the field of trauma to assess current needs and resources in an effort to develop a more comprehensive coordinated response across a myriad of sectors in the community.

In March 2022, TICC invited key local stakeholders, including trauma-informed advocates and leading organizations in our local community, to join a vital conversation about how to skillfully support an inclusive, diverse, sustainable, visible partnership "hub". In May, the first discussion was held with thirteen trauma-informed leaders in our community. In June, this group met again with 25 leaders in attendance; each participated in breakout sessions to discuss the community's needs, priorities and the future structure of this collaborative. The members of TICC transitioned to the steering committee of the newly established Trauma Informed SLO.

Trauma Informed SLO - The vision of Trauma Informed SLO is to build a diverse, equitable, and inclusive network of San Luis Obispo County healthcare providers, service organizations, educators, clinicians, businesses, and individuals, to mobilize and align a Trauma Informed Community.

Trauma Informed SLO consists of 70 workgroup members and meets six times a year to foster collaborative partnerships and organize a coordinated response to assess, develop, and provide needed trauma informed services and supports in our community. A priority for the workgroup is to complete a trauma informed care community needs assessment and report. The report will contain a community-wide needs and gaps analysis of Trauma-Informed Care practices, services, and training

in our community.

Trauma Informed SLO also has a shared Community Training Calendar. The calendar provides one location for anyone in the community to post or find information about local trauma informed trainings with a focus on increasing trauma informed education and awareness for schools. A survey of community stakeholders showed 96% agreed that access to school-based Trauma Informed counseling programs are needed.

ACTION STEP E. – COMPLETED 08/2021

Implement the Youth Engagement Program (YEP) to enhance youth voice in program and policy development.

The YEP program was successfully established in Year 2 and has continued into Year 3. During Year 3, CWS continued Youth Engagement Program (YEP) is a partnership between the Child and Family Policy institute of California (CFPIC) and the CDSS to improve child welfare policies, programs, and practices by building capacity for youth engagement at the state and local level. Locally, the Youth Engagement Project is known as the Youth Engagement Program. CWS has one designated representative in Staff Development, Leann Eddy, who is a Program Review Specialist (PRS). Five out of seven Youth Ambassadors who participated in Year 3 continued their participation from Year 2. This provided for the continuation of expanded youth voice on program, policy and specialized training and resources from the lens of youth and families served by CWS.

The Youth Engagement Project works with former foster youth to capture their voice as a youth with lived experience on various programs and policies. The ambassadors sit on several meetings such as the Children & Youth Human Trafficking Prevention Subcommittee, The Child Abuse Prevention Planning Team as well as attending additional monthly meetings for further career development and feedback. Some highlights of projects are listed below:

- Youth Expression Art Campaign - Youth submitted a small testimonial and artwork about their time in care. This artwork and testimonial were included in resource family recruitment efforts with QR code directing families to slofostercare.com. The Youth Expression Art Campaign was so well received statewide that YEP ambassador and staff were asked to participate in panel presentation at RFA convening to over 400 child welfare staff from across the state. With this project being such a success, we have made this an annual event.

- The Cool Aunt Series - One ambassador worked with The Cool Aunt Series creator and our staff in the development of our local dashboard. All ambassadors completed the series and provided feedback that the series was very relatable and brought awareness to risk factors in their own lives they didn't even realize were there.

- Assisted in the development of local Teen Resource Guide

- Assisted in the development of the Cultural Inclusivity Curriculum

- Resource Accessibility Project – ambassadors are working with community partners to make resources more accessible to students in schools, especially to youth with English as a Second Language (ESL)

- National Foster Care Awareness Month Video – Throughout Year 3, the YEP Ambassadors worked with CWS staff to create a video to be presented to San Luis Obispo County Board of Supervisors meeting and City Council Meetings, which will be presented in Year 4, May of 2023

- Assisted staff in creating About Your Child Questionnaire

- Assisted staff in creating About Your Child Letter to Birth Parent

- Assisted staff in creating About Your Child, All About Me Letter to Resource Parent

The CWS YEP PRS and one YEP ambassador plan to participate in a panel presentation at the *Preventing and Addressing Child Trafficking (PACT) Conference* in Sacramento, CA in Spring of Year 4. Additionally, they are scheduled to present as the sole panelists for the *Transforming Child Welfare Through Youth Engagement* breakout session. They will be sharing information of how they overcame implementation barriers leading to the development of an innovative youth leadership model and discussing the intersection of The Cool Aunt Series and the YEP Program.

<u>ACTION STEP F. – COMPLETED 06/2020</u>

Develop and coordinate 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.

METHOD OF EVALUATION FOR STRATEGY #4

The CWS training unit monitors training attendance and requests feedback via surveys and workgroups to provide continuous quality improvement.

PROBATION STRATEGY #1: DEVELOP A SPECIALIZED FOSTER HOME FOR HIGH NEEDS PROBATION FOSTER YOUTH OR YOUTH TRANSITIONING OUT OF THE COASTAL VALLEY ACADEMY

ANALYSIS

The national standard for baseline (Q3, 2019) through Year 2 (Q3, 2021) was 43.6. The national standard increased to 43.8, commencing Year 3 (Q3, 2022). The baseline indicated that Probation had three youth who had been in care for twelve to twenty-three months, none of whom attained permanency within twelve 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 updated national standard of 43.80 permanency in 12 months (in care 12-23 months).

In December 2021 (Year 2), at the direction of the Juvenile Services Division Chief Deputy Probation Officer (CDPO), Probation began researching existing specialized probation foster homes with a plan to visit an existing specialized foster home in Napa County. Information gathered for the work group in conjunction with restrictions related to the COVID-19 Pandemic 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 which was completed in March 2022. Probation identified topics that the foster parent(s) would likely benefit from, such as being able to access respite care, crisis response, services for home repairs, and training in medication management.

In March 2022, the Juvenile Services Division CDPO drafted a program description and released a Request for Proposal (RFP) on May 31st, 2022.

In January 2023, at the direction of the Juvenile Services Division CDPO, Probation anticipates accepting youth into a specialized probation foster home that is contracted with Family Care Network, Inc. (FCNI), a local Foster Family Agency (FFA) in San Luis Obispo County. While the contract has been established for a Wraparound Professional Parent Home, Probation and the provider are actively working to onboard a resource parent and establish the home location.

Commencing in Year 4, Probation anticipates monitoring utilization of the specialized home by incorporating usage data into the existing internal ProbationStat process. ProbationStat is a comprehensive review of probation related data for quality assurance purposes at quarterly intervals.

STATUS OF STRATEGY #1

ACTION STEP A. – COMPLETED 03/2022

Create a work group to plan for specialized probation foster home (capacity, treatment components, funding resources, etc.)

ACTION STEP B. – COMPLETED 03/2022

Research existing specialized probation foster homes.

ACTION STEP C. – COMPLETED 09/2022

Complete program description and release Request for Proposal (RFP) as needed.

ACTION STEP D. – ON /AHEAD OF SCHEDULE

Select provider from RFP process and initiate planning for program start date.

ACTION STEP E. – ONGOING

Start accepting youth in specialized probation foster home.

ACTION STEP F. – ON/AHEAD OF SCHEDULE

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.

METHOD OF EVALUATION FOR STRATEGY #1

No new methods of evaluation were established for Year 3.

PROBATION STRATEGY #2: IMPROVE FAMILY CONNECTIONS BY ENHANCING FAMILY FINDING AND CHILD AND FAMILY TEAMING

ANALYSIS

The baseline date (Q3 2019 UC Berkeley) indicated that Probation had three youth who had been in care for twelve to twenty-three months, none of whom attained permanency within twelve months.

Probation selected this outcome measure to focus on for the 2020 C-CFSR cycle, as Probation has continued to fall short of the then Federal Standard of 43.6%, which has been updated to 43.8% (2023).

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

In July 2022 the Probation Placement Unit Supervising Deputy Probation Officer (SDPO) along with the Probation Court Unit SDPO began having staff initiate Family Finding Efforts (FFE) at intake/investigations for all cases.

In July 2021, two Deputy Probation Officers began training as Child and Family Team (CFT) facilitators, training was completed in December 2021.

STATUS OF STRATEGY #2

ACTION STEP A. – COMPLETED 07/2022

Provide Probation Placement Unit Senior Deputy Probation Officer with specialized Family Finding training.

ACTION STEP B. – ON SCHEDULE

Initiate Family Finding Efforts (FFE) at intake/investigations for all cases.

ACTION STEP C. – COMPLETED 12/2021

Train two (2) Deputy Probation Officers to be Child and Family Team (CFT) facilitators.

ACTION STEP D. – COMPLETED 01/2022

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)

ACTION STEP E. – COMPLETED 01/2022

Monitor CFT compliance (team creation and meeting frequency) as part of quarterly ProbationStat meeting using already existing data from Probation case management system Monitor.

METHOD OF EVALUATION FOR STRATEGY #2

The target improvement goal was to meet or exceed the national standard of 43.60, now 43.80 (2023), permanency in 12 months (in care 12-23 months). Probation anticipated 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 43.80 permanency in 12 months (in care 12-23 months). Implementation is complete, Probation is now gathering data to measure the impact of the applied strategies.

IMPACT OF ROUND 4 DATA VS ROUND 3 DATA

The Round 3 compliance standard was applied for the Baseline (Q3, 2019), Year 1 (Q3, 2020) and Year 2 (Q3, 2021) SIP Progress Reports, while the Round 4 compliance standard was applied for Year 3 (Q3, 2022) SIP Progress Report and will be applied moving forward.

The CWS - Impact of Round 4 Data vs. Round 3 Data (Table 1.1) and the Probation - Impact of Round 4 Data vs Round 3 Data (Table 1.2) will demonstrate how the County was impacted by the change in round standards.

CWS – IMPACT OF ROUND 4 DATA VS. ROUND 3 DATA

As a result of the change from the Round 3 to the Round 4 compliance standard, CWS is no longer meeting the standard for P3: Permanency in 12 months (children in care 24 months or longer). Round 3 required counties to be at 30.3% compliance, whereas Round 4 standards were raised to 37.3%. For Year 3, CWS is at 32.1%. Factors impacting P3 will be detailed under Outcome Measures Not Meeting State/National Standards.

CWS is below the national compliance standard for P4 Re-Entry to Foster Care within 12 Months, though the change from Round 3 to Round 4 compliance standards did not impact the performance outcome. Factors impacting underperformance for P4 will be detailed under Outcome Measures Not Meeting State/National Standards.

CWS continues to meet the standards for S1 Maltreatment in Foster Care, S2 Recurrence of Maltreatment, P1 Permanency in 12 Months Children Entering Out-of-Home Care, and P2 Permanency in 12 Months (Children in Care 12-23 Months).

Table 2.1 CWS - Impact of Round 4 Data vs. Round 3 Data				
Outcome Measure	**Round 3 Compliance Standard**	**Round 4 Compliance Standard**	**Year 3 (Q3, 2022)**	**Impact**
S1: Maltreatment in Foster Care	<8.5%	<9.07%	7.47%	Meeting Goal
S2: Recurrence of Maltreatment	<9.1%	<9.7%	8.5%	Meeting Goal
P1: Permanency in 12 Months Children Entering Out-of-Home Care	40.5%>	35.2%>	41.8%	Meeting Goal
P2: Permanency in 12 Months for Children in Care 12-23 months	43.6%>	43.8%>	56.1%	Meeting Goal

				Round 3 Meeting Goal
P3: Permanency in 12 Months for Children in Care 24+ Months	30.3%>	37.3%>	32.1%	
				Round 4 Not Meeting Goal
P4: Re-Entry to Foster Care Within 12 Months	<8.3%	<5.6%	13.0%	Not Meeting Goal
P5: Placement Stability	<4.12%	<4.48%	4.35%	Meeting Goal

Table 2.1 Demonstrates the impact of changing from Round 3 to Round 4 Compliance Standards for CWS.

PROBATION - IMPACT OF ROUND 4 DATA VS ROUND 3 DATA

Probation data is not applicable (N/A) for S2 Recurrence of Maltreatment, P2 Permanency in 12 Months for Children in Care 12-23 Months, P3 Permanency in 12 Months for Children in Care 24+ Months, P4 Re-Entry to Foster Care Within 12 Months. Values between 1 and 10 and calculations based on values between 1 and 10 are considered N/A on Table 1.2 to protect privacy. In some cases, other values are considered N/A to protect privacy at a county or statewide level.

Probation continues to meet the standards for S1 Maltreatment in Foster Care and P5 Placement Stability.

Probation is not meeting the compliance standard for P1 Permanency in 12 Months Children Entering Out-Of-Home Care. Factors impacting underperformance in P1 will be detailed under Outcome measures Not Meeting State/National Standards.

Table 2.2 Probation - Impact of Round 4 Data vs Round 3 Data				
Outcome Measure	**Round 3 Compliance Standard**	**Round 4 Compliance Standard**	**Year 3 (Q3, 2022)**	**Impact**
S1: Maltreatment in Foster Care	<8.5%	<9.07%	0.0%	Meeting Goal
S2: Recurrence of Maltreatment	<9.1%	<9.7%	N/A	N/A
P1: Permanency in 12 Months Children Entering Out-of-Home Care	40.5%>	35.2%>	0.0%	Not Meeting Goal
P2: Permanency in 12 Months for Children in	43.6%>	43.8%>	N/A	N/A

Care 12-23 Months				
P3: Permanency in 12 Months for Children in Care 24+ Months	30.3%>	37.3%>	N/A	N/A
P4: Re-entry to Foster Care Within 12 Months	<8.3%	<5.6%	N/A	N/A
P5: Placement Stability	<4.12%	<4.48%	0.0%	Meeting Goal

Table 2.2 Demonstrates the impact of changing from Round 3 to Round 4 Compliance Standards for Probation.

OVERVIEW OF OUTCOME DATA

The CWS Overview of Outcome Data (Table 2.1) and Probation Overview of Outcome Data (Table 2.2) organize outcome measures based on the County's performance compared to the compliance standard, using the UCB static data for Q3. Tables 3.1 and 3.2 include data from the Baseline (Q3 2019), Year 1 (Q3, 2020), Year 2 (Q3, 2021), and Year 3 (Q3, 2022) to demonstrate the progress over a period of four years. CWS and Probation provide additional detail regarding all outcome measures not met under the section titled *Outcome Measures Not Meeting State/National Standards.*

Table 3.1 CWS Overview of Outcome Data						
Outcome Measure	Round 3 Compliance Standard	2019 - Baseline	2020 - Year 1	2021 - Year 2	Round 4 Compliance Standard	2022 - Year 3
S1: Maltreatment in Foster Care	<8.5%	9.56%	2.91%	2.64%	<9.07%	7.47%
S2: Recurrence of Maltreatment	<9.1%	10.5%	15.2%	12.3%	<9.7%	8.5%
P1: Permanency in 12 Months Children Entering Out-of-Home Care	40.5%>	33.0%	33.3%	49.3%	35.2%>	41.8%
P2: Permanency in 12 months for children in care 12-23 months	43.6%>	58.5%	58.1%	60.0%	43.8%>	56.1%
P3: Permanency in 12 months for children in care 24+ months	30.3%>	25.7%	15.6%	35.8%	37.3%>	32.1%
P4: Re-entry to foster care within 12 months	<8.3%	7.4%	16.7%	9.4%	<5.6%	13.0%

Outcome Measure	Round 3 Compliance Standard	2019 - Baseline	2020 - Year 1	2021 - Year 2	Round 4 Compliance Standard	2022 - Year 3
P5: Placement Stability	<4.12	5.34	4.01	3.39	<4.48	4.35
2B Timely Response - Immediate	90.0%>	95.5%	90.0%	96.0%	90.0%>	98.8%
2B Timely Response - 10 Day	90.0%>	93.5%	90.4%	95.2%	90.0%>	94.1%
2D Timely Response - Completed (Immediate)	N/A	91.1%	84.5%	94.0%	N/A	95.0%
2D Timely Response - Completed (10 Day)	N/A	82.9%	82.0%	88.2%	N/A	71.5%
2F Monthly Visits (Out of Home)	95.0%>	97.6%	82.1%	91.3%	95.0%>	94.8%
2F Monthly Visits in Residence (Out of Home)	50.0%>	80.0%	81.2%	86.1%	50.0%>	82.2%
2S Monthly Visits (In Home)	N/A	89.4%	76.9%	82.9%	N/A	89.8%
2S Monthly Visits in Residence (In Home)	N/A	71.6%	77.4%	77.6%	N/A	73.8%
4A Siblings (All)	N/A	46.4%	40.6%	32.8%	N/A	4.71%
4A Siblings (Some or all)	N/A	65.9%	63.0%	57.8%	N/A	56.9%
4B Least Restrictive Placement (Entries First Placement) Relative/NREFM Placement	N/A	33.5%	29.8%	23.6%	N/A	17.3%
4B Least Restrictive Placement (Entries First Placement) - Foster Home	N/A	56.4%	61.0%	70.8%	N/A	71.7%
4B Least Restrictive Placement (Entries First Placement) - FFA	N/A	8.9%	5.0%	5.7%	N/A	4.7%
4B Least Restrictive Placement (Entries First Placement) - Group/ Shelter Home	N/A	0.0%	2.1%	0.0%	N/A	0.8%
4B Least Restrictive Placement (Entries First Placement) - Other	N/A	1.1%	2.1%	0.0%	N/A	5.5%
4B Least Restrictive Placement (Entries Predominant) - Relative/ NREFM Placement	N/A	43.9%	41.8%	44.1%	N/A	32.7%

Outcome Measure	Round 3 Compliance Standard	2019 - Baseline	2020 - Year 1	2021 - Year 2	Round 4 Compliance Standard	2022 - Year 3
4B Least Restrictive Placement (Entries Predominant) - Resource Family Home	N/A	37.2%	42.4%	42.7%	N/A	59.1%
4B Least Restrictive Placement (Entries Predominant) - FFA	N/A	8.2%	6.5%	3.5%	N/A	2.7%
4B Least Restrictive Placement (Entries Predominant) - Group/ Shelter Home	N/A	5.6%	6.5%	2.8%	N/A	1.8%
4B Least Restrictive Placement (Entries Predominant) - Other	N/A	5.1%	2.7%	7.0%	N/A	3.6%
4C Congregate Care Placements: One Year or More	N/A	29.4%	56.0%	42.9%	N/A	57.1%
4E ICWA (1) ICWA Eligible Placement Status	N/A	N/A	69.9%	100%	N/A	N/A
4E (2) Multi-Ethnic Placement Status	N/A	N/A	59.8%	100%	N/A	N/A
5B(1) Rate of Timely Health Exams	N/A	74.4%	69.9%	67.6%	N/A	72.3%
5B(2) Rate of Timely Dental Exams	N/A	63.20%	59.8%	61.4%	N/A	65.2%
5F Psychotropic Medications	N/A	17.4%	15.3%	17.6%	N/A	17.2%
6B Individualized Education Plan	N/A	8.0%	11.6%	14.6%	N/A	12.0%
8A-1 Completed High School or Equivalency	N/A	80.0%	N/A	N/A	N/A	50.0%
8A-2 Obtained Employment	N/A	80.0%	N/A	N/A	N/A	100%
8A-3 Have Housing Arrangements	N/A	100%	N/A	N/A	N/A	100%
8A-4 Permanency Connection with an Adult	N/A	80.0%	N/A	N/A	N/A	100%

Outcome Measure	Round 3 Compliance Standard	2019 - Baseline	2020 - Year 1	2021 - Year 2	Round 4 Compliance Standard	2022 - Year 3
S1: Maltreatment in Foster Care	<8.5%	45.72%	0.0%	0.0%	<9.07%	0.0%
S2: Recurrence of Maltreatment	<9.1%	N/A	N/A	N/A	<9.7%	N/A
P1: Permanency in 12 Months Children Entering Out-of-Home Care	40.5%>	25.0%	0.0%	0.0%	35.2%>	0.0%
P2: Permanency in 12 months for children in care 12-23 months	43.6%>	0.0%	0.0%	0.0%	43.8%>	N/A
P3: Permanency in 12 months for children in care 24+ months	30.3%>	0.0%	0.0%	0.0%	37.3%>	N/A
P4: Re-entry to foster care within 12 months	<8.3%	0.0%	N/A	N/A	<5.6%	N/A
P5: Placement Stability	<4.12%	0.0%	0.0%	0.0%	<4.48%	0.0%
2B Timely Response - Immediate	90%>	N/A	N/A	N/A	90.0%>	N/A
2B Timely Response - 10 Day	90%>	N/A	N/A	N/A	90.0%>	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%	95.0%>	96.0%
2F Monthly Visits in Residence (Out of Home)	50%>	97.9%	95.7%	100%	50.0%>	75.0%
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

Table 3.2 Probation Overview of Outcome Data

Outcome Measure	Round 3 Compliance Standard	2019 - Baseline	2020 - Year 1	2021 - Year 2	Round 4 Compliance Standard	2022 - Year 3
4A Siblings (Some or all)	N/A	N/A	N/A	N/A	N/A	N/A
4B Least Restrictive Placement (Entries First Placement) - Relative Placement	N/A	0.0%	0.0%	25.0%	N/A	22.2%
4B Least Restrictive Placement (Entries First Placement) - Resource Family Home	N/A	100%	100%	25.0%	N/A	11.1%
4B Least Restrictive Placement (Entries First Placement) - FFA	N/A	0.0%	0.0%	50.0%	N/A	44.4%
4B Least Restrictive Placement (Entries First Placement) - Group / Shelter Home	N/A	0%	0%	0%	N/A	11.1%
4B Least Restrictive Placement (Entries First Placement) - Other	N/A	0.0%	0.0%	0.0%	N/A	11.1%
4B Least Restrictive Placement (Entries Predominant) -	N/A	0.0%	0.0%	0.0%	N/A	25.0%
4B Least Restrictive Placement (Entries Predominant) - Resource Family Home	N/A	50.0%	100%	0.0%	N/A	0.0%
4B Least Restrictive Placement (Entries Predominant) - FFA	N/A	0.0%	0.0%	0.0%	N/A	50.0%
4B Least Restrictive Placement (Entries Predominant) - Group Home	N/A	25%	0.0%	0.0%	N/A	0.0%
4B Least Restrictive Placement (Entries Predominant) - Other	N/A	25%	0.0%	100%	N/A	25.0%
4C Congregate Care Placements: One Year or More	N/A	N/A	0.0%	0.0%	N/A	50.0%
4E ICWA (1) ICWA Eligible Placement Status	N/A	N/A	N/A	N/A	N/A	N/A

Outcome Measure	Round 3 Compliance Standard	2019 - Baseline	2020 - Year 1	2021 -Year 2	Round 4 Compliance Standard	2022 - Year 3
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	*
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	50.0%	N/A	N/A	N/A	N/A

* Values between 1 and 10 and calculations based on values between 1 and 10 are masked to protect privacy. In some cases, other values may be masked to protect privacy at a county or statewide level.

OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION

CWS

A barrier to P3 Permanency in 12 months for children in care 24+ months continues to be the need to recruit and retain resource family homes, especially for youth aged 11 – 17. The inability to do in-person recruitment 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. Due to the pandemic, in-person meetings were cancelled and opportunities to engage fathers at in-person events were placed on hold. The majority of the Engaging Fathers training sessions were delayed until Year 4.

Continuous efforts are made to grow and improve the Family Finding and Engagement Program, which is tasked with locating relatives to care for children/youth. Per an internal database, the Family Finding and Engagement Unit completed searches for 192 children in Year 3. Relatives were unable to be located for 25 of those children (13%). Of the 3,736 potential relatives initially identified for the remaining 167 children, 1,575 relatives were confirmed. However, CWS does not have the reporting capability to provide the number of relatives who actually made contact with the Department. This provides an unrealistic perspective of relative engagement. Of 1,575 confirmed relatives (unknown subset of relatives made contact), two were interested only in potential placement (0.1%), 35 were interested only in other involvement (2.2%), and 64 were interested in both potential placement and other involvement (4.1%). CWS is looking to add this reporting function in Year 4.

Relatives of 46 of 167 children (27.5%) expressed interest in some form of involvement and/or potential placement; however, 121 of 167 children (72.5%) had relatives who declined interest in potential placement or other involvement.

Among the challenges to expanding the Family Finding program are the need for additional staffing resources to establish and develop relative engagement, and the ability to track those engagement efforts and resulting outcomes of contact and/or placement.

With California's re-focus on a Kin-First culture, the development of the Family Finding, Engagement, and Support (EFFES) Program, the launch of the Center for Excellence in Family Finding and Engagement (CFE), and the anticipated forthcoming funding available through AB 179 and AB 207 in the Budget Act of 2022, CWS is excited to expand the existing program. Several paths of development are being considered, with the goal of aligning the existing Family Finding program and services with the much more successful ASIST program. This will primarily be achieved through the utilization of staff focused on providing specialized engagement with identified relatives. Detailed information on the ASIST program is provided below under "Promising Practices/Other Successes."

PROBATION

Probation foster youth are older on average and have more at-risk behaviors and intensive needs, such as substance abuse, criminal behavior, and mental health issues for both the youth and parents and a history of child abuse for the youth. This may also include youth who have been ordered to participate in treatment for sexual offending behaviors or youth who had been a 300 Dependent 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. In general, Probation foster youth have more intensive needs than non-probation foster youth and are generally more challenging to place.

Probation is focused on implementing strategies to improve youth's transition to permanency, such as the development of a probation specialized foster home. Probation selected a provider and together, Probation and the provider will begin recruitment for a professional foster parent starting in January 2023. Probation will continue working with the selected provider to identify an appropriate foster home/parent(s) and provide training and support to maintain the specialized foster home; however, there may be unforeseen barriers, such as retention, in the future.

PROMISING PRACTICES/ OTHER SUCCESSES

CWS

Active Supportive Intervention Services for Transition

The Active Supportive Intervention Services for Transition (ASIST) Specialized Permanency program is a highly successful program that has garnered the CWS national attention. Not only do successful outcomes provide a cost savings to the county, but also the long-term benefit of moving children out of congregate settings to home-based care with family is immeasurable, therefore our selection prioritization for participating youth included previous placement in a congregate care setting. For Year 3, twelve new youth were added to the ASIST program, bringing the total number of youth served to thirty-four. Of the thirty-four youth who are or who have received services:

- 12% (4 of 34 youth) are in the process of adoption by family members they did not previously know.

- 39% (13 of 34 youth) have achieved permanency stabilization to the point that active services are no longer being provided; long-term outcome monitoring continues.

- 51% (17 of 34 youth) achieved permanency through reunification with a parent or placement with a relative or NREFM.

- 82% (28 of 34 youth) had previously been placed in a congregate care setting.

- 60% (21 of 34 youth) are still active in the ASIST program.

- 24% (5 of 21 active youth) are currently placed in Intensive Services Foster Care homes.

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.

Voluntary Family Maintenance

The VFM program provides CWS the opportunity to provide prevention and intensive early intervention services for a time-limited period with the goal of family stabilization and preventing entry to foster care when the children can remain safely in the home with these services. It is anticipated this program will be beneficial in preventing children from entering foster care. Current manual analysis references internally extracted data from CMS.

In Year 2, 23 children (in 15 families) who had received VFM services experienced case closure. Of these, the families of nineteen children experienced case closure due to successful family stabilization (82.6%); the family of one child refused services (4%); the family of one child received services from a different agency (4.3%); the family of one child experienced VFM case closure when their child was adjudicated a ward with juvenile probation (4.3%); and the family of one child experienced VFM case closure with the youth reached the age limit exit at eighteen years of age (4.3%).

Subsequent referrals were received in Years 2 and Year 3 for sixteen of the 23 children (69.6%), or eight of fifteen families (53.3%). Of the sixteen youth for whom their family was the subject of a referral, multiple referrals were received for eight youth (50% of children with any subsequent referrals, and 34.8% of all children who received VFM services in Year 2).

In Year 3, the Voluntary Family Maintenance (VFM) Program was expanded from a blended social worker unit with two to three staff carrying non-court (voluntary) families and three to four staff carrying Court Dependency families, to an entire VFM unit consisting of six social workers, one administrative assistant and one social worker supervisor.

In Year 3, 49 children (in 45 families) who had received VFM services experienced case closure. Of these, the families of thirty children experienced case closure due to successful family stabilization (61.2%); the families of fourteen children refused services (28.6%); and the family of two youth (a sibling set) experienced case closure after fifteen months of services and having exceeded the time limit (4%). Three children were detained (6.1%). An evaluation of subsequent contact will be provided after the conclusion of Year 4.

In addition to continued internal analysis, CWS has identified VFM Outcomes as the annual CWS special topic report produced by Evident Change. Utilizing County specific data, they will advise whether families who receive voluntary family maintenance (VFM) services in San Luis Obispo County have different child welfare involvement outcomes compared with families who receive court-ordered FM services.

PROBATION

One factor which has had a substantial impact in Probation's overall performance regarding measured outcomes was the implementation of the Coastal Valley Academy (CVA) in 2017. CVA is an in-custody treatment 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. Implementation of CVA was included in the previous SIP and has been Probation's most significant achievement towards improving goals and outcomes for youth in need of residential care.

Additionally, the implementation of enhanced Family Finding Efforts (FFE) and Child and Family Teaming (CFT) has yielded positive results. For example, in 2021, after implementing enhanced FFE, Probation identified a potential relative caregiver of a 15-year-old youth with a history of complex trauma and learning disabilities. The relative successfully completed the Resource Family Approval (RFA) application process and their home was certified as an RFA home. The youth was placed with their relative and Wraparound services were implemented, which included in-home visits and meals with the youth's biological parents. The youth's educational placement was modified to a more appropriate setting and the youth began making significant educational advancements. The youth successfully reunified with their parents approximately one year after their removal and their juvenile wardship case was closed successfully. The youth is reportedly still doing well in their parent's home and the relative care giver is considering accepting other non-related youth in their home.

Finally, Probation consistently performs above the national standard of 95.0 with monthly visits (out-of-home) – Measure 2F. Factors which have contributed to Probation's success in this outcome are having the Probation Placement Unit Supervising Deputy Probation Officer (SDPO) conduct monthly case conferences with Probation Placement Deputy Probation Officers (DPOs) to ensure visits are being scheduled, monthly Probation Placement Unit Meetings to review any changes to any probation

foster youth's placement or education, and a monthly review of Probation's performance in SafeMeasures.

OUTCOME MEASURES NOT MEETING STATE/NATIONAL STANDARDS

CWS P3 PERMANENCY IN 12 MONTHS FOR CHILDREN IN CARE 24+ MONTHS

As discussed under, Impact of Round 4 Data vs Round 3 Data, CWS is no longer meeting the standard for P3 Permanency in 12 months for children in care 24 months or longer. CWS is at 32.1% for Year 3; Round 3 requires counties to be at 30.3% compliance, whereas Round 4 standards were raised to 37.3%. While CWS is not meeting the compliance standard, there is an upward trend from the CSA baseline (Q3, 2019) of 25.7% to 32.1% in Year 3.

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 reunification services. Many youth who have spent two years or longer in out-of-home care have experienced multiple placement changes, which also leads to multiple caregivers and 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. This may be additionally compounded 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 a lack of available placement options, which can lead to further feelings of rejection.


TABLE 4.1 P3: PERMANENCY IN 12 MO. FOR CHILDREN IN FC 24 MO. +

	2019 - Baseline	2020 - Year 1	2021 - Year 2	2022 - Year 3
County of San Luis Obispo	25.70%	15.60%	35.80%	32.10%
Compliance Standard	30.30%	30.30%	30.30%	37.30%

YEARLY (Q3)
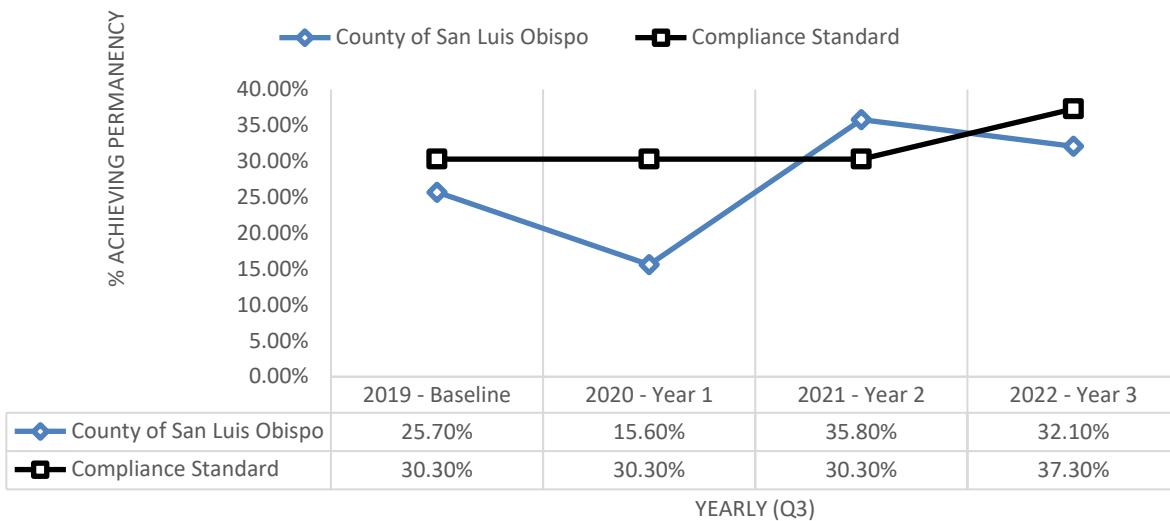
Table 4.1 Demonstrates the upward trend by year toward meeting the P3 compliance standard utilizing the Round 3 data for Baseline, Year 1 and Year 2 and Round 4 data for Year 3.

Table 4.2 P3: Permanency in 12 Mo. for Children in FC 24 Mo. +
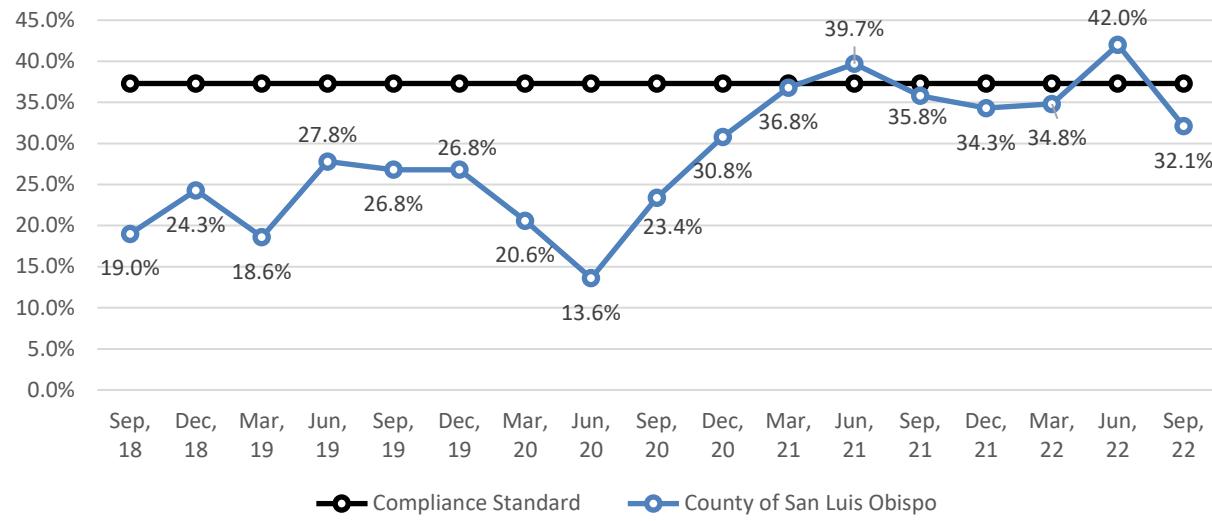
Table 4.2 Demonstrates at all children who have been in foster care for 24 months or more on the first day of the selected 12-month period and determines what percent were discharged to permanency within 12 months of the start of the period. Permanency is determined as reunification, adoption, or guardianship. This chart excludes children whose placements episodes were open for less than eight days.

Table 4.3 P3: Permanency within 12 Mo. For Children in Care 24+ Mo.	Sep, 18	Dec, 18	Mar, 19	Jun, 19	Sep, 19	Dec, 19	Mar, 20	Jun, 20	Sep, 20	Dec, 20	Mar, 21	Jun, 21	Sep, 21	Dec, 21	Mar, 22	Jun, 22	Sep, 22
Permanency	12	17	13	22	19	19	14	8	15	20	25	29	24	23	23	29	18
Compliance Goal	23	26	26	29	26	26	25	22	24	24	25	27	25	25	25	26	21
Total	63	70	70	79	71	71	68	59	64	65	68	73	67	67	66	69	56

Table 4.3 Shows the number of children who have been in foster care for 24 months or more on the

first day of the selected 12-month period. Permanency is determined as reunification, adoption, or guardianship. This chart excludes children whose placements episodes were open for less than eight days.

CWS P4 RE-ENTRY TO FOSTER CARE WITHIN 12 MONTHS

This measure reflects the number of children who entered foster care in the selected twelve-month period, who were discharged to reunification or guardianship within twelve months and reentered foster care within twelve months from their date of discharge. When a child reenters foster care multiple times within the twelve-month period following discharge, only the first reentry date will be selected.

Year 3 had a significant increase of youth re-entering foster care, up to 13.0% from 9.40% in Year 2. Because San Luis Obispo County is relatively small in terms of population, outcomes are significantly impacted by every youth re-entering care, particularly sibling sets.

For Year 3, seven of 52 children reentered care (13.5%) per SafeMeasures. Five of the seven youth reentering care belong to sibling groups (there is a sibling set of two and a sibling set of three). The average number of days before reentry is 200.22. One of the primary contributing factors for re-entry in the County remains a relapse of substance abuse. All seven youth have general neglect listed as their primary reason for removal. Of the seven youth, six have drugs and/or alcohol use listed as a contributing factor.

To prevent recurrence of child maltreatment, Child and Family Team (CFT) Meetings are utilized during investigations and throughout the life of a case to ensure parents feel heard and validated, as well engage parents as active participants in the development of their case plan. This will ultimately help parents develop protective factors to achieve family stability and safety. Imminent risk of removal CFT meetings assess whether the child can be safely maintained in the home through the identification and development of existing safety networks and circles of support. Throughout the life of the case, these safety networks and circles of support continue to be developed, which will ensure families have ongoing resources beyond the participation of CWS.

CWS 2F MONTHLY VISITS (OUT OF HOME)

2F Monthly Visits (Out of Home) calculates the percentage of children in out-of-home placement who received face to face contact with a CWS social worker. The social worker must complete at least one face to face contact for each full calendar month the child is in placement. This outcome measure summarizes monthly data by 12-month periods.

The Federal Standard for 2F is to complete 95% or higher performance in completing monthly face-to-face contacts for children in out-of-home care. For Q3, Year 3, CWS performed at 94.8%, falling just short of the Federal Standard. For the Baseline Year, CWS exceeded the Federal Standard with a rate of 97.6%. With the start of the COVID pandemic in early 2020, Year 1, this performance dramatically fell almost 16% to 82.1%. Year 2 performance increased substantially to 91.3%, followed by an additional increase in Year 3's performance to 94.8%.

In reviewing the past decade of UC Berkeley data for this measure by annual calendar year, CWS follows the same trajectory as the statewide data, experiencing the performance fall in 20020. This was likely in large part the result of quickly changing directives due to the state of emergency. Although the trajectories are similar, upon closer comparison to California statewide performance,

CWS has outperformed each year since 2014. Prior to the pandemic, the most recent year CWS fell below the Federal Standard was in 2013.

PROBATION P1 PERMANENCY IN 12 MONTHS (ENTERING FOSTER CARE)

Probation has experienced an overall reduction in the number of youth entering care over the past several years as well as a downward turn with youth attaining permanency within 12 months of entering care.

Data collected from the CWS/CMS Q3 2020 (Year 1) and Q3 2021 (Year 2) extracts from UC Berkeley showed Probation had zero youth discharge to permanency within 12 months of entering care.

The most recent data collected from the CWS/CMS (Year 3) extract from UC Berkeley showed Probation had zero youth of a possible four discharged to permanency within 12 months of entering care. Of the four youth, one reunited with their parent(s) within 15 months of entering care, and the other three youth exited care after reaching the age of majority.

Although the small sample sizes each year 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.

PLACEMENT INITIATIVES

CWS

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

The Department, in collaboration with community partners and the Human Trafficking Task Force (HTTF), continue to prioritize prevention and education efforts and develop needed resources and supports to decrease Human Trafficking in the County (SLO).

Child and Youth Human Trafficking Screening Tool - The Department formally utilized the CSE-IT tool for screening CSEC referrals and cases. Due to limitations of that tool including the exclusion of labor trafficking, additional risk factors, lack of automation, and limited data analytics the Department convened a short-term limited workgroup to develop an alternate screening tool. CWS conferred with the PACT program as well as the larger HTTF in SLO County regarding the plan to develop a more responsive screening tool and associated processes. CWS social workers, CWS social worker supervisors, community partners, PACT consultants with lived experience as well as the Child and Youth Human Trafficking collaborative were engaged to provide input on the finalization of the new tool. In Spring of Year 4, the CSEC Coordinator will be part of a panel presentation at the *Preventing and Addressing Child Trafficking (PACT) Conference* in Sacramento, CA with Tulare and Sacramento Counties sharing how their counties began labor trafficking screening, awareness, and prevention efforts.

Database Development – The internal CWS Placement Profile database and fillable Human Trafficking Screening Tool were developed, and continue to be updated, to allow social workers to complete the screening tool in the database which allows DSS to track completion of the tool more effectively, provides access to critical information for social workers after hours and produce reports to support

enhanced assessment and continuous quality improvement. Social workers must refer any youth identified as at risk or a victim of trafficking to the Cool Aunt Series. If a referral is not in the best interest of the youth, the social worker must document why the referral was not made. The Department intends to assess whether youth referred to the resource have subsequent referrals or cases related to human trafficking and gauge the efficacy of the resource.

Human Trafficking Task Force (HTTF) - The HTTF is a stakeholder meeting that is led by the County of SLO Deputy District Attorney and comprised of fifty community partners, including DSS. The HTTF meets in-person bi-monthly to update county protocols and documents associated with labor trafficking. DSS coordinated trainings and presentations on the development of Trauma Informed SLO, the intersection with human trafficking, the Foster Youth Early Intervention Education Mentor Program, and The Cool Aunt human trafficking prevention and intervention resource. A subcommittee of the HTTF is the Child and Youth Human Trafficking Subcommittee.

Child and Youth Human Trafficking Subcommittee – The subcommittee is led by the County Deputy District Attorney. The Child and Youth Human Trafficking Subcommittee was formerly known as the CSEC Subcommittee; however, the name was updated to be more inclusive of labor trafficking. The purpose of the subcommittee is to review the strengths and needs of the community and identify areas for continuous quality improvement. The subcommittee determined labor trafficking was a concern and that there was a need to develop a community resource list and mentorship program. As a result, the Department made substantial progress in updating policies and trainings regarding labor trafficking, collaborated with an intern from the District Attorney's Office on the continued development of a community resource guide, created the Foster Youth Early Education Youth Mentor Program, and initiated the Cool Aunt Series, which includes access to mentors with lived experience.

Labor Trafficking Subcommittee - The subcommittee is a subset of the larger HTTF and is chaired by the DSS Program Manager (PM) overseeing HT. This subcommittee meets bi-monthly and held its second meeting in January of 2023. The group has identified continued education and training from the National Human Trafficking Technical Assistance Program (NHTTA) as the next step in developing greater understanding and suggested program frameworks related to labor trafficking. NHTTA presented to the larger Human Trafficking Task Force in March of 2023 to continue the conversation with community partners.

PACT Tri-County Learning Collaborative - The PM and Program Review Specialist (PRS) who support the HT Program attend quarterly meetings with Santa Barbara County and Ventura County to leverage cross agency strengths and opportunities. The Department also requested assistance and shared learning opportunities with other California County Child Welfare Departments who are likewise incorporating labor trafficking. The first learning collaborative with SLO, Sacramento, Tulare, and LA counties was held in February of 2023 and is anticipated to continue quarterly.

Child and Youth Human Trafficking Policy and Procedure - The former CSEC policy and procedure was updated to reflect the integration of labor trafficking, the updated screening tool, and database automation and revised processes. CWS staff received training at General Staff Meetings and will also Unit Specific Training as part of ongoing implementation and program evaluation.

Grade Expectations Tutoring Program - DSS continues to collaborate 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 or identified as at risk. The 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 and concurrently receive cyber safety training to aid in the prevention of exploitation and trafficking associated with higher volumes of screen time.

Instruction is now offered in-person or virtually and English and Spanish tutoring instruction are available in-person and virtually to all families working with CWS. In the 2021/2022 school year eleven youth received cyber safety resources and tutoring services. Thus far, in the 2022/2023 school year, eight youth have received cyber safety resource and tutoring services.

<u>Center for Family Strengthening (CFS) Foster Youth Early Education and Prevention Mentor Program</u>

DSS, in partnership with San Luis Obispo County Office of Education (SLOCOE), The Center for Family Strengthening and AmeriCorps program launched the Foster Youth Early Education and Prevention Specialist Program. This program provides mentorship to vulnerable middle school students to support social, emotional, academic, and overall wellbeing and includes The Cool Aunt Series, a cyber-safety and human trafficking prevention program. In addition to the supportive services provided to vulnerable youth in middle school, the candidate hired as the youth mentor receives Casey training and technical assistance on youth mentorship and $10,000 toward educational or vocational goals. Consequently, the youth mentor selected is also a Youth Ambassador for the department. A collaborative, including the youth mentor, meet monthly to support continued implementation and continuous quality improvement. To date the program has been piloted as two schools in North County and serves seven youth. The program will be expanded to serve all districts in SLO County and an additional 8 students.

<u>The Cool Aunt Series</u> – During the report period, The Cool Aunt Series was implemented as a human trafficking prevention resource. Through this resource DSS can reach teens in a way that is engaging, thought provoking, and driven by youth voice. This series provides educational and cyber safety resources not only to teens, but also resource parents, birth families, and staff. When youth have finished viewing the series, they're given a 10-question risk assessment survey to help identify any risk factors they may not have realized were present in their own lives. Upon completion of survey youth can request to speak with a youth mentor and survivor leader. After completing the series youth are added to The Cool Aunt mailing list to receive periodic resources, encouragement, and check-ins to keep the conversation and prevention alive. Highlights since program implementation include:

- A caregiver reached out to DSS when they realized the youth in their care was being groomed. However, the youth was not ready or willing to accept intervention resources. Fortunately, the youth was able to connect with a youth who was a survivor and leader for The Cool Aunt Series. As a result of working with the youth leader, the youth agreed to take The Cool Aunt Series. The youth completed the series and now participates in a weekly Cool Aunt Club Meeting with other youth.

- Eighty-three staff, ten youth, two community partners, and one resource parent completed the series.

- The series was presented to stakeholders on seven occasions and interested parties have reached out to request The Cool Aunt presentation be brought to additional forums.

- DSS has received requests to make the resource available to students, at their schools.

- The PM, PRS, and Youth Engagement Project Ambassador were asked to be part of a panel presentation at the PACT Annual Convening.

SAFETY ORGANIZED PRACTICE (SOP)

SOP Training Module Series – Over the last three years, the Training Module Series was mandatory training for all CWS social workers and social worker supervisors. The training provided 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. Overall, 55% of supervisors and social workers completed all modules, while close to 90% of supervisors and social workers completed all but 1 or 2 of the modules. Considering the high turnover of staff and the transitions due to Covid-19, this surpassed our expectations.

The SOP Training module topics included:

- SOP Overview
- Preventing and Reducing Trauma in CWS
- Cultural Responsiveness
- 3 Questions/Mapping/Solution Focused Inquiry
- Creating Harm and Worry Statements and Safety Goals
- Interviewing Children and Building Networks
- Permanency and Working with Older Youth
- Safety Planning
- Case Planning and Safety Driven Visitation

Due to the high level of completion for the SOP Module Series, an SOP Skills Lab was developed by the SOP team. The SOP Skills Lab training will support continued implementation of SOP in practice. Each month, SOP trainers will go to different units to discuss focused areas of SOP and how to incorporate SOP into practice. SOP Skills Lab implementation trainings started in March 2023. SOP trainers will bring the SOP Skills Labs to all units: Intake, Emergency Response (ER), Dependency Investigations, Family Maintenance/Family Reunification (FM/FR), Voluntary Family Maintenance (VFM), Resource Family Approval (RFA), Placement, and Adoptions.

SOP Coaching Sessions - SOP coaching is provided on a case-by-case basis, when social workers request support. In addition to the requests, the SOP Skills Labs will also allow staff to receive coaching on the various topics that will be trained.

Once the SOP Skills Labs have been completed and assessed, CWS will have a better understanding of what kind of SOP Coaching is still needed to support staff and we will continue to alter and improve this practice over the next year.

SOP Trainers Work Group - This internal work group meets monthly to assess training needs for the department and community. Staff are invited to participate in receiving specialized training to become an SOP coach for the department. Each unit in the department selects a minimum of one staff member 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 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. In the past year, 71 community partners have received this training.

SOP State Backbone Committee/SOP Tool Kit - The Program Manager overseeing the SOP Program and two SOP Lead CWS Supervisors participate in monthly committee meetings with leaders across the state. This group identifies and cultivates needed resources and trainings to support implementation across the state. SLO County is identified as one of the lead counties in SOP implementation and is often called upon to present at conferences and convening's. During the review period, a CWS Social Work Supervisor and two SOP Lead CWS Social Workers presented at the SOP Conference in 2022 and the Signs of Safety International Conference.

Tools and resources developed by SOP Leads include:

- Scaling tools
- Relapse scale
- Regulation scale
- Relationship scale
- Youth support circles
- SOP Safety Plans
- SOP bags
- Harm and Danger formula sheet
- Safety Goal formula sheet
- Three column tools for each type of CFT
- Support Circles
- Embedding SOP into case plans by creating a collaborative process for case plan development

CHILD AND ADOLESCENT STRENGTHS AND NEEDS ASSESSMENT (CANS)

CWS collaborates with County Behavioral Health, Family Care Network Inc., and Seneca Family of Agencies on the completion, coordination, and provision of CANS and the entry of into CARES. CANS were integrated into CFTS and case plan development through the CFT/CANS workgroup. 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 integration. Monthly internal CFT/CANS meetings have continued virtually. CFT community training is now covered in SOP Foundations/ICPM.

CWS works with community partners to identify needs and gaps in the completion and submission of CANS. During this process we helped our community partner identify a technical issue causing all CANS to be missing key information. Once this problem was resolved, the number of incomplete CANS was greatly reduced. Staff continue to work with community partners to strengthen the process and revise database as needed for a more streamlined process.

In support of continual improvement, staff attend the CFT and CANS Implementation Team meetings through CDSS and the CFT/CANS Let's Talk Collaborative through CCTA. Both meetings provide opportunities for continuous statewide collaboration and feedback.

CHILD AND FAMILY TEAM (CFT) MEETINGS

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. Additionally, the Department continues to use 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. CWS will continue to assess ongoing specialized training needs in these areas to support continuous quality improvement. Social Worker Supervisors, Program Managers and Division Managers meet monthly to review SafeMeasures completion data and discuss methods for continuous improvement.

CFT for Case Planning Prior to Dispositional Hearing - The dedicated CFT facilitator schedules and facilitates all CFT's prior to Dispositional Hearing.

CFT Prior to Status Review Hearings - Over the past year our VFM program was expanded, allowing for CFT facilitators to facilitate all ongoing case planning CFTs to ensure consistency in SOP framework. Staff are able to shadow CFT facilitation as a training opportunity to learn how to facilitate. All court reports must contain a CFT section. In order to make this as streamlined a process as possible our team worked with the Court unit to create a template to capture all necessary information from the CFT to be included in the court report. Such as date, type of CFT, goals, strategies and purpose, team members and roles and relationship to the child, engagement efforts, tribal representation, and next steps.

CFT for Voluntary Family Maintenance cases - With Safe Measures only capturing Initial and Ongoing Case Planning CFT's we worked with our IRT department to develop an internal report to capture all VFM CFT's being held monthly. The VFM unit completes all their own CFT's, since generating reports the number of CFT's taking place monthly have ranged from 27 -52 depending on current caseloads.

CFT and the Qualified Individual (QI) – During Year 3, CWS worked with the FFPSA/QI Workgroup and internal IT on improvements to an internal database for QI referrals. Through this work CWS was able to process QI referrals in a timely manner to reach mandated requirements. The QI Referral, Assessment, Recommendation Flowchart tool was created to provide a quick visual referral process for STRTP recommendation, after the CFT has met to develop strategies for placement preservation vs process for emergency placement.

To streamline the QI process, all requests for a QI Assessments are first submitted by the social worker to their supervisor. A supervisor approval button was added to the internal database to ensure accuracy and timely completion of all required documents for a request for a QI assessment. Once approved, the supervisor submits the referral to Behavioral Health.

Additionally, the Qualified Individual Authorization to Disclose Information Guide was created with Behavioral Health. The guide is used by social workers to ensure all necessary information is incorporated into the authorization. The guide was integral in further streamlining the QI process and ensuring all timelines are met.

CWS also added functionality to the internal QI database by creating a reminder email to be sent to Social Worker, Social Worker Supervisor, Program Manager and Program Review Specialist for any QI referrals that have a QI Assessment Completion date approaching. This ensures that the second CFT is completed within 25 days of the QI assessment being submitted and accepted by Behavioral Health.

CFTs and Incarcerated Parents - During the pandemic several meetings transitioned to a Zoom platform, one of those being CFT meetings. This proved to be difficult in getting incarcerated parents to their CFT meetings as the Jail is very understaffed. Staff continued to reach out to Jail staff underlining the critical importance of parent's participation in CFTs, how it relates to reunification with their children, and that they have a legislative right to attend the CFT. To work through this barrier CWS worked collaboratively with the Supervising Correctional Technicians at the Sherriff's Department to identify any work around to help their staff in getting incarcerated parents to these meetings. Our staff as part of the CFT/CANS Workgroup continue to work on improving attendance and supporting jail staff during this time.

CFTs for Monolingual Families - During the pandemic, DSS realized the need for Court Certified interpreters for monolingual families for both in-person and virtual hearings. As such finding qualified interpreters became an immediate priority. However, with limited availability of interpreters, the need to ensure high quality interpretation services and in-person interpretation became an even larger barrier. As a result, DSS reached out directly to interpreters across the state, developing a list of Court Certified interpreters willing to travel to SLO County. Interpreters are listed by distance in relation to our County.

CFT Policy and Procedure (P&P) Updates - Through the CFT/CANS Workgroup and monthly analyzation of CFT completion data through SafeMeasures it was discovered that not all CFTs were being captured correctly. As a result, additional instruction was provided to social workers and supervisors via the CFT P&P. Additional instructions were provided to staff regarding initial case plans, case plan updates, clarification on what qualifies as a CFT, engaging children and families in the CFT and how to ensure their voice and choice when unavailable, incorporating ICWA requirements in all CFTs, ensuring the educational rights holder is involved in the CFT, and discussing recommendations to families. The CFT P&P also provided clarification to the STRTP requirements, preparation requirements for WIC 241.1 hearing, scheduling an incarcerated parent for a CFT, documenting requirements for reasonable and good faith efforts, confidentiality agreements requirements, notification requirements for CFT members, and documenting a child/youth's absence from a CFT.

CULTURAL INCLUSIVITY AND 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 has continued to incorporate Cultural Inclusivity Training in different areas of the department. Cultural Inclusivity has been incorporated into pre-certification for Resource Family Training, SOP practice, Youth Engagement Project, as well as implementing in all practices where it applies.

CWS has collaborated with the DSS Cultural Diversity Team who has helped develop a curriculum for Resource Family Training. This training is 1.5 hours and will be provided to all potential resource homes in their pre-certification training beginning in mid-2023. CWS also contracted with Dr. Leola Dublin-McMillan to develop local resources and tools that will be provided with this training. The Youth Ambassadors who are a part of YEP were invited to include their input and feedback on how a

resource home can be inclusive and provide cultural comforts when a youth is placed in their home.

Additionally, Cultural Responsiveness Training was provided as one of the SOP Modules for staff and this training topic will be provided during the SOP Skills lab.

LINKAGES

CWS continues to support the Linkages program as a collaboration between CalWORKs and Child Welfare to create a continuum of services and supports to promote child and family well-being. The purpose of Linkages is the development of a coordinated services approach between CWS and PS to better serve and support families and to improve safety and economic stability outcomes.

Our local Linkages team is comprised of CWS, and PS Program Managers and Program Review Specialists meet bi-weekly to determine the next steps in continuous program improvement. Linkages Coordinators attended all Linkages Peer Sharing events and prevention webinars. The department participated in the Linkages 2.0 Convening to support the relaunch of Linkages in San Luis Obispo. Engagement Surveys sent to CWS and PS staff to determine barriers and opportunities with current policy and procedure. The team identified the need to obtain baseline information and feedback from staff regarding the efficacy of the current policy and procedure to inform program development. To support this, surveys were sent to CWS and PS to identify any barriers with the current process. Results provided in survey highlighted the following three areas of priorities:

1. Communication between divisions- Developing expectations about what should be shared between divisions and how often communication should occur.

2. Sharing of confidential information, expectations for information sharing -Clarifying mandates around confidentiality and information sharing

3. Setting a consistent process, next steps after Linkages email being sent

Based on feedback from the staff surveys, the linkages team is in process of revising the Policy and Procedure (P&P) to address the priority areas for improvement, develop training for CWS and PS staff, work on database development for linked cases with the transition from CalWIN to CalSAWS and identify additional opportunities to support prevention services for CalWORKS families not eligible for Family Stabilization Services.

PROBATION

COASTAL VALLEY ACADEMY (CVA)

In 2017, Probation opened a custody commitment program committed to influencing positive change in the lives of youthful offenders by engaging them in comprehensive residential treatment and education services in a safe and supportive environment. The CVA provides residential treatment programming for wards of the Juvenile Justice Court who have been removed from the homes of their parent(s)/guardian(s). CVA serves female and male youth who are at least 14 years of age who previously would likely have been sent to Group Home placements. Implementation of this program was included in the previous SIP and has been Juvenile Probation's most significant achievement towards improving goals and outcomes for youth in need of residential care.

The CVA program adheres to the tenets of the Continuum of Care Reform (CCR) Act launched in September 2012, by the California Department of Social Services (CDSS) in partnership with the County Welfare Directors Association of California (CWDA) in that the CVA provides youth with a local

alternative to congregate care that includes intensive case management, evidence-based treatment programming, individual and family counseling, and substance abuse treatment services. The CVA program also adheres to the guiding principles outlines in the California Fostering Connections to Success Act (AB12) by connecting youth with vocational, educational, and housing services to assist them with transitioning to responsible adulthood. Program length varies based upon the individual needs and circumstances of each youth as well as progress in treatment and overall behavior.

The goal of the CVA is to safely return youth to the community after reducing their risk of future delinquent behavior by improving their reasoning and avoidance skills and providing them with positive pro-social replacement activities.

COMMERCIAL SEXUAL EXPLOITATION OF CHILDREN (CSEC)

In 2014, the County of SLO convened a multi-agency stakeholder work group to address the Commercial Sexual Exploitation (CSE) of children and youth in the community. To support a coordinated response, the CSEC Collaborative Response Team convened. This strategic work group collaborated on the development of a County CSEC Protocol, associated MOU, and policies and procedure to prevent and respond to CSEC in the community.

The CSEC Collaborative Response Team of the County of SLO, led by CWS, takes a victim-centered approach to ensure that youth who are sexually exploited receive the support and services they need. The primary goal is to prevent the sexual exploitation of youth and to help youth of CSE heal, address their trauma, build skills to enter adulthood and contribute to society.

In addition to the progress that CWS has made with CSEC, Probation continues to collaborate with CWS in identifying CSEC youth and to utilize the West Coast Children's Clinic Commercial Sexual Exploitation – Identification Tool (CSE-IT). The CSE-IT is used to identify whether children/youth have been, are being, or are at risk of becoming CSE. The CSE-IT is used to screen all children aged 10 and above who are chronically on the run and/or living in the same home in which another child is identified as having been exploited.

Identified CSEC victims are referred to County Behavioral Health for a Child and Adolescent Needs and Strengths (CANS) mental health evaluation.

Probation screens youth who are identified as victims of CSE or who are at-risk of CSE when they enter the Juvenile Hall, when a change in placement happens, and/or every six months to monitor progress.

CREATIVE MEDIATION FOR JUVENILE PROBATION

In 2019, the Probation Department received funds from the Youth Reinvestment Grant (YRG) Program to extend and expand the mediation and restorative justice services provided in the current Restorative Dialogue Program (RDP). RDP services were developed through a collaborative pilot program beginning in 2017 between Probation and Creative Mediation at Wilshire Community Services, SLO County's not-for-profit community mediation center. These services include intake assessment, coordination and delivery of Parent Teen Mediation sessions, Victim Offender Dialogue with Family Group Conferencing, and Youth Conflict Mediation sessions. Previously these services were only available to youth involved with Probation, yet the need was much wider. Funding from the YRG allowed Probation to extend these services to at-risk youth prior to involvement in the justice system and increase access for monolingual Spanish-speaking families by establishing a bilingual resource coordinator position. Furthermore, this funding will provide training to expand the existing service array to include restorative practices such as Re-entry Circles and Restorative Conferences in

specified schools, allowing more opportunities to divert at-risk youth from justice system involvement at the earliest possible point. This extension and expansion will prevent Probation-involved-youth from further penetration in the juvenile justice system; prevent non-involved youth from being formally referred to Probation and increase access to and participation in such restorative services among Hispanic youth and their families.

SIP CHART

CWS P5 PLACEMENT STABILITY

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

Compliance Standard (Round 3 for Year 1 and Year 2):

<4.12 placement moves.

CSA Baseline Performance (Q3, 2019):

5.34

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

4.01

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

3.39

Compliance Standard (Round 4 for Year 3):

<4.48

Annual SIP Progress Report 2021 Results, Year 3 (Q3, 2022):

4.35

Target Improvement Goal:

The target improvement goal is to meet or exceed (by being lower than) the national standard of 4.48 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 4.48 placement moves per 1,000 days.

5-Year Plan:

Year 2 (June 10, 2021 – June 9, 2022):

≤ 5.14

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

≤4.8

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

≤4.46

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

≤4.12

CWS SYSTEMIC FACTOR: STAFF, CAREGIVER, AND SERVICE PROVIDER TRAINING SYSTEMIC FACTOR COUNTY TRAINING AND DEVELOPING PROGRAMS

CWS will administer at least two specialized trainings during Year 1 and Year 2. CWS will administer at least three specialized trainings during Year 3, Year 4 and Year 5.

CSA Baseline Performance:

2

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

5

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

15

Annual SIP Progress Report Results 2021, Year 3 (Q3, 2022):

24

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.

CWS SYSTEMIC FACTOR: FOSTER AND ADOPTIVE PARENT LICENSING, RECRUITMENT AND RETENTION

CWS will recruit unmatched resource family homes for youth ages eleven to seventeen, by developing and utilizing creative outreach and recruitment strategies.

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

Recruited 11 homes willing to take eleven to seventeen years old.

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

Recruited 5 homes willing to take eleven to seventeen years old.

Annual SIP Progress Report Results 2021, Year 3 (Q3, 2022):

Recruited 8 homes willing to take eleven to seventeen years old.

Target Improvement Goal:

Recruit unmatched resource family homes for youth ages eleven to seventeen, 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 eleven to seventeen, 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 eleven to seventeen, 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 eleven to seventeen, 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 eleven to seventeen, by developing and utilizing creative outreach and recruitment strategies.

PROBATION P2 PERMANENCY IN 12 MONTHS (IN CARE 12 – 23 MONTHS)

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.

CSA Baseline Performance (Q3, 2018):

Zero (0) of six youth achieved Permanency in 12 months (in care 12-23 months)

Compliance Standard (Round 3 for Year 1 and Year 2):

<43.60 Permanency in 12 months (in care 12-23 months)

Compliance Standard (Round 4 for Year 3):

<43.8

Annual SIP Progress Report Results, Year 3 (Q3, 2022):

N/A - No youth meet the criteria for P2

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

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

Applicable Outcome Measure(s) and/or Systemic Factors:
P5: Placement Stability & Staff, Caregiver, and Service Provider Training Systemic Factor

☐ CAPIT	☐ PSSF	☒ N/A	☐ CBCAP

☐ Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project

Action Steps:	Implementation Date:	Year 3 Status:	Responsible Person(s):
A. 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	☐ Completed (MM/YY) ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable ☒ Ongoing ☐ Postponed	CWS Program Manager FM/FR Supervisors FM/FR Program Review Specialist FM/FR Social Workers
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 feedback from supervisors and managers.	January 2023	☐ Completed (MM/YY) ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable ☒ Ongoing ☐ Postponed	CWS Program Manager FM/FR Supervisors FM/FR Program Review Specialist
C. Provide social worker, supervisor and manager requested Sexual Orientation Gender Identity Expression (SOGIE) training to social	October 2021	☒ Completed (06/22) ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	CWS Program Manager Training

workers, supervisors and managers.		☐ Ongoing	Program
D. 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	☒ Completed (02/22) ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable ☐ Ongoing ☐ Completed (MM/YY)	CWS Program Manager FM/FR Supervisors FM/FR Program Review Specialist
E. 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	☐ Completed (MM/YY) ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable ☒ Ongoing ☐ Completed (MM/YY)	CWS Program Manager Program Review Specialist
F. Following completion of trainings, utilize employee satisfaction surveys of attendees to assess efficacy and determine need for additional training supports.	June 2022	☐ Completed (MM/YY) ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable ☒ Ongoing ☐ Completed (MM/YY)	CWS Program Manager Program Review Specialist
G. Track training attendance by creating quarterly attendance reports and follow up with social workers and supervisors.	June 2022	☒ Completed (06/22) ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable ☐ Ongoing ☐ Completed (MM/YY)	CWS Program Manager Program Review Specialist

CWS Strategy 2: Implement specialized training to support early and ongoing assessment of children			
Applicable Outcome Measure(s) and/or Systemic Factors: P5: Placement Stability			
☐ CAPIT	☐ PSSF	☒ N/A	☐ CBCAP
☐ Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project			
Action Steps:	**Implementation Date:**	**Year 3 Status:**	**Responsible Person(s):**
A. 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	☐ Completed (03/22) ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable ☒ Ongoing ☐ Postponed	CWS Program Manager Program Review Specialist
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	☒ Completed (07/20) ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable ☐ Ongoing ☐ Postponed	CWS Program Manager Program Review Specialist
C. 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	☐ Completed (MM/YY) ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable ☒ Ongoing ☐ Postponed	CWS Program Manager Social Worker Supervisors Program Review Specialist

CWS Strategy 3:			
Improve youth placement stability with a focus on ages ten through eighteen years old by strengthening engagement, collaboration, and support.			
Applicable Outcome Measure(s) and/or Systemic Factors:			
P5: Placement Stability			
☐ CAPIT	☐ PSSF	☒ N/A	☐ CBCAP
☐ Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project			

Action Steps:	**Implementation Date:**	**Year 3 Status:**	**Responsible Person(s):**
A. Collaborate with California Department of Social Services (CDSS) to engage resource parents via the Akido Pulse Survey to prioritize supports and resources.	June 2020	☒ Completed (03/2021) ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable ☐ Ongoing ☐ Postponed	QPI Program Manager Staff Development Family Support Unit
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	☒ Completed (09/2020) ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable ☐ Ongoing ☐ Postponed	QPI Program Manager Staff Development Family Support Unit
C. 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	☒ Completed (09/2022) ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable ☐ Ongoing ☐ Postponed	QPI Program Manager Staff Development Family Support Unit
D. Collaborate with the County of San Luis Obispo Youth Task Force to increase initiatives and supports for establishing permanent connections for	April 2021	☒ Completed (09/2022) ☐ On/ahead of schedule ☐ Behind schedule	QPI Program Manager Staff Development

youth in the community.		☐ No longer applicable ☐ Ongoing ☐ Postponed	Family Support Unit
E. 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	☒ Completed (10/2022) ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable ☐ Ongoing ☐ Postponed	QPI Program Manager Staff Development Family Support Unit
F. Establish ongoing engagements and evaluations such as town hall meetings, workgroups, and surveys.	July 2020	☒ Completed (06/2022) ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable ☐ Ongoing ☐ Postponed	QPI Program Manager Staff Development Family Support Unit

CWS Strategy 4:

Increase the number of resource family homes for youth ages 11-17, by developing and utilizing creative outreach and recruitment strategies.

Applicable Outcome Measure(s) and/or Systemic Factors:

P5: Placement Stability & Systemic Factor: Foster and Adoptive Parent Licensing, Recruitment and Retention

☒ CAPIT	☒ PSSF	☐ N/A	☐ CBCAP

☐ Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project

Action Steps:	Implementation Date:	Year 3 Status:	Responsible Person(s):
A. 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.)	March 2020	☐ Completed (MM/YY) ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable ☒ Ongoing ☐ Postponed	CWS Program Manager Social Worker Supervisor Program Review Specialist Social Worker
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.	July 2020	☒ Completed (01/2021) ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable ☐ Ongoing ☐ Postponed	CWS Program Manager Social Worker Supervisor Program Review Specialist Social Worker
C. Develop and make readily available, specialized presentations for resource parents who are interested in fostering children ages eleven to seventeen, with a focus on traumatic stress and ways to increase their own emotional	July 2020	☒ Completed (12/22) ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable ☐ Ongoing	CWS Program Manager Social Worker Supervisor Program Review

regulation.		☐ Postponed	Specialist Social Worker
D. 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	☒ Completed (09/20) ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable ☐ Ongoing ☐ Postponed	CWS Program Manager Social Worker Supervisor Program Review Specialist Social Worker
E. Implement the Youth Engagement Program (YEP) to enhance youth voice in program and policy development.	January 2020	☒ Completed (08/21) ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable ☐ Ongoing ☐ Postponed	CWS Program Manager Program Review Specialist
F. Develop and coordinate 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.	October 2020	☒ Completed (06/20) ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable ☐ Ongoing ☐ Postponed	CWS Program Manager Program Review Specialist

Probation Strategy 1: Develop a specialized foster home for high needs probation foster youth or youth transitioning out of the Coastal Valley Academy			
Applicable Outcome Measure(s) and/or Systemic Factors: P2 Permanency in 12 months (in care 12 - 23 months)			
☐ CAPIT	☐ PSSF	☒ N/A	☐ CBCAP
☐ Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project			

Action Steps:	**Implementation Date:**	**Year 3 Status:**	**Responsible Person(s):**
A. Create a work group to plan for specialized probation foster home (capacity, treatment components, funding resources, etc.)	September 2021	☒ Completed (03/22) ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable ☐ Ongoing ☐ Postponed	Juvenile Services Division Chief Deputy Probation Officer (CDPO)
B. Research ~~and visit~~ existing specialized probation foster homes (such as in Napa County)	December 2021	☒ Completed (03/22) ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable ☐ Ongoing ☐ Postponed	CDPO
C. Complete program description and release Request for Proposal (RFP) as needed	March 2022	☒ Completed (09/22) ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable ☐ Ongoing ☐ Postponed	CDPO
D. Select provider from RFP process and initiate planning for program start date	June 2022	☐ Completed ☒ On/ahead of schedule ☐ Behind schedule	CDPO

			☐ No longer applicable	
			☐ Ongoing	
			☐ Postponed	
E. Start accepting youth in specialized probation foster home	January 2023	☐ Completed (MM/YY)		CDPO
		☒ On/ahead of schedule		
		☐ Behind schedule		
		☐ No longer applicable		
		☐ Ongoing		
		☐ Postponed		
F. 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	March 2023	☐ Completed (MM/YY)		CDPO
		☒ On/ahead of schedule		
		☐ Behind schedule		
		☐ No longer applicable		
		☐ Ongoing		
		☐ Postponed		

Probation Strategy 2: Improve family connections by enhancing Family Finding and Child and Family Teaming			
Applicable Outcome Measure(s) and/or Systemic Factors: P2 Permanency in 12 months (in care 12 - 23 months)			
☒ CAPIT	☒ PSSF	☐ N/A	☐ CBCAP
☐ Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project			
Action Steps:	**Implementation Date:**	**Year 3 Status:**	**Responsible Person(s):**
A. Provide Probation Placement Unit Senior Deputy Probation Officer with specialized Family Finding training	January 2022	☒ Completed (07/22) ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable ☐ Ongoing ☐ Postponed	Probation Placement Unit Supervising Deputy Probation Officer (SDPO)
B. Initiate Family Finding Efforts (FFE) at intake/investigations for all cases	July 2022	☐ Completed (MM/YY) ☒ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable ☐ Ongoing ☐ Postponed	Probation Placement Unit SDPO Probation Court Unit SDPO
C. Train two (2) Deputy Probation Officers to be Child and Family Team (CFT) facilitators	July 2021	☒ Completed (12/21) ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable ☐ Ongoing ☐ Postponed	CDPO

D. 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	☒ Completed (01/22) ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable ☐ Ongoing ☐ Postponed	CDPO
E. 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	☒ Completed (01/22) ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable ☐ Ongoing ☐ Postponed	CDPO