California – Child and Family Services Review Instruction Manual

California Department of Social Services

The Children's Services Outcomes and Accountability Bureau and
The Office of Child Abuse Prevention

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About This Manual

This updated Instruction Manual outlines the C-CFSR as a continuous process rather than a series of reports. Therefore, the structure and layout of this manual provides counties with a process by which counties can plan, analyze and conduct continuous quality improvement activities to support system changes that promote positive outcomes for children and families involved with the child welfare services system.

The changes to this manual include:

- The transition of each county from a triennial cycle to a five-year cycle to provide counties with more time to plan, implement and evaluate the effectiveness of identified strategies toward improvement.
- Adjusting the placement of the Peer Review (formerly called the Peer Quality Case Review) into the County Self-Assessment (CSA) to allow counties the opportunity to further drill down into a focused area of concern noted in the CSA. The Peer Review uses a qualitative approach to shed further light on areas of strength and concern. The results are incorporated into the CSA report, thereby eliminating the need for a separate report.
- Implementation of an annual SIP Progress Report (formerly called the SIP Update) to analyze improved outcomes, identify ineffective strategies and adjust priorities to support continuous quality improvement across the continuum of child welfare services.

In the next year counties will receive additional guidance specific to setting performance thresholds/targets for their outcomes and for a case review system.

Chapter 1 The C-CFSR Process

PARTICIPANTS' ROLES AND RESPONSIBILITIES

Key participants in the process include representatives from the County Child Welfare and Probation Placement Agency, the CDSS (state), Tribes and other local community stakeholders. The following provides an overview of the various participants including their overarching roles and responsibilities.

C-CFSR TEAM

To ensure continuous quality improvement, an identified team acts as the driver of the C-CFSR process. The team meets regularly to ensure that all aspects of the C-CFSR are carried out and to maintain the integrity of the process. The C-CFSR Team is led by representatives from the County's Child Welfare Department, Probation Placement Agency and the CDSS. The team may also include individuals who participate and contribute to quarterly outcome reviews, CSA and SIP development, SIP Progress reports, Child Abuse Prevention, Intervention and Treatment/Community-Based Child Abuse Prevention/Promoting Safe and Stable Families (CAPIT/CBCAP/PSSF) Annual Reports and county prevention partners, including Child Abuse Prevention Coordinating Councils (CAPCs).

STAKEHOLDERS IN THE C-CFSR PROCESS

Input from stakeholders is essential throughout the C-CFSR cycle. The C-CFSR process requires input from stakeholders within the county who participate in providing services to children and families involved in the child welfare system as well as from individuals who are receiving or have received services.

The C-CFSR process is built on the concept that client feedback is critical and community organizations which deliver services provide invaluable information to inform the process. Therefore, counties should consider their resources and the availability of stakeholders when creating the C-CFSR team. The list below includes a set of core or required stakeholders, and a list of recommended stakeholders to be represented:

REQUIRED STAKEHOLDERS

COUNTY CHILD WELFARE

- Child Welfare Administrators
- Child Welfare Supervisors
- Child Welfare social workers/caseworkers
- The CDSS Adoptions District Offices (when applicable)

PROBATION

- Chief Probation Officer (or designee)
- Probation Placement Supervisor

- Probation Placement Officers

Native American Tribes

- Tribal Chairperson (or designee)

Service Recipients

- Foster Youth (current and former) who are reflective of the CWS population and includes those served in the Extended Foster Care, After 18 program
- Parents/Consumers who are reflective of the CWS population
- Resource families and other caregivers who are reflective of the CWS population

County Agency Partners

- County Health Department
- County Mental Health Department
- County Office of Education
- County Alcohol and Drug Department
- Prevention Partners
- Child Abuse Prevention Council
- Children's Trust Fund Commission or CAPC if acting as the Children's Trust Fund Commission
- County Board of Supervisors Designated Agency to Administer CAPIT/CBCAP/PSSF Programs
- PSSF Collaborative
- Members of the education community who are representative of the areas where CWS children and families are served
- Juvenile Court Representatives (i.e. bench officers, attorneys, etc.)
- Court Appointed Special Advocates (CASA)

In counties where staff are represented by labor unions, the county is encouraged to request participation of line supervisors and staff as selected by the union, in addition to other staff.

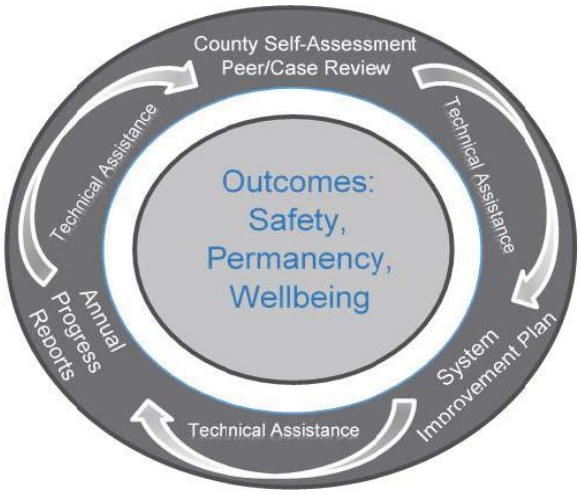
The C-CFSR team may consult with anyone else they deem to have important input or relevant information regarding the provision of services for children and families. Including, but not limited to:

- Law Enforcement
- County Children and Families Commission (Prop. 10 Commission)
- Department of Child Support Services
- Department of Developmental Services (DDS) Regional Center (depending on client population)
- Domestic Violence Prevention Provider
- Early Childhood Education/Child Care

- Economic Development Agency
- Family Resource Centers
- Fatherhood and Healthy Marriage Programs
- Public Housing Authority
- Service Providers including those who meet the needs of specialized populations
- Supportive Housing Providers
- Teen Pregnancy Prevention
- Workforce Investment Board

Elements of the C-CFSR Process

The C-CFSR is a cyclical process which begins with the identification and analysis of the current system, implementation of solutions which are tested, and an ongoing evaluation and revision of those solutions for continuous improvement. This active process is repeated on a continuous basis to meet the changing needs of the system over time.



COUNTY SELF-ASSESSMENT (CSA)

The CSA is a comprehensive review of the child welfare and probation placement programs, from prevention and protection through permanency and aftercare. The CSA is completed every five years by the county in coordination with their local community partners as outlined earlier. The CSA is the analytic vehicle by which counties determine effectiveness of current practice, programs and resources across the continuum of child welfare and probation placement services and identifies areas for targeted system improvement. Counties are encouraged to conduct focus groups, hold stakeholder forums, and administer satisfaction surveys as a means to fully engage stakeholders in the analysis of the system.

PEER REVIEW

The Peer Review provides counties with qualitative information about their programs by examining child welfare practices and policies that impact outcomes for children and families. The Peer Review also offers the opportunity for sharing successful efforts across counties.

Peers from counties assisting with the review share information on best or promising practices used in their own county.

SYSTEM IMPROVEMENT PLAN (SIP)

The System Improvement Plan is the operational agreement between the CDSS and the county. The SIP is developed every five years by the lead agencies in collaboration with their local community, prevention and early intervention partners and is approved by the county Board of Supervisors (BOS). It provides an outline for how the county will improve their system of care for children and families. The SIP identifies how programs and services funded with CAPIT/CBCAP/PSSF funds will address priority needs within the CWS continuum.

ANNUAL SIP PROGRESS REPORT

Following the development of the five-year SIP, County Child Welfare Departments and Probation Placement Agencies, in collaboration with their community partners, will develop and submit to the CDSS an Annual SIP Progress Report. The progress report reevaluates and provides a written analysis of current performance to determine whether the SIP strategies are achieving the desired results. This provides counties an opportunity to amend or modify the SIP as necessary. The CDSS will collaborate with counties to determine if these changes warrant BOS' approval. If the SIP Progress Report impacts CAPIT/CBCAP/PSSF funded strategies, this information will be shared with the OCAP consultant. Submission of the Annual SIP Progress Report does not relieve counties of the requirement to file an annual report for the CAPIT/CBCAP/PSSF Programs.

QUARTERLY DATA REPORTS

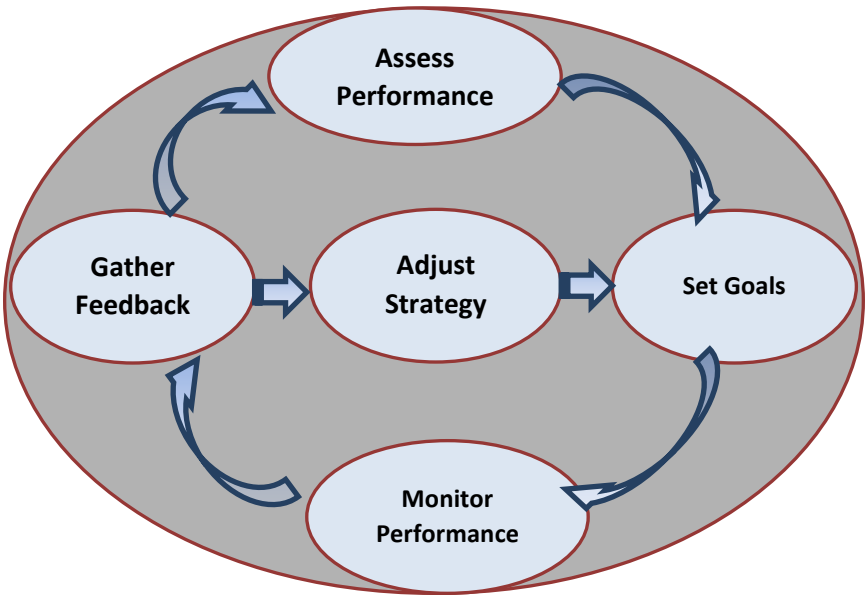
The data utilized in the C-CFSR represent the children and families receiving child welfare services in California. The CDSS issues Quarterly Data Reports that include outcome-based data focused on core safety, permanency and well-being measures for each county's child welfare and probation placement youth populations. Analyzing data in relation to the outcome measures provides valuable information to counties about the successes and/or challenges present in the system that impact the lives of children and families served. The primary data utilized throughout the C-CFSR is derived from the Child Welfare Services/Case management System (CWS/CMS) and is extracted approximately one month after a quarter ends.

Reports are released during the months of January, April, July and October. The Quarterly Data Report provides summary data for program measures as the basis for the C-CFSR and is used to track state and county performance over time. Data is used to inform and guide both the assessment and planning processes, and to analyze policies and procedures. This level of evaluation allows for a systematic assessment of program strengths and limitations in order to improve service delivery.

Linking program processes and performance with outcome measures helps evaluate progress and modify the program and/or practice as appropriate. The information obtained from the Quarterly Data Reports is used by the county to make decisions about future program goals and

strategies. Analysis of this type is best viewed as a continuous process of quality improvement as opposed to a one-time activity.

Moving forward through SIP development and annual reporting, counties compare subsequent reports to the baseline to demonstrate progress. The cycle of improvement continues throughout the five year C-CFSR process as illustrated below.



Technical Assistance (TA)

The CDSS partners with the county throughout the C-CFSR process. The CDSS staff provides technical assistance (TA) in the development, review and approval of the CSA, SIP and Annual Progress Report. State staff assists with the identification and sharing of best and promising practices between counties. The state assists counties in accessing resources and information within the CDSS, including connecting counties to other bureaus and divisions within the department. Consultants provide training to counties needing assistance in data analysis, identification of best practices, access to current literature and research on child welfare practice and support the county in the development of methods and facilitation of stakeholder engagement.

Quarterly Contact

These meetings offer counties and the state the opportunity to discuss the effectiveness of the strategies contained within the SIP, trends in other outcome measures. Counties are encouraged to share changes to county programs, staffing and/or funding issues, and the progress or challenges experienced by the county in implementing action steps and reaching the target improvement goals outlined in their SIP.

OFFICE OF CHILD ABUSE PREVENTION

The OCAP partners with the County Child Welfare Department during the CSA, SIP and CAPIT/CBCAP/PSSF Annual Reporting components of the C-CFSR process. The OCAP staff provides technical assistance in the development, review and approval of the CSA and the SIP relative to CAPIT/CBCAP/PSSF program requirements. The OCAP consultant acts as a liaison for counties in several capacities including: 1) Consulting with the ACF with regard to CBCAP and PSSF reporting requirements and 2) Assisting in the identification and dissemination between counties of effective and allowable prevention, early intervention and treatment services under the CAPIT/CBCAP/PSSF programs including evidence-based programs and evidence-informed practices. In addition, the OCAP staff provides technical assistance during the annual reporting process and whenever the county is anticipating changes to their CAPIT/CBCAP/PSSF service provision plan. The OCAP consultant must review and approve any changes prior to expenditure of funds. Counties coordinate with their OCAP consultant regarding these funding changes outside of the quarterly contact process.

Development of Reports

REPORT TEMPLATES

The CDSS has developed templates to ensure each report contains the required elements. These include templates for completing the CSA, SIP and SIP Progress Reports. The CAPIT/CBCAP/PSSF Annual Report is submitted annually per an ACIN which gives specific directions for submission.

The county is encouraged to use the CSA Report template for formatting purposes, but may use an alternative report format. If an alternative format is utilized the county will complete the CSA checklist when submitting the draft and final report. [1]

The county must use the SIP and SIP Progress Report templates for formatting purposes to ensure all requirements are met. Due to the state's need to collect and analyze information from the SIP and SIP Progress Reports into aggregate data for federal reporting, the CDSS is not able to offer alternative formats of these reports.

Instructions for completing the CSA, SIP and SIP Progress Report templates are provided on the CSOAB website. This includes instructions for completing the SIP Chart, CAPIT/CBCAP/PSSF Expenditure Workbook and CAPIT/CBCAP/PSSF Program and Evaluation Description.

CITATION OF DATA SOURCES

Citation information will be provided for all of the data sources included in the C-CFSR reports. CDSS quarterly data reports are posted on the CSOAB website[2]. If the reports include data from

[1] Updated C-CFSR Tools, templates and checklists will be available as of January 2, 2014 and can be obtained at: http://www.childsworld.ca.gov/PG1356.htm

[2] http://www.childsworld.ca.gov/PG1358.htm

the Center for Social Services Research (CSSR), Child Welfare Indicators Project (CCWIP) the citation will be included at the bottom of each report created.

The county identifies the official data report utilized for reference throughout the reports. For well-being measures, qualitative information shall be provided either as a result of the peer review, case review or other methods used within the county, such as quality assurance processes or other type of review of county practice.

If a report includes data from SafeMeasures®, follow the sample below to properly credit the data source:

> Children's Research Center SafeMeasures® Data. *County name, report type and report timeframe.* Retrieved [month, day, year] from Children's Research Center website. URL: https://www.safemeasures.org/ca/

REVIEW PROCESS

Recognizing the need for the state and county to work concurrently to develop and review the required documents, the state requires a final version of the CSA no later than 45 days prior to the due date. This provides 15 days for state review in anticipation that some counties will opt to seek BOS' approval.

Because the SIP is the operational agreement between the county and the state, the county must submit a final version no later than 45 days prior to the due date. In order for the SIP to be presented to the county BOS, the state must be in concurrence with the areas targeted for improvement, strategies, and target improvement goals. Only the SIP Report requires BOS approval. Exceptions to this occur when SIP goals and strategies are significantly altered during subsequent years of the SIP Period. Should this occur, the CDSS may direct the county to present the SIP Progress Report to the BOS for approval.

Upon final approval of the CSA, SIP and SIP Progress Reports, the county sends an electronic version of the full report, including the signed Signature Sheet and attachments in PDF format to C-CFSR@dss.ca.gov and the assigned CSOAB and OCAP consultants. The CSOAB will post reports for public view on the CDSS website.

The county mails the original hard copy of the signed Signature Sheet to the CDSS at:

> Children's Services Outcomes and Accountability Bureau
> Attention: Bureau Chief
> Children and Family Services Division
> California Department of Social Services
> 744 P Street, MS 8-12-91
> Sacramento, CA 95814

All reports are due on the dates identified in the C-CFSR Five-Year Schedule which is released periodically via All County Information Notice (ACIN)[3]. Extensions must be formally requested via a letter from the county. This letter needs to convey agreement by both of the lead agencies regarding the reason for the extension and identify a specific date by which the report will be received by the state. It is expected that subsequent reports will be submitted in accordance with the dates provided in the ACIN. Extension requests should be submitted to the Chief of the Outcomes and Accountability Bureau at the address listed above.

[3] The first C-CFSR Five-Year Calendar was released via ACIN No. 1-16-12 can be accessed through the following link at: http://www.cdss.ca.gov/lettersnotices/entres/getinfo/acin/2012/I-16_12.pdf

Chapter 2 The County Self-Assessment

This chapter provides detailed instructions for completing the CSA element of the C-CFSR process. It includes a description of the purpose of the CSA and requirements for a comprehensive report including all of the following elements:

- Description of the CSA Team and core representatives
- A work plan for the CSA process
- Peer Review and Case File Review
- Demographics on the general population and foster care placement (CWS & Probation)
- Systemic Factors
- Outcome measures

Purpose of the County Self-Assessment

The purpose of the CSA is to comprehensively assess the full array of child welfare and probation program, from prevention and protection through permanency and aftercare. The CSA is completed every five years by the county in coordination with their local community partners as outlined in Chapter One. The CSA is the analytic vehicle by which counties determine effectiveness of current practice, programs and resources across the continuum of child welfare and probation placement services and identifies areas for targeted system improvement. Counties are encouraged to conduct focus groups, hold stakeholder forums, and administer satisfaction surveys as a means to fully engage stakeholders in the analysis of the system. The CSA is designed to provide counties with a mechanism for fulfilling some of the CAPIT/CBCAP/PSSF requirements including the needs assessment.[4]

The CSA guides County Child Welfare Departments and Probation Placement Agencies in identifying the successes and challenges in current practices, programs and resources across the continuum of child welfare and probation placement programs and services. In addition, the county identifies the existence, prevalence or magnitude of a need for services. This information may justify the use of CAPIT, CBCAP and/or PSSF funds to divert children and families from entering the child welfare system.

The findings of the CSA may highlight priorities outside the county's existing service delivery structure. The assessment guides the county in determining where efforts and funding should be focused to maximize positive outcomes for children and families. The CSA also provides justification for use of CAPIT/CBCAP/PSSF funds to support C-CFSR outcome improvement

[4] Title II of the Federal Child Abuse Prevention and Treatment Act (CAPTA) Amendments of 1996 reauthorized in December of 2010 (P. L. 111-320) Section 205 (a) (1); Welfare and Institutions Code section 18963 (c) (1); Welfare and Institutions Code section 16604.5; Code of Federal Regulations 1357.15 (d)(3).

efforts. Allowable services and activities may be implemented or enhanced as strategies or action steps.

County Self-Assessment Process

The C-CFSR Team and stakeholders complete the self-assessment using a variety of methods. The county engages the community in a conversation about the quality of the child welfare system and provision of services to children and families. Feedback from members of the population who might benefit or be affected by changes made to the system is critical. The following is a basic work plan that outlines the stages of conducting a county self-assessment.

1. **Convene a core C-CFSR team**
   Conducting a county self-assessment is a lengthy process and involves a commitment and participation from the C-CFSR team to see the project through from start to finish. See of Chapter 1 for more information on the participants of the C-CFSR team.

2. **Gather information/data**
   A. Select the Quarterly Data Report to be used as the baseline for the CSA. The county uses the most recent Quarterly Data Report available for the purposes of determining the focus area of the Peer Review.

   B. Primary data: Sources of data include the CWS/CMS, relevant/available County Probation Department data, prior CSAs, SIPs, data collected by the county directly from stakeholders, surveys, interviews, case record reviews, focus groups, qualitative data and CAPIT/CBCAP/PSSF annual reports. See Appendix 5, for more information regarding data sources.

   C. Secondary data: data collected by other agencies such as needs assessments, published reports, and other databases (KIDS COUNT, census, and service providers' databases). Please refer to the CSOAB website for the C-CFSR Resource List which can assist in gathering secondary data.[5]

   D. Peer Review Information: qualitative information that is focused on one or more specific Outcome Data Measure and will identify themes of agency strengths and areas needing improvement for child welfare and probation placement. The CDSS staff is available to assist counties with the creation of instruments, including interview tools, facilitation of stakeholder meetings and focus groups.

3. **Select and organize existing data and tools to inform stakeholders about the county's child welfare system**

[5] Updated C-CFSR Tools, templates and checklists will be available as of January 2, 2014 and can be obtained at: http://www.childsworld.ca.gov/PG1356.htm

The county selects methods of consultation with stakeholders. Common methods include, but are not limited to, large group stakeholder meetings, focus groups, surveys and interviews. The county utilizes the information collected from stakeholder engagement to support the assessment of strengths and needs in the child welfare system.

4. **Engage and consult with stakeholders in the process**

   All core representatives are included in this process. See Chapter 1 for a full list of required and recommended representatives. The stakeholders can assist in meaningful analysis of existing data and demographics and other information to identify community needs including strengths, promising practice, barriers and challenges.

5. **Analyze information/data**

   The analysis of information required in the C-CFSR process involves not only summarizing and describing data and findings in the CSA, but also examining the information to reveal relationships, patterns and trends, etc. The purpose of this analysis is to identify possible causes for success and barriers to improvement and possible solutions and strategies for change. Counties are encouraged to utilize information gleaned from the previous SIP to analyze what is working well and where improvement is still needed. When referencing the Outcome Data Measures, the quarterly report released at the start of the CSA planning period is used to establish the baseline for measuring performance in the upcoming SIP period.

   The county reviews and discusses research and existing literature to enrich and support their CSA analysis and includes a summary of applicable literature within the report. Literature reviews can be found on the CSOAB website.[6] When referencing other literature or research, include the source of the information used.

   Counties incorporate findings connected to existing state and federal initiatives. The report should discuss how initiatives, corrective action plans, existing lawsuits/settlement agreements and other local issues, such as Grand Jury reports, are integrated into practice and how they impact service delivery and alter outcomes for children and families.

6. **Organize the information into a report to be shared publicly.**

The Peer Review Process

The County is responsible for jointly conducting the Peer Review in coordination with the CDSS. The Peer Review is the process by which counties learn, through qualitative examination of

[6] Updated C-CFSR Tools, templates and checklists will be available as of January 2, 2014 and can be obtained at: http://www.childsworld.ca.gov/PG1356.htm

county practice, how to improve services for children and families with respect to one specific focus area. Social workers and probation officers have unique knowledge of the system and the families they serve and therefore can shed considerable light on the challenges to improving practice in a particular area and offer suggestions for change. The process draws upon the expertise of peers from other counties as well as host county social workers and probation officers. During the review, staff from peer counties interview host county case-carrying social workers and probation officers regarding county practice. Utilizing peers from other counties promotes the exchange of best practice ideas between the host county and the peer counties.

The Peer Review creates a supportive, non-threatening environment for line and direct supervisorial staff to share insights and expertise regarding a select number of cases and a particular focus area. This is an opportunity for host county staff to freely and honestly provide their insight and experiences regarding their daily work. The CDSS and the host county are responsible for ensuring that confidential opportunities exist for host county staff to comment on the county's policies and practices without any fear of retribution.

1. Roles and Responsibilities

Planning the Peer Review is the responsibility of the C-CFSR team. Counties may want to form a subcommittee of the C-CFSR team to focus on the Peer Review. Representatives from the host county coordinate with the CSOAB consultant who provides technical assistance and oversight to ensure the integrity of the process. These county representatives work with the CSOAB consultant to guide the planning of the Peer Review and are responsible for ensuring that the activities listed below are completed. A work plan is strongly recommended.

A. Roles and responsibilities are discussed early in the CSA planning process. Host county representatives are identified and work with the CSOAB consultant.

- The CSOAB staff are available to facilitate the Peer Review including: 1) Orientation of peer and host county staff, 2) Training of the interview process and the standardized tool, 3) Facilitation of the debriefing process and 4) Reporting of results to county management upon completion of the event.
- The county may choose to contract with an outside contractor or a Regional Training Academy (RTA) to facilitate the Peer Review event. In the event that an outside contractor or RTA is hired, the CDSS consultant will continue to work directly with the county. Contractors may assist the county in facilitating and planning the event but are not intended to replace the technical assistance provided by the CSOAB consultant, who will have the most current knowledge of the C-CFSR process. In such cases, the county will ensure that the facilitator is knowledgeable of the expectations and guidelines of the Peer Review process and her/his role is established from the beginning of the planning process.

B. In negotiation with the CDSS, the host county will determine Peer Review logistics including the selection of dates and location for the Peer Review. The CSOAB consultant can provide suggestions related to logistics, but are unable to coordinate these elements of the Peer Review.
    - Location of Activities: Identify the number of interview rooms needed and establish a central location for Peer Review activities, such as training, debriefing and reporting results.
    - Travel and Lodging
    - Daily Meals
    - Expense Reimbursement Process

2. Selection of a Focus Area

The Peer Review focuses on a specific outcome in order to analyze county practice, and identifies strengths and areas needing improvement. When feasible, the Peer Review focus area is selected based on the host county's performance in areas where California, as a whole, is underperforming. The CSOAB consultant informs the county of current state priorities.

Counties coordinate with their CSOAB consultant to determine their Peer Review focus area. A discussion regarding the Outcome Data Measures takes place prior to the county determining their area(s) of focus. Although the Peer Review is a partnership between child welfare and probation, it may be determined that the agencies target different focus areas.

3. Referral and/or Case Selection Guidelines

Utilizing referral/case selection criteria provided by the CDSS, the county will oversee the case selection process to ensure that it meets the identified criteria. Counties select referrals and/or cases for review that will provide the most comprehensive information to highlight the strengths and challenges for practice in the selected focus area. Referrals and/or cases selected are representative of the population impacted by the measure of focus.

A. Selection of cases
    - Define the time period/length of time cases were open
    - Stratify by demographic information, i.e., age, gender, ethnicity, number of placements, placement type, etc.
    - Determine where the biggest differences are or areas of greatest need
    - Select a random sample
B. The county will coordinate with the CSOAB consultant to determine the sample size for case selection.
C. To accommodate any challenges and limitations in the referral or case selection process, it is strongly recommended that counties select a larger number of cases

than needed, so that several "backup" cases are prepared, along with the staff person assigned to the referral/case, for the interview process.

D. For each identified case, the host county will determine the appropriate staff person to be interviewed.
   - The interviewee should be the person best able to answer interview questions based upon their role in the case. Ideally, this is the current case carrying social worker or probation officer; however, the county may determine another individual is more suited to provide the most helpful information regarding the case if, for example, the case was recently transferred to a new staff person. Counties may opt to have multiple workers interviewed for one case/referral. In smaller counties, it may be necessary to conduct interviews with supervisors.
   - In the event of an unexpected emergency, an alternate or back-up interviewee participates instead.

4. Peer Interviewers

Peer Interviewers are selected by identifying counties from the list provided by the CSOAB. These counties demonstrate promising practices in the selected focus area.

A. Selection of Peers: When identifying peer interviewers, the host county selects peers interviewers that are:
   - From counties that perform well in the selected focus area or Outcome Data Measure.
   - From counties that are implementing evidence-based practice to improve the selected focus area.
   - Experienced in and knowledgeable about the selected focus area and currently working directly with consumers of child welfare services or supervising staff in direct practice positions.

   Although similar county demographics and county size is beneficial when considering peer reviewers, these elements do not outweigh the considerations listed above.

B. Creation of Peer Teams

   Peer Interview teams consist of enough members to ensure that interviewing roles and responsibilities are adequately addressed. Team roles include interviewer, scribe and timekeeper to ensure that all questions are sufficiently addressed, all information is adequately recorded and that interviews are completed timely so that the schedule is not adversely impacted. Teams include both child welfare and probation staff. Mixing teams increases shared learning and promotes networking between child welfare and probation agencies.

5. Standardized Interview Tools

The CDSS has developed standardized interview tools for each focus area. These tools were developed from tools used in previous PQCRs, a review of the literature, statewide

efforts towards evidence-based practice and statewide strategies for improvement. By including standardized interview questions, aggregate information related to each focus area can be obtained at a statewide level.

Counties are encouraged to utilize the tools developed by the CDSS and should not alter or change the questions, except to adjust for county specific language. Counties may add additional county specific questions to their interview tool as they feel appropriate to accommodate local need. Counties who choose an alternate focus area will work with the CSOAB consultant to develop an interview tool.

6. Peer Review Schedule

The county creates a Peer Review schedule with ample time to accommodate the following elements.

A. Orientation for participating staff and any other desired county staff and/or community partners. The host county provides host county staff with information regarding the Peer Review. Information shared should include a basic description and purpose of the event, lead agency roles and responsibilities, and responsibilities and expectations of participating county staff.
   - Orientation for peers and county staff occurs in advance or at the start of the peer review. The CSOAB consultant facilitates an initial orientation that prepares staff and peers regarding general expectations during the event. Advance orientations may take the form of an onsite event or a webinar.

B. Orientation of Host County Staff
   - County staff orientation provides an understanding of the staff role in the peer review. A copy of the standardized interview tools can be provided in advance to ensure that staff are prepared for the interview; however, this is not intended to take the place of the interview.
   - The orientation assists with establishing a framework for staff to freely and honestly provide their insight and experiences to the host county. The issue of confidentiality is also discussed with host county staff to ensure that they feel free to speak without fear of retaliation.

C. Orientation of Peer County Staff
   - It is the county's responsibility to ensure that peers are invited and, prior to the scheduled Peer Review, receive a packet of information that describes the Peer Review process and schedule of events. The CSOAB consultant can provide a sample packet to the county.
   - The packet includes expectations regarding the interview process as well as information peers need to prepare in order to share promising practices with the host county.

- To save valuable interview time, it is strongly recommended that counties provide peers with pertinent background information by providing a summary of the case.

D. Peer Training

It is essential that counties ensure that peer interviewers are well trained in the following areas:

- Peer Review Process:
  Ensure that the purpose and intent of the review is clear and that the peers understand their roles and responsibilities during the review.
- Standardized Interview Tool:
  During the training, the focus area and interview tool are reviewed in addition to the county's performance and practices related to the focus area. Ensure that peers understand the intent of the interview questions and have the interview skills to solicit comprehensive and constructive information during the review.
- Confidentiality of Interviewees:
- Ensure that peer interviewers understand and conduct the interview and debrief process to preserve the confidentiality of the interviewees. To ensure confidentiality during the Peer Review, confidentiality agreements are utilized. The CSOAB consultant can provide a sample agreement.
- Debriefing Process:
  Include an overview of the debrief process.
- Promising Peer Practices:
  Include an overview of the process by which peers select and share promising practices related to the focus area with the host county. CSOAB staff is available to guide the peer sharing process.

E. Sufficient Time for Interviews

- Interview schedules incorporate enough time to ensure the questions are sufficiently answered and recorded and that peer interview teams have time to prepare for subsequent interviews. The schedules also allow for frequent breaks that so that the teams can be effective and focused for each interview and for daily debriefing activities.
- Each peer review team can complete approximately three interviews per day. Interviews using the CDSS' standardized tools take approximately one hour; however, additional time is needed when counties add additional local questions. Counties are encouraged to test the tools with staff in advance to determine the appropriate amount of time needed to ensure that all questions are adequately addressed. Additionally, after each interview, time is built in for the teams to review each interview question to ensure all the information is gathered onto the interview tool. This is critical for the debrief process.

- It is strongly recommended that counties provide peer interviewers with a case summary for review prior to starting the interview. The case summary contains an overview of the case, such as, initial reason for involvement with the child welfare agency, family composition, placement history and case plan information, etc. This saves valuable time during the interview process. Be sure to schedule time for the peer interviewers to review the summary before the start of each interview. A sample case summary format is available from the CSOAB consultant.

F. Time for Effective Debriefing

- Debriefing is done at the end of each day to collect information from interviewers. A final debrief session is needed to organize the gathered information into themes and prepare the information that will be reported to the host county at the end of the review. It is important to present the results to the county in an aggregated format so that findings are not attributed to individual staff.

- The CDSS utilizes a standard debrief process when conducting the peer review. When determining roles and responsibilities, the county and CDSS will negotiate who will lead the debrief process.

- During the debrief process, teams will report out what they heard in the interviews for each section of the standardized tool used in the interview process. From each category in the tool, peers will identify and report what they have heard from host county staff regarding what is working well, problems and concerns as well as any recommendations host county staff have made regarding county practice. Throughout the review, the information heard during the interviews will be organized into themes of:

    A. Promising Practices
    B. Barriers and Challenges
    C. Recommendations/Suggestions for change

After each peer team has completed one interview, peers will practice the debrief process. This ensures that any outstanding problems, confusion or questions regarding the interview process and/or tool are resolved before continuing the interviews.

Upon completion of all interviews, the peers will review the information gathered throughout the review and organize the themes most commonly found in the interviews.

G. Development of Promising Peer Practices to be Shared with the Host County

- The county informs peers in advance of the expectation to share promising practices that exist within their counties relevant to the selected focus area. Peers are encouraged to bring any relevant brochures or other materials to share information about their county's practices. The schedule allows time to assist peers in identifying relevant practices for sharing and to discuss and/or plan the method for sharing promising practices with the host county.

H. Report of the Results

- The final activity in the Peer Review will include reporting the results of the review to county staff and any other participants the county chooses to include. When determining roles and responsibilities, the CDSS and the county will negotiate the lead for reporting the results. In addition, the report to the county will include time for Peer Interviewers to share their own county's promising practices with host county staff. The CDSS provides a copy of the final debrief to the county at the end of the Peer Review.

7. Utilize Peer Review results to further inform the analysis in the CSA report.

Tools and samples for use in planning and carrying out the Peer Review are available on the CSOAB website.[7]

Requirements for the CSA Report

The county has overall responsibility for the completion of a single, integrated CSA. The CSA shall consist of the following sections:

1. C-CFSR Signature Sheet

Upon approval from the CDSS, the county may package the CSA for submission. County BOS approval is not required for the CSA. The signature sheet requires signatures from the CWS Director and the Chief Probation Officer and a representative of the BOS designated public agency to administer CAPIT, CBCAP and PSSF funds. Templates and instructions for completion are located on the CSOAB website.[8]

2. Introduction

Provide a brief introduction to the County Self-Assessment (CSA) Report. Briefly describe how the county approached the CSA planning process. Include a description of the methods used to gather stakeholder feedback for the assessment (i.e., via surveys, focus groups). The county also includes a description of the process taken to conduct the Peer Review. The county will incorporate feedback from stakeholders throughout the report to support the assessment.

[7] http://www.childsworld.ca.gov/PG1356.htm

[8] http://www.childsworld.ca.gov/PG1356.htm

The county may choose to include county-specific information that may be pertinent to the reader prior to reading the assessment. The introduction may include an overview of the information that will be assessed throughout the report.

3. C-CFSR Team & Core Representatives

The report is to include a description of efforts toward collecting and analyzing information to guide future program and service delivery. This section identifies the composition of the C-CFSR team and the extent of their participation in the CSA process. This section informs the public, including various community stakeholders and other advocacy groups, of the county's efforts and methodology for system improvement. The following information is included in the report:

A. C-CFSR Team
List and briefly describe the county C-CFSR team. Please refer to Chapter 1 for a description of the C-CFSR team.

B. List of Core Representatives
Include a list of names with affiliations either as an attachment or within the body of the report.

C. Participation of Core Representatives
Indicate whether all the required core representatives participated. Explain the circumstances if any of the required representatives were unable to participate.

4. Demographic Profile

The county identifies and describes the general population, child welfare and probation placement populations, the prevalence of child maltreatment risk factors within the county and populations at greatest risk of maltreatment. Counties conduct a comparative analysis between general county data, child maltreatment data, and trends within the child welfare and probation placement systems. This analysis should highlight any significant changes or trends in the demographic profile since submission of the previous CSA. The county uses informed conjecture[9] to describe the potential impact of these changes on the county's performance in the Outcome Data Measures, community needs and service delivery. The analysis of the county demographic profile will highlight the reasons why and the ways in which children and families come to the attention of the system in order to improve prevention services. This information will also be used to validate the use of CAPIT, CBCAP and/or PSSF funds to prevent children and families from entering the child welfare system. The county may use tables or

[9] The CDSS recognizes that valid scientific study is often infeasible in determining the success and barriers to achieving improvements in the child welfare system. Therefore, it is critical that counties are able to make inferences about their systems based upon inconclusive and incomplete evidence. The purpose of informed conjecture is to serve as a guide for decision making when conclusive evidence is unavailable.

graphs to present information efficiently. When using tables or graphs, a narrative is to be included to describe the information contained within.

Resources for obtaining demographic data and other information can be found on the CSOAB website.[10]

A. General County Demographics
   Comparing demographic data between the general population and the child welfare and probation populations enables the county to identify the composition of the community in order to ensure that the system is designed to meet the needs of the population served. . A thorough analysis of the demographics will provide a picture of the strengths and needs of the community as a whole and the general context in which the county services are provided to children and families. It may also show how trends within the general population impact the ability of the county and the community to provide sufficient services to the child welfare population and, in turn, affect the county's Outcome Data Measures.

The demographic information provided within the CSA is intended to later assist the county with identifying priorities for inclusion into the SIP. This information may highlight a specific population that needs to be addressed in order to improve Outcome Data Measures, other outcomes, or to address unmet needs or gaps in services within the SIP.

The following elements will be included in the analysis (frequencies and rates should be discussed where applicable):

- Population stratified by age, ethnicity and language spoken
- Median income
- Unemployment data
- Average housing costs
- Homelessness data
- List of the federally recognized active tribes in the county
  If there are no federally recognized tribes located within the county, there may still be Native American children served by the county's system. If so, provide information regarding children served and their affiliated tribes, and any service providers utilized most frequently within the county's system including local land-based tribes and non-local tribes with which the county has interaction.

[10] http://www.childsworld.ca.gov/PG1356.htm

At a minimum, the analysis should address the following information:

- Any regional differences that identify risk factors, such as areas of concentrated poverty, residential instability, high unemployment or limited family supports and services.
- Any changes or trends since the last self-assessment and any potential impact on the delivery and/or availability of services.
- Any changes or trends since the last self-assessment and any impact on the county's performance around the data Outcome Data Measures.

B. Child Maltreatment Indicators

A combination of individual, relational, community and societal factors contribute to the risk of child maltreatment. This information is used in order to target prevention and early intervention efforts. The county provides information and data on the following indicators and, if available and applicable, includes regional or other sub-county level data:

- Number and proportion of newborns with low-birth weight
- Number and proportion of children born to teen parents
- Family structure, i.e., number and proportion of single parent homes, grandparent homes
- Housing costs and availability
- 2-1-1 calls: monthly averages by assistance requests (as applicable)
- Substance abuse data
- Mental health data
- Child fatalities and near fatalities
- Children with disabilities(as applicable)
- Rates of law enforcement calls for domestic violence(as applicable)
- Rates of emergency room visits for child victims of avoidable injuries (as applicable)

At a minimum, the analysis should address the following information:

- Geographic, age, racial/ethnic or other trends should be explored in order to identify children at greatest risk of maltreatment. For example, if the rate of law enforcement calls for domestic violence is three times higher in a particular zip code be sure to discuss.
- Changes or trends since the last self-assessment and any potential impact on the delivery and/or availability of services.
- Changes or trends since the last self-assessment and any impact on the county's performance around the Outcome Data Measures.
- Discuss any impact on the delivery of services for at risk families.

C. Child Welfare and Probation Placement Population

A thorough exploration and analysis of the Child Welfare and Probation Placement Agency populations is necessary to understand and effectively address the reasons

why families enter the system and to ensure their needs are met[11]. Include the elements below, and if available include regional or other sub-county level data. Also, frequencies and rates should be discussed where available:

- Number of children with allegations stratified by age and ethnicity, (child welfare only)
- Number of children with substantiated allegations stratified by age and ethnicity, (child welfare only)
- Number of children with allegations by type (child welfare only)
  - Sexual Abuse
  - Physical Abuse
  - Severe Neglect
  - General Neglect
  - Exploitation
  - Emotional Abuse
  - Caretaker absence/Incapacity
  - At Risk, sibling abused
- In addition, if available, information about:
  - Substance Abuse, as applicable
  - Domestic Violence, as applicable
  - Mental Health, as applicable
- Number of children with first entries stratified by age and ethnicity
  For probation agencies, this data would reflect the number of children entering the probation system with a suitable placement order.
- Number of children with subsequent entries stratified by age and ethnicity.
- Number of children in care stratified by age and ethnicity. For Probation Placement Agencies, the data would reflect the number of children in the probation system with a suitable placement order.
- Children in care with open cases by service component (i.e., Emergency Response, pre-placement Family Maintenance, post-placement Family Maintenance, Family Reunification, Permanency Placement).
- Number of children in care with tribal affiliations/number of ICWA eligible children.

At a minimum, the analysis should address the following information:

- Identify changes in allegation rates and discuss the reasons why this might have occurred. Include the factors that may have contributed to the changes. Identify any geographical differences in allegations/entries. Discuss any efforts the county has made to address these differences.
- Analyze the types of substantiated allegations over time. Discuss how any changes may affect the county's service delivery, intervention and/or

[11] Counties have the option of using ***Tool Z.13*** and the data templates available via the following link: http://cssr.berkeley.edu/cwscmsreports/lpac-templates/ to assist in completing this section.

performance around the Outcome Data Measures. Discuss any efforts the county has made to address these differences.

- Identify changes in trends since the last self-assessment and any impact on the county's performance around the Outcome Data Measures, delivery and/or availability of services. The county should incorporate information shared in annual SIP Progress Reports and Quarterly Contacts with the CDSS.
- Identify any ethnic and/or cultural disparities between the population served and the services provided. For instance, if 48 percent of children in foster care are Latino, the services provided should be culturally relevant and proportionate to meet the needs of the foster care population.

5. Public Agency Characteristics

The county provides information about the Child Welfare and Probation Placement Agencies and includes information regarding the county's government structure, operational services and political jurisdictions. Additionally, this section will include any unique county resources.

For each area below, provide a description of the county's overall structure and analysis of how it impacts the provision of services, county practice and the Outcome Data Measures for children and families. If changes have occurred in the county structure, analyze how this may have impacted the provision of child welfare, county practice, services, and/or Outcome Data Measures. Include organizational charts and/or other illustrations that describe the items below.

A. Political Jurisdictions

Counties interact with multiple political jurisdictions. Describe how relationships with the entities below impact the continuum of care for the county's child welfare system. Identify whether any of the political jurisdictions listed below have staff co-located with child welfare departments:

- Board of Supervisors
- Federally recognized tribes (within the county and other tribes served by the county)
- School districts/Local education agencies
- Law enforcement agencies
- Public Health

B. County Child Welfare and Probation Infrastructure

A competent, well-trained workforce is essential for ensuring foster care youth have successful outcomes when involved with the child welfare system. Provide a detailed analysis of the Child Welfare and Probation Placement Agency workforce regarding challenges, barriers, strengths and how these may influence the ability of the county to achieve its objectives and outcomes. Counties are encouraged to

conduct focus groups with social workers, probation officers, and their supervisors as mechanisms for identifying challenges and barriers toward achieving desired outcomes. These direct service staff should be given an opportunity to contribute in focus groups with assurances of confidentiality.

Describe the current county infrastructure for providing child welfare services for both Child Welfare and Probation Placement Agencies. The following information will be included:

- Methods for assigning cases
- Structure or organization of service components
  Include information regarding non-case carrying staff and units (i.e., Vertical caseload assignments or specialized unit assignments, including but not limited to quality assurance staff and other supportive roles such as social service aids, parenting instructors, etc.).
- Average staffing caseload size by service component including specialized staff who works with specific populations, e.g. staff designated to work with tribal populations or youth in the Fostering Connections After 18 Program.
- Impact of staff turnover and changes in staffing structure on county operations, practice, service delivery and the Outcome Data Measures.
- Information related to tracking staff turnover and vacancy rates. For example:
  - Retirements
  - Dismissals
  - Lateral or promotional moves
  - Voluntary resignation
  - Supervisor- to-Worker Ratios
- Impact of staffing characteristics on data entry into CWS/CMS
- Bargaining unit issues
  Describe the impact or potential impact current bargaining unit issues may have on county practice, service delivery, and Outcome Data Measures.
- How staff is recruited and selected
- The types of degrees and certificates held by:
  - child welfare workers
  - probation placement officers
  - other professionals responsible for the management of cases
  - other professionals responsible for the management of child welfare staff
- Demographic information on current staff including:
  - The number of and types of educational degrees held by child welfare workers and probation placement officers including those with:
    - Bachelor of Social Work (BSW)
    - Title IV-E supported BSW (current or former)
    - Master of Social Work (MSW)

        - Title IV-E supported MSW (current or former)
        - Other Degree(s)
    - Average years of child welfare/probation placement experience or other related experience working with children and families
    - Race/Ethnicity: Special attention given to the skill level of staff in relation to the cultural needs of the population served.
    - Salaries
    - Position Types (i.e., Probation Offices, Emergency Response workers, Family Reunification workers, specialized workers, etc.)

C. Financial/Material Resources
Describe any additional funding or material resources that support the county and have an impact on services to youth and families and the county's performance in the Outcome Data Measures.

D. Child Welfare/Probation Placement Operated Services
- Juvenile Hall
  Describe the county's Juvenile Hall facility and include information regarding the number of beds and the services provided to youth awaiting placement, including assessment, educational and other services available at the facility.
- County Operated Shelter(s)
  Describe how the county provides emergency placements for children entering care. If the county uses shelter care, describe the facility and include information regarding whether county-administered or community based, the number of beds and the services provided to children and the average length of stay (i.e., 23-hour, 30 days, etc.).
- County Licensing
  Describe agency roles and responsibilities for licensing of foster family homes. Include whether the county has a Memorandum of Understanding (MOU) with the CDSS to license foster family homes.
- County Adoptions
  Describe whether the county provides direct adoption services or if services are provided by a CDSS Adoptions District Office or another agency.

E. Other County Programs
Describe the relationship between the following agencies to the child welfare and/or probation placement agencies. Identify the impact of these relationships on the continuum of care for both child welfare and probation. Identify any program liaisons for child welfare and/or probation placement programs that are co-located with these agencies:
- CalWORKs
- Public Health
- Alcohol and Drug Treatment

- Mental Health
- Other

6. Child Welfare/Probation Placement Initiatives

Throughout the report, where applicable, describe the extent to which the county has participated in and/or implemented current federal or state initiatives. The report is to discuss how the county has adjusted practice based on trends and themes in current CWS research. Current examples include, but are not limited to, initiatives such as the Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project (CAP), the California Partners for Permanency (CAPP) Grant, the Fostering Connections After 18 Program and the Continuum of Care Reform (CCR). The county will assess how these programs or efforts have contributed to meeting the needs of the populations served.

In addition, counties will include information regarding participation in state/county waivers, corrective action plans, as well as current applicable lawsuits or settlement agreements, such as the *Katie A. v Bonta* lawsuit.

When applicable, counties will also include information regarding how the county is contributing to the successful achievement of California's goals for outcomes for children and families.

7. Board of Supervisors Designated Commission, Board or Bodies

Provide organizational charts or other illustrations of the structure of the Commission, Board or Bodies if they are not identified on the County Government Structure Organizational Chart.

The BOS Designated Public Agency:

The BOS in each county designates a public agency to administer CAPIT and CBCAP funds. The County Child Welfare Department is required to distribute and account for PSSF program funds allocated to the county. The BOS Designated Public Agency is responsible for monitoring CAPIT/CBCAP/PSSF subcontractors, data collection, program outcome evaluations, program and fiscal compliance, and completing and submitting annual reports for all programs funded by CAPIT/CBCAP/PSSF.

- Identify the name of the BOS designated public agency to administer CAPIT and CBCAP.
- If the Child Welfare Department is not the public agency designated to administer CAPIT and CBCAP, describe how the public agency designated to administer CAPIT and CBCAP was included in the C-CFSR process. Include any barriers or challenges encountered in coordination during the C-CFSR process and during the administration of the programs.

California statute requires that the BOS designate the following entities:

A. Child Abuse Prevention Council (CAPC):
   Provide the following information:

- Identify the name of the commission, board, or council designated by the BOS to carry out this function and the year the designation occurred.
- Describe whether the CAPC is incorporated as a nonprofit corporation or is an independent organization within county government.
- Describe the CAPC's role in the coordination of the county's prevention and early intervention efforts.

B. County Children's Trust Fund (CCTF) Commission, Board or Council
Provide the following information:
- Identify the name of the commission, board, or council designated to carry out this function.
- Describe how the county collects information about the programs, services, and/or activities funded with the CCTF and where the county publishes this information.
- Indicate whether the county deposits any portion of their CBCAP allocation into the CCTF.

C. PSSF Collaborative
Provide the following information:
- Identify the PSSF collaborative by identifying the name of the agency, commission, board, or council designated to carry out this function.

8. Systemic Factors

The systemic factors for the CSA were derived from the CFSR. A thorough analysis of information and/or data will assist in identifying the current practices, programs and resources working well and where improvement is needed across the continuum of child welfare services. The county should utilize information gleaned from the Peer Review to assess policy and practice in these areas. The county should identify use of promising or best practices in each area listed below:

A. Management Information Systems
The county describes the technology used to manage and assess the provision of child welfare services. This includes, but is not limited to, CWS/CMS and Business Objects. Describe how the systems are used to improve practice, manage resources and identify deficiencies or areas needing improvement.
- Describe barriers in maintaining the system (i.e., data entry issues) and how the systems are utilized to measure county performance in the Outcome Data Measures.
- Describe how the information gathered from these systems is utilized to evaluate operational activities in the agency.
- Assess whether the systems are underutilized and identify the barriers to full utilization. Describe steps counties have taken to address identified barriers.

B. County Case Review System

The case review system is the process by which the county ensures that the needs of all children receiving services are met. The case review system includes how the county's judicial system reviews the needs of children in foster care as well as how the agency administratively reviews the needs of children receiving in home services.

Describe and analyze the county's case review system. Discuss the agency's relationship with the court and identify the strengths and areas needing improvement. As applicable, include a discussion of any reform efforts or innovative practices in the areas below:

- Describe the structure (i.e., timing and method of reviews) of the county juvenile court for dependency and delinquency cases as well as any child or youth receiving services from the mental health system including, but not limited to, the following:
  - The county's process for notifying caregivers and tribes of hearings and efforts to ensure that caregiver and tribal input is incorporated into decisions or recommendations.
  - The process by which the county provides for periodic review of each child's case (court or administrative) at least every six months.
  - The process by which each child in foster care has a Permanency Hearing within 12 months from the date the child entered foster care and at least every 12 months thereafter.
  - The process by which the county ensures termination of parental rights (TPR) for children who have been in care for 15 of the last 22 months unless a compelling reason indicating why TPR is not in the child's best interest is documented in the case.
- Describe the county's process for case planning including but not limited to the following:
  - Coordination between the child welfare agency and the county's mental health services.
  - Screening and assessment, in particular how children are assessed and treated for trauma.
  - Developing behaviorally based goals and objectives.
  - Selecting appropriate services (including how counties ensure that trauma-based services are available).
  - Planning for visitation.
  - Family engagement models such as Team Decision Making or Family Group Decision Making.
  - Utilization of assessment tools such as Structured Decision Making, Comprehensive Assessment Tool, and the Child and Adolescent Needs and Strengths Tool.

- Reviewing case plans and making adjustments to the case plan or direction of the case plan including:
  - The county's policy for ensuring referrals for services are appropriate and that staff members are following up with the service provider to measure progress of the client achieving the goal of the service.
  - The process and methods of engagement used to facilitate case planning including the extent to which the county engages the family (each parent or caregiver, children and youth and, when applicable, tribes) in case planning activities.
  - The process by which the county informs parents or guardians of rights and responsibilities of participation in case planning.
  - The process by which the county addresses the needs of caregivers in the case plan.

At a minimum, the analysis should address the following:

- Existing barriers and challenges of the Case Review System, including case plan engagement. Include efforts to improve outcomes for children and youth related to the Juvenile Court system.
- If applicable, the structure and any efforts to support or improve relationships between child welfare/probation placement agencies and the Tribal Courts, the county's drug court(s) and the Court Appointed Special Advocates (CASA) program.
- Any efforts or processes in place to support or improve the working relationship between child welfare/probation placement agencies and the Juvenile Court.
- If applicable, the county's approach to dual jurisdiction youth.

C. Foster and Adoptive Parent Licensing, Recruitment and Retention

Describe the county's Foster and Adoptive Parent Licensing, Recruitment, and Retention system. Include a discussion of the county's current reform efforts when applicable.

Describe and analyze the following:

- The county's process for maintaining standards for foster family homes, including relatives, which are applied to all homes receiving Title IV-E or IV-B funds.
  - Describe how the county ensures compliance with requirements for a criminal record clearance.
  - Describe how the county collaborates with local tribes for the placement of children in tribally approved homes.
  - Describe how the county implements procedures for the effective use of cross-jurisdictional resources to facilitate timely adoptive or permanent placements for waiting children.

- General licensing, recruitment, and retention processes
  - Describe the process by which the county recruits, trains, and supports resource families and include any new strategies and initiatives.
  - Describe the support services and resources available to caregivers in the county.
  - Describe the county's methods used to evaluate the effectiveness of the process.

- Placement resources
  - Include any efforts that the county has made to address the needs of special populations, such as older children, foster youth with non-dependent children, youth, sex offenders, and/or children with special needs, for which placement resources are limited.
  - Describe the county's efforts to ensure diligent recruitment of foster and adoptive families that reflect the ethnic and racial diversity of children in the county for whom foster and adoptive homes are needed. Include the county's successful efforts as well as any strategies to address barriers.

D. Staff, Caregiver and Service Provider Training

The purpose of this section is to describe and analyze the county's development and training programs for staff, caregivers and service providers. The assessment should assist the county with determining priorities for initial and ongoing training needs. Counties are encouraged to use information from existing training plans and other sources to assess current training strengths and challenges.

Describe and analyze the county's capacity to provide training to social workers and probation officers, including the following:

- The completion of the California Common Core training mandated within the first two years of employment for social workers and probation placement officers.
- Describe how the county identifies ongoing and/or new training needs to ensure the competency of social workers, placement officers, supervisors, managers, and administrators.
- Describe how the skill development of new and experienced staff is measured.
- Describe how staff and other providers are trained to identify and support the treatment of emotional trauma, including emotional trauma associated with a child's maltreatment and removal from home.

- Describe how the county addresses the training and supervision of county staff, foster parents, and other providers with respect to underserved populations. Describe how the county addresses the coaching, training and supervision of county staff, foster parents, and other providers to ensure that children's cultural needs are identified and to what extent they have been met.

Describe and analyze the county's capacity to provide training to service providers and other subcontractors, including those supported by CAPIT/CBCAP/PSSF funds.

- Describe the trainings available to service providers including the frequency of available trainings.
- Identify the agency representative and/or program responsible for providing technical assistance to service providers.

E. Agency Collaboration

Assess and describe how the County Child Welfare Department and Probation Placement Agency collaborates with each other and other county or community agencies to provide comprehensive services and resources to support children and families. Describe how the county consults and coordinates with the following community partners and stakeholders for child welfare and probation placement planning efforts:

- The collaboration between the Child Welfare and Probation Placement Agencies to deliver foster care services to children and families served.
- Tribes/tribal representative and/or tribal service provider
- Collaboration between county agencies:
  - Include coordinated case planning efforts such as Linkages with CalWORKs.
  - Local mental health plans pursuant to the *Katie A. v Bonta* lawsuit.
  - Coordinated services with the county's local law enforcement agencies.
  - Discuss any agreements between county agencies for data sharing or other ways to serve shared populations.
- Community-based organizations including, but not limited to:
  - Family Resource Centers and service providers
  - Domestic Violence, Substance Abuse and Mental Health Service Providers
  - Regional Centers
  - Foster Youth Services
  - Kin- GAP Centers
  - Child Abuse Prevention Councils
  - First Five Commissions
  - Former Parent Consumers
  - Faith Based Organizations

- Caregivers (Foster, Adoptive, Kin)
- Group Home Providers
- Foster Family Agencies

Provide information regarding shared expectations, responsibilities, and the exchange of information, aligning activities, shared funding and resources. At a minimum, the analysis will address the following information in the description of the collaborations with each entity listed above.

Describe and analyze the following:

- The process used by the county to ensure that the concerns of these stakeholders are taken into account when developing services.
- Information gleaned during the CSA assessment process regarding the county's ability to involve stakeholders in planning efforts. Include information on outreach efforts and action plans developed as a result of the assessment process.

In addition, for the Community-Based organizations:

- Describe how the county and community, including the prevention, early intervention and treatment community-based partners, work together to reduce child abuse and neglect. Provide an example of an activity or program that demonstrates how the county and community partners have a shared responsibility of risks, development of resources, supports and/or blending of funding sources.

For tribes/tribal representatives and/or tribal service providers:

- Describe the extent to which there is shared involvement in evaluating and reporting progress on the goals for Native American (or tribally affiliated tribal members involved with child welfare) children.

F. Service Array

Counties, either directly or through providers, are responsible for obtaining or providing services to both children at risk and/or in foster care. This includes intervention and applicable services to protect the well-being of children and to help families address issues of child maltreatment and issues that cause probation to place youth in foster care. This section describes the capacity of the county and/or service providers to deliver a comprehensive service array and assess how services are delivered and whether they are available, accessible and able to be individualized.

Describe and analyze the programs and services offered in the county, either directly or through providers, throughout the entire continuum of services from prevention

through aftercare. Identify whether there are any specialized programs or services for particular geographic regions or racial/ethnic populations.

At a minimum, include:

- Prevention focused services.
- Community-based family support services which aim to promote the well-being of children and families, designed to increase the strength and stability of families and to prevent child maltreatment among at-risk families.
- Family preservation services which include pre-placement prevention services and other services aimed at preserving families via reunification, guardianship or adoption.
- Reunification services to help children and, when appropriate, return them to families from which they have been removed.
- Adoption services designed to encourage more adoptions out of the foster care system and support adoptive families (before and after finalization).
- Kinship care/support services.
- Independent living services, including programs that support the growing population of children in SILP placements.
- Permanency planning services for youth without a case plan goal of adoption or guardianship.
- Programs and services that address the unique characteristics of the populations, previously identified in the demographic section to be at greatest risk of maltreatment. Services which provide a comprehensive and coordinated screening, assessment, and treatment planning mechanism to identify children's mental health and trauma-treatment needs.
- Culturally relevant services available in the county are proportionately available to meet the needs of ethnic and/or minority populations, (including, but not limited to, the availability of bilingual social workers and probation officers or services offered which meet the unique needs of a specific ethnic/minority group).
- Programs that target underserved populations.
- Services provided to find a permanent family for children ages zero to five.
- Services which address the developmental needs of infants, toddlers, and children.
- Services available to children and/or caregivers with physical, mental or other disabilities.
- Services available for Native American children and those children qualifying under the Indian Child Welfare Act (ICWA). If the county does not have any federally eligible tribes located within the county boundaries, there may be Native American families living within the county that are affiliated with federally recognized tribes elsewhere.

For the items above, each analysis will include the following information:

- The capacity of each program to serve families, children and caregivers (i.e., Are parents and/or children on waiting lists to receive services?). Availability of community-based services available for families of probation youth.
- Include accessibility of services by geographic areas (region, zip codes, isolated areas).
- Significant gaps in services.
- Indicate if the program/service is funded by CAPIT, CBCAP and/or PSSF funds.
- Highlight any programs with eligibility criteria and/or cost to families that constitutes a barrier to services.
- Indicate if the program is an evidenced-based, evidenced-informed prevention, early intervention or treatment program.
- Describe whether the program or service can be individualized to meet the unique needs of children and families served by the county.
- Identify any discontinued services or programs.

In addition, describe prevention education provided to the general public and outreach activities undertaken by the county in order to maximize participation of services for the following populations:

- Children and adults with disabilities
- Homeless families, those at risk of homelessness and unaccompanied homeless youth
- Former adult victims of child abuse and neglect or domestic violence
- Parents
- Racial and ethnic minorities
- Families with young children, zero-to-five years old

G. Quality Assurance System

The quality assurance system refers to an identifiable process in the county that evaluates ongoing practice, policies, and procedures, in order to ensure quality services are planned and provided to children receiving services via child welfare and probation placement including those funded with CAPIT/CBCAP/PSSF. The assessment of the county's current quality assurance system will help improve service implementation and guide decision-making during the SIP development as well as assist with planning quality assurance processes for programs and services in the SIP. Describe the county's use of technological tools such as Business Objects, SafeMeasures®, Structured Decision Making (SDM) and the Comprehensive Assessment Tool (CAT) for quality assurance processes.

Describe and analyze the following:

- The quality assurance system that child welfare and probation placement agencies utilize to evaluate the adequacy and quality of the systems throughout the continuum of care.

- The child welfare and probation placement policies for evaluating achievement of the performance measures identified in the county Quarterly Data Reports.
- The effectiveness of county policies for monitoring compliance with the ICWA and Multiethnic Placement Act (MEPA.)
- The agency's process for ensuring a comprehensive and coordinated screening, assessment and treatment plan to identify children's mental health and trauma needs, including psychiatric evaluation, as necessary, to identify needs for psychotropic medication.
- How the agency monitors the appropriate administration (including initiation and cessation of) prescription medications, including psychotropic medications for children in foster care.
- The effectiveness of the county's policies for monitoring how a child's physical health and educational needs have been adequately identified and addressed.
- The system used to ensure children with special needs and their families receive effective services.
- The county's policies and procedures for documenting and monitoring compliance with child and family involvement in the case planning process, including:
    - Concurrent planning in every case receiving reunification services.
    - Meeting Termination of Parental Rights (TPR) timelines and documentation of compelling reasons as to why timelines were not met (may not be applicable to probation).
    - Development of a Transitional Independent Living Plan (TILP) for each child age 16 or over.
- How the county addresses the needs of infants, toddlers, children and youth (i.e., priorities for safety assessments, service delivery for reunification, and standards regarding the foster parent-to-child ratio).
- The process the county uses to capture participation and evaluation data for programs supported with CAPIT/CBCAP/PSSF funds. When the service provider collects this information, describe how the service provider reports this information to the county.
- How the county monitors the provision and quality of services funded by CAPIT/CBCAP/PSSF.
- The corrective action process the county utilizes to ensure that service providers or subcontractors are held accountable, including service providers receiving CAPIT/CBCAP/PSSF funds.
- The county's process for ensuring that service providers are expending CAPIT/CBCAP/PSSF funds on allowable services and populations.
- The county's process to ensure service providers are properly tracking participation rates for separate funding sources.

9. Critical Incident Review Process

When applicable, the county describes the process by which it reviews and responds to critical incidents such as fatalities and near fatalities. The description includes:

- The process for review of child deaths determined to be the result of abuse and/or neglect in which the child/family was known to receive CWS services.
- The process for annually reconciling the county agency's child death information with data from other entities, such as county Child Death Review Teams (CDRTs).
- The process by which counties participate in meetings of local CDRTs as available.

Should a systemic issue arise from this review process, the county considers whether it is appropriate for inclusion in the SIP.

10. National Resource Center (NRC) Training and Technical Assistance (T/TA)

Training and technical assistance is available through the federal partners at the Western Pacific Implementation Center[12] and through the various National Resource Centers provided by the ACF, U.S. Department of Health and Human Services. The purpose of the federal T/TA Network is to build the capacity of state, local, tribal, and other publicly administered or publicly supported child welfare departments and family and juvenile courts through the provision of training, technical assistance, research, and consultation on the full array of federal requirements administered by the Children's Bureau. In collaboration with the CDSS, via the CSOAB consultant, counties may access NRC T/TA for consultation.

When applicable:

- Describe the technical assistance that the county anticipates requesting from the NRC, Western Pacific Implementation Center, and Quality Improvement Centers, including providing a time frame for the T/TA, and the need the T/TA would address.
- Describe the T/TA a county is receiving from any NRC. Counties utilizing an NRC for T/TA impacting Outcome Data Measures and/or system issues should consider its inclusion as a strategy in the SIP.

11. Peer Review Results

Throughout the report, include where applicable, the findings from the Peer Review. This information should be included when describing the relevant services, programs, policies and practices that were assessed during the qualitative interviews held during the Peer Review. The county should include how the information will be used to improve the child welfare system and/or outcomes for children and families.

In addition, the report is to include a description of the process taken to conduct the Peer Review. This section can be included in the overall introduction of the CSA.

[12] http://wpicenter.org/

The report is to include the following information:

- A description of the focus area and the county's performance prior to the Peer Review.
- A description of the method for carrying out the process.
- Woven throughout the report, with respect to the specific focus area chosen, the county's:
    - Promising Practice(s)
    - Barriers and Challenges
    - Recommendations for Improvement
    - Promising practices identified from Peer Counties in the Peer Sharing process

12. Outcome Data Measures

This section requires a comprehensive discussion of the county's current performance utilizing informed conjecture to assess factors contributing to the county's successes as well as improvements needed. Analysis of the Outcome Data Measures is essential to define the steps needed to create a problem solving strategy for improving outcomes. A complete analysis includes:

- A discussion of each Outcome Data Measure listed in Appendix 3.
- An assessment of the performance of each Outcome Data Measure using the Quarterly Data Report selected for the CSA baseline.
- Identification and description of the population of children included in each measure to determine the differences between the current and desired performance. Incorporation of demographic data cited earlier in the CSA to support the analysis regarding the represented populations.
- A breakdown and explanation of the county's data by relevant indicators such as age group, ethnicity, placement type, demographic identifiers and/or other indicators, including regional analysis.
- Use of the Quarterly Data Report as described in Chapter 1, which also highlights any changes or trends since the previous submission of the CSA (i.e. the assessment conducted five years prior).
- For any data or graphs used to support the discussion, a description of the information, citation of data sources and inclusion of an explanation of the relevance of the information.

Citation information will be provided for all of the data sources included in the C-CFSR reports. The CDSS quarterly data reports are posted on the CSOAB website[13]. If the reports include data from the CSSR, CCWIP the citation will be included at the bottom of each report created.

[13] http://www.childsworld.ca.gov/PG1358.htm

- The county identifies the official data report utilized for reference throughout the reports. For well-being measures, qualitative information shall be provided either as a result of the peer review, case review or other methods used within the county, such as quality assurance processes or other type of review of county practice.
- If a report includes data from SafeMeasures®, follow the sample below to properly credit the data source:

  Children's Research Center SafeMeasures® Data. *County name, report type and report timeframe.* Retrieved [month, day, year] from Children's Research Center website. https://www.safemeasures.org/ca/

The county summarizes the most significant results for each Outcome Data Measure. The summary includes information gleaned from both data review and stakeholder feedback in order to identify the population of families that needs the most attention and the type of changes needed. This helps the county explain the decisions made regarding priority focus areas for the SIP. If performance of an outcome is of particular concern for the county and will be considered for inclusion as a focus of the county SIP, this should be noted. The CSOAB consultant is available to provide technical assistance to assist counties with analyzing data and identifying trends in the child welfare population so that resources and funding are applied where needed.

All Outcome Data Measures listed in Appendix 3 apply to probation foster youth except the following:

- S1.1 - No Recurrence of Maltreatment
- 2B - Timely Response (Immediate and 10 day)

The following questions are considered for each Outcome Data Measure:

- What data anomalies or data entry issues might affect the measure?
- How has performance changed over time, or what factors may have led to stagnant performance?
- What external factors might have affected performance? Examples might include an economic crisis or closure of key programs that service families and youth.
- What specific policies or practices have impacted performance?
- Outcomes are often related, therefore, practice changes that lead to improvement in one measure may impact the county's performance on other measures. What other Outcome Data Measure might impact this measure?
- Are there significant differences between racial, geographic, or ethnic groups in the measure? What might explain this?

- What factors contribute to any disproportionate representation of cultural or ethnic groups in the Outcome Data Measure in comparison to the general population?
- What services funded by CAPIT/CBCAP/PSSF have impacted the county's performance and how? Does the identification of an unmet need or service gap justify funding of a program? In particular, have programs from the previous SIP period been effective?
- How have strategies from the county's five-year SIP impacted the Outcome Data Measure? What were successes and challenges from previous SIP strategies? What previous SIP strategies might the county consider building upon in the next SIP period?

13. Summary of Findings

Upon completion of the analysis conducted throughout the CSA process, the county will consolidate the principal themes into a summary of findings. This section clearly states the county's conclusions, with supporting facts and details, and recommendations for future change. The county is encouraged to utilize this section as an executive summary for sharing information with stakeholders and the BOS.

The county provides a description of the overarching themes discovered during the assessment process. This includes, but is not limited to:

- Populations at greatest risk of maltreatment
- County strengths
- Areas needing improvement
- Service array gaps and needs
- Summary of the Outcome Data Measures and relevant data trends
- A summary of the effect of systemic factors on Outcome Data Measures and service delivery
- A summary of progress, challenges and overall lessons learned from the previous SIP
- Inclusion of examples to explain themes and justify conclusions drawn

For example, data trends are explained and used to support the conclusion that a population group identified to be at greater risk of maltreatment, or a lack of a needed community service are addressed during the SIP development process.

In addition, the county briefly describes the initial strategies and/or next steps they will take in the C-CFSR cycle as they move toward development of the SIP.

Chapter 3 The System Improvement Plan

This chapter provides detailed instructions for completing the SIP element of the C-CFSR process. It includes a description of the purpose of a SIP and requirements for a comprehensive report and includes instructions for completing all of the following elements:

- A work plan for the SIP process
- Engagement of stakeholders
- Development of a child welfare services provision plan which includes goals and strategies for improvement
- Requirements for writing the report

Purpose of the SIP

The SIP is the operational agreement between the CDSS, County Child Welfare Departments and Probation Placement Agencies and provides an outline for how the county will improve their system of care for children and families. While counties may have other methods for improving their overall child welfare system, the SIP is a commitment to specific measurable improvements and is not intended to be the county's comprehensive child welfare plan. The SIP includes a coordinated service provision plan for how the county will utilize prevention, early intervention and treatment funds (CAPIT/CBCAP/PSSF) to strengthen and preserve families, and to help children find permanent families when they are unable to return to their families of origin. The SIP is a flexible approach to planning for system change and may be adjusted to address ongoing barriers and challenges to completing strategies. Counties may have other methods for improving their overall child welfare system. The SIP is updated as necessary, but at least annually, to identify any changes that are made to the plan, to document completed activities and to describe county successes and barriers in reaching performance goals.

SIP Development Process

The C-CFSR Team and stakeholders work together to develop the SIP, and it is a continuation of the work plan that was utilized in the development of the CSA. The county should continue to engage line and supervising social work and probation staff during the SIP development process. The process further defines the priority areas that the county designates for improvement, outlines solutions to the needs, barriers and challenges in the plan and identifies where resources should be concentrated. Through the CSA process, the county has already gained an understanding of the areas needing improvement. Throughout the SIP, the CSA is referenced to illustrate and support the rationale for the county's decisions in the SIP. The county continues to engage stakeholders in the SIP development process. The county, in negotiation with the CDSS, is ultimately responsible for making final decisions regarding the strategies and allocation of resources that will be included in the SIP. The selection of programs for the county's SIP may be a departure from the county's existing structure if the CSA process

identified direct service needs that were not met by the current service provision plan. The following is a basic work plan that outlines the stages of developing a SIP.

1. Reconvene the C-CFSR team and stakeholders. See Chapter 1 for more information on the participants of the C-CFSR team.

2. Select a method(s) of consultation with stakeholders. The stakeholders assist in meaningful analysis of prioritizing and addressing the county's unmet needs, gaps in services and other areas needing improvement.

3. The county, in coordination with the CDSS, reviews the following information to prioritize areas needing improvement:
   A. Review the analysis completed in the CSA. Moving forward, the county will continue to review and evaluate their system regularly to ensure that the SIP will continue to address the needs of the child welfare population.
      - Review the CSA to identify any unmet or continued direct service needs or gaps in services to determine where CAPIT, CBCAP and PSSF funds will be best utilized.
      - In particular, in the demographic section of the CSA, review the key differences between identified race, ethnicity, age and gender groups that are overrepresented in the Outcome Data Measures. Prioritize any identified disproportionality of groups for inclusion in the SIP.
      - Address efforts to resolve any disparity between the population served and the services provided. Services provided should be culturally relevant and proportionate to the foster care population. Services include, but are not limited to, prevention services and supports for families of children at risk of placement in the county child welfare and the use of culturally competent staffing, resources and practices. For example, if half of the foster care population for a given county is Latino, the available service array should be culturally and ethnically adequate to serve this population.[14]
      - Address and prioritize efforts to expedite permanent outcomes for children and youth from communities of color that are overrepresented in the county's child welfare system, including, but not limited to, developing collaborative partnerships with families and community-based organizations and strategies to identify and recruit kin and non-kin adoptive families.

   B. Review of the data:
      - Review the Outcome Data Measures analysis of the CSA. Identify the Outcome Data Measures where the most improvement is needed. Based upon data trends identified in the county's previous CSA, identify which measures have experienced the least amount of positive or negative change

[14] Counties have the option of using ***Tool Z.13*** and the data templates available via the following link: http://cssr.berkeley.edu/cwscmsreports/lpac-templates/ to assist in completing this section.

compared with the current baseline. Exclude measures that have shown the greatest improvement unless they are still furthest from the national standard.

- The county will continue to analyze the data to further capture priorities for the SIP. In the areas found to be needing improvement in the CSA, further "drilling down" of the data will guide the county in identifying and understanding the population of children or youth the county wants to target. Analyzing the population represented in the Outcome Data Measures helps to identify strategies that will have the greatest impact on the population in question and in the Outcome Data Measures needing improvement. CSOAB staff are available to assist counties in the analysis of the Outcome Data Measures. In addition, counties may refer to the C-CFSR Report Examples, available on the CSOAB website, for an example of how to utilize data and stakeholder feedback to support priorities and selected strategies in the SIP.[15]

C. Counties work with the CDSS consultant during the prioritization process to ensure alignment with state priorities.
   - Priority is given to Outcome Data Measures where the county, and when feasible, California overall is not performing at or above the National Standard.
   - If additional requirements are imposed during the C-CFSR process, they are addressed during the current cycle.

D. The C-CFSR team, in coordination with the county's executive leadership, make final decisions regarding the following:
   - The selection of programs that will be supported by CAPIT, CBCAP and PSSF funds.
   - The final goals, strategies and specific action steps for inclusion in the SIP Chart.

4. The county organizes the information into a report to be shared publicly and for approval by the BOS.

Requirements for the Report

The lead agencies for conducting the SIP process are the County Child Welfare Department and the Probation Placement Agency in coordination with the CDSS. These agencies have overall responsibility for the completion of a single integrated SIP; however, the SIP is developed in coordination with the CDSS to ensure that the county and the CDSS are in concurrence prior to the submission to the county's BOS. Throughout the SIP's development, the CDSS staff are consulted to ensure that the report is developed in accordance with these requirements and so

[15] http://www.childsworld.ca.gov/PG1356.htm

that final drafts can be expedited for approval. The SIP shall consist of the following information:

1. C-CFSR Signature Sheet

The SIP will be presented to the BOS as an action item requiring approval. The signature sheet requires signatures from the CWS Director, the Chief Probation Officer, a representative of the BOS designated public agency to administer CAPIT, CBCAP and PSSF funds, and the BOS. The county attaches the Minute Order or other documents provided by their BOS to approve the SIP.

2. Introduction

Provide a brief introduction to the SIP Report. Include a brief description of the C-CFSR process, including the purpose of the SIP report. The county may choose to include county-specific information and/or a brief overview of the county, including any improvement efforts already underway at the county level.

Describe how data and stakeholder input and service array feedback obtained from the focus groups, surveys, interviews, stakeholder meetings, or other data collection methods influenced the identification of service strengths and gaps, and the development of the SIP. Describe the decision making process used to develop the CAPIT/CBCAP/PSSF service provision plan.

3. SIP Narrative

The narrative includes information regarding the decision making process by which the C-CFSR team, with input from stakeholders, developed the SIP. The narrative section will include discussion of all Outcome Data Measures identified as areas needing improvement in the CSA, as well as outcomes which are performing below established thresholds in the subsequent Quarterly Data Report(s). The county will also include a discussion of all the unmet needs and gaps in services identified in the CSA.

A. C-CFSR Team and Core Representatives

- List and briefly describe the C-CFSR Team.
- Describe the process by which the county C-CFSR team engaged stakeholders in the SIP development process.
- List of Core Representatives
  - Include a list of names with affiliations within the narrative or as an attachment.

B. Prioritization of Outcome Data Measures/Systemic Factors and Strategy Rationale

- The strategies selected for the SIP are to be consistent with the needs identified in the CSA. Describe how strategies were selected, including why the Outcome Data Measures or systemic factors chosen were prioritized for the SIP over other measures performing below national/statewide standards during the CSA process. Priority will be given to Outcome Data Measures where California is not

performing at or above the National Standard. CAPIT/CBCAP/PSSF funds may be utilized for C-CFSR outcome improvement efforts. Allowable services and activities may be implemented or enhanced as strategies or action steps.

- Define the rationale for the county's selection of strategies and link the strategies chosen and the change expected in the outcome data measure. The rationale identifies the children represented by the data for the particular measure, and then estimates how the strategy will change performance in the Outcome Data Measure(s) for the identified population of children.
- When applicable, discuss any research or literature that supports the strategies. Research and literature reviews provide valuable information regarding new and emerging best practices in child welfare. Resources for research and literature reviews can be found on the CSOAB website.[16] Include citations for the source of the research referenced.
- Describe the action steps the county will take to implement/achieve the strategies. Include the method for evaluating and monitoring of strategies, including data reviews that will be taken to achieve completion of the targeted improvement goal.
- Identify systemic changes needed to further support improvement goals.
- Identify educational and training needs, including any technical assistance needed to achieve goals.
- Describe the roles of other partners in achieving the goals. Identify prevention, early intervention and treatment services that will support Outcome Data Measures and strategies. Discuss how agency collaborations and leveraging of funds may impact the county's ability to achieve positive outcomes for children and families.
- Describe the technical assistance that the county anticipates requesting from the NRC, Western Pacific Implementation Center, and Quality Improvement Centers, including providing a time frame for the T/TA, and the need(s) the T/TA would address.
- Describe the T/TA a county is receiving from any NRC. Counties utilizing an NRC for T/TA impacting outcome measures and/or system issues should consider its inclusion as a strategy in the SIP.

C. Prioritization of Direct Service Needs

Describe the selection process for the priority direct service needs that will be funded with CAPIT/CBCAP/PSSF. Describe how the county considered the following:

- Evidence-based and/or evidence-informed programs. Explain the rationale for either supporting or not supporting evidence-based or evidence-informed programs or practices. The California Evidence Based Clearinghouse (CEBC)[17]

[16] Updated C-CFSR Tools, templates and checklists will be available as of January 2, 2014 and can be obtained at: http://www.childsworld.ca.gov/PG1356.htm

[17] The California Evidence-Based Clearinghouse: http://www.cebc4cw.org

website can provide valuable information when considering evidence-based, evidence-informed program(s) or practice(s).
- Populations at greatest risk of child maltreatment as established in the CSA.
- CAPIT/CBCAP/PSSF requirements.

4. Child Welfare/Probation Placement Initiatives

As appropriate, the county is encouraged to describe the extent to which the county will implement current federal or state initiatives relative to the services provided to children and families to support the goals of the SIP. Also discuss how the county will adjust practice based on trends and themes in current CWS research. Examples of current initiatives include, but are not limited to, the Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project (CAP), the California Partners for Permanency (CAPP) Grant, the Fostering Connections After 18 Program and the Continuum of Care Reform (CCR).

In addition, counties will include information regarding participation in state/county waivers, corrective action plans, as well as current applicable lawsuits or settlement agreements, such as the *Katie A. v Bonta* lawsuit. When applicable, counties will also include information regarding how the county is contributing to the successful achievement of California's goals for outcomes for children and families.

5. Five-Year SIP Chart

The SIP chart identifies the selected Outcome Data Measures and/or systemic factors chosen for improvement over the next five years. The chart incorporates strategies, action steps and time frames and provides information about strategies which may be supported by CAPIT/CBCAP/PSSF funds or are part of the Title IV-E Capped Allocation Demonstration Project. Counties will use the SIP chart to track county strategies and activities over time. The C-CFSR Report Examples, available on the CSOAB website, includes a sample Five-Year Chart and demonstrate how strategies and action steps can be outlined in the chart.[18]

The Child Welfare Departments and Probation Placement Agencies will focus on identified Outcome Data Measures or systemic factors for specific improvement strategies. Outcome Data Measures and/or systemic factors should be selected with the CSOAB consultant. Counties are encouraged to utilize the CSSR Composite Planner to assist with the determination of improvement goals; though, as stated above, in the event that composite measures are not included in the next round of the CFSR, the use of this tool may not be necessary.

[18] Updated C-CFSR Tools, templates and checklists will be available as of January 2, 2014 and can be obtained at: http://www.childsworld.ca.gov/PG1356.htm

Performance thresholds methodology is currently in development. Upon completion, these thresholds will be utilized to develop goals for inclusion in the SIP.

Current statute has provisions for counties that have not met performance targets to submit and implement a corrective action plan to avoid disallowance or other financial penalties.[19]

Requirements for completion of the SIP Chart:

A. Identify the Outcome Data Measures and systemic factors that have been prioritized for the current SIP period.

B. Describe the most current performance for the selected Outcome Data Measures or systemic factors. The data for the SIP is based on the Quarterly Data Report used during the CSA process updated to reflect any changes in performance since the development of the CSA. Please refer to Chapter 2 for selection of baseline data. The county's performance may be described quantitatively using the data in the Outcome Data Measures and/or by descriptive status of a systemic factor. In addition to the baseline data, counties may use other data sources to describe the current performance. When establishing goals for a systemic factor, the baseline is a summary description of the current performance provided in the CSA which the county wishes to change.

C. The county identifies goals related to improving the Outcome Data Measures and systemic factors. The SIP chart should be the county's work plan for achieving change in the Outcome Data Measures and systemic factors; therefore, the goals included in the chart will be specific, measurable and reasonably achievable. Include the following information:
   - Identify target improvement goals for each of the priority Outcome Data Measures chosen for inclusion in the SIP. A target improvement goal is the improved change the county will make over the next five years. The goal is a specific percentage change that is achievable within the five-year time period. Counties may also choose to break down the improvement by year.
   - Identify goals for each of the priority systemic factors chosen for inclusion in the SIP. A goal for a systemic factor is the desired improvement the county will make over the next five years. When possible, this systemic goal should be measurable.

D. Strategies are overarching methods the county selects in order to achieve the overall goals identified above. It will likely take several action steps to carry out a strategy that will impact the goal.
   - A well-designed strategy will have an impact on more than one Outcome Data Measure and/or systemic factor. For example, a strategy that will

[19] Welfare and Institutions Code sections 10605, 10605.1 and 10605.2; Government Code section 30026.5

improve reunification may also improve placement stability and identified agency collaborations.

- The strategy may include sub-goals that demonstrate how the overall target improvement goal will be met.
- The C-CFSR Report Examples, available on the CSOAB website, includes a sample Five-Year Chart and demonstrate how strategies and action steps can be outlined in the chart.[20]

E. Action steps are activities the county completes to implement or accomplish the strategy. Each strategy includes action steps that describe how the county will evaluate and monitor the progress and overall success of the strategy and who will be responsible for ensuring the evaluation is completed. Some action steps may need an explanation of what needs to occur and how the activity will be monitored.

F. Timeframes are established for each action step listed. The timeframe will include an implementation date and a completion date (month/year). Differentiate between implementation dates and monitoring dates of ongoing programs or processes.

6. Service Provision for CAPIT/CBCAP/PSSF Programs

The SIP outlines how programs and services funded with CAPIT/CBCAP/PSSF funds maximize use of limited funds to strengthen and preserve families and help to create permanent homes for children when they are unable to return to their families of origin. To demonstrate the effectiveness and ensure accountability regarding use of these funds, counties are required to develop a needs-based service provision plan.

The CAPIT/CBCAP/PSSF service provision plan includes the following:

A. CAPIT/CBCAP/PSSF Expenditure Workbook

Each county will complete and submit an Expenditure Workbook that identifies how funds will be expended for programs/services/activities allowable under each funding source for CAPIT/CBCAP/PSSF for the five-year period. If a county is considering changes to the CAPIT/CBCAP/PSSF Expenditure Workbook, the county will consult with the OCAP regarding possible changes.

The CAPIT/CBCAP/PSSF Expenditure Workbook is a comprehensive expenditure plan (budget) that provides the required inventory of proposed programs, practices and/or activities funded with CAPIT/CBCAP/PSSF funds. The CAPIT/CBCAP/PSSF Expenditure Workbook is composed of two Excel worksheets. Worksheet One provides the inventory and allocation of each program selected to be funded. Worksheet Two requires the county to indicate the status of specific CBCAP

[20] Updated C-CFSR Tools, templates and checklists will be available as of January 2, 2014 and can be obtained at: http://www.childsworld.ca.gov/PG1356.htm

requirements. The CAPIT/CBCAP/PSSF Expenditure Workbook and instructions for completion can be found on the C-CFSR website[21].

B. CAPIT/CBCAP/PSSF Program and Evaluation Description

The template was designed to capture a description of the programs selected and the program evaluation necessary to ensure that the programs implemented comply with state and federal requirements. The county's evaluation activities will measure the extent to which a program is successful in facilitating the desired changes. By expanding the focus from how a county will provide programs (process) to include the expected results of the services (outcomes), a county will be able to provide more effective child abuse prevention, early intervention and treatment programs.

The CAPIT/CBCAP/PSSF Program and Evaluation Description Template will be completed for each program supported with CAPIT/CBCAP/PSSF funds whether they are directly provided by the county or a service provider. The Program and Evaluation Description should correlate with the CAPIT/CBCAP/PSSF Expenditure Workbook. Counties will report out on their progress towards achieving the desired outcomes during the OCAP's annual reporting process.

Counties complete one Program and Evaluation Description for each program, service or activity funded with CAPIT, CBCAP and PSSF funds. Requirements for completion of the template include:

Program Description

- Program Name:
  This may be a specific program, practice, service or activity. This may also be a network development activity, public awareness campaign, or parent leadership training or development activity. Indicate both the name of the program as well as the line number from the CAPIT/CBCAP/PSSF Expenditure Workbook where this program is listed.

- Service Provider:
  The name of the service provider(s) should be listed and should correlate with the name of the service provider listed on the CAPIT/CBCAP/PSSF Expenditure Workbook. There may be more than one service provider delivering the same program. If this is the case, list all of the service providers.

- Program Description:
  Provide a description of the program, practice, service, or activity supported by CAPIT, CBCAP and/or PSSF funds. This is a description of the overall

[21] http://www.cdsscounties.ca.gov/PG3285.htm

program and does not have to be limited to discussion of only the activities or components funded with CAPIT, CBCAP or PSSF.

- Funding Sources:
  For each funding source, list the specific activities to be funded with CAPIT, CBCAP, Family Preservation, Community-Based Family Support, Time-Limited Family Reunification and/or Adoption Promotion and Support. Keep in mind these will be the services or activities where participation rates will be reported in the annual report. If the CAPIT/CBCAP/PSSF Expenditure Workbook indicates that funds will be used for administrative activities, identify the amount of those funds and list the administrative activities.

- Identified Priority Need:
  Describe the priority need(s) of the community/county/target population as identified in the CSA that guided the group in selecting the program to be funded. In addition, cross reference to a page(s) in the CSA if it facilitates clarification.

- Target Population:
  Identify the populations the county will target for this program, (i.e., at-risk populations, clients referred or served by Child Welfare or Probation, children and families with disabilities, children of specific ages, etc.). Be as specific as possible.

- Target Geographic Area:
  Provide a brief description of the targeted geographic area, (i.e., rural or urban region within the county, specific zip code, county-wide, etc.).

- Timeline:
  Describe the timeline of the program implementation and operation within the five-year span of the SIP. Also include whether a Request for Proposal (RFP) will be released and how that will affect the timeline.

Evaluation

By tracking the results of program outcomes, counties will be able to measure and report on the effectiveness of funded programs.

- Program Outcome(s) and Measurement:
  Describe the program outcomes expected to be achieved as a result of the implementation of the program funded by CAPIT, CBCAP and/or PSSF during the period of the plan. Include the tool the county will use to measure progress towards achieving the outcomes listed below. Outcomes describe the results of your program and can be identified by:

- Preliminary steps participants must take before they begin to benefit from program services, also known as engagement outcomes.
- Changes in attitude, beliefs and knowledge also known as short-term outcomes.
- The development and use of new skills also known as intermediate outcomes.
- Permanent changes within the individual, impacts on larger social structures, systemic changes or a population-wide impact also known as a long-term outcome.
- C-CFSR outcome impacts, such as a reduction in reentry following reunification (The program may or may not be one of the priority outcomes outlined in the SIP Chart, but may impact one of the other C-CFSR outcomes.).

- Quality Assurance (QA) Monitoring:
  - Describe the method or process in which the county will monitor the following:
    - Service delivery method;
    - Progress towards achieving the desired outcomes; and
    - Tracking of participation rates, including how participants are tracked under each funding source.
  - Describe the processes in place to address issues identified regarding program performance.

- Client Satisfaction:
  - Explain how client satisfaction will be assessed. Explain the methods or tools used to measure client satisfaction. Explain how client satisfaction feedback will be utilized.

C. Notice of Intent (NOI)

The OCAP recognizes that the priority needs identified during the County Self-Assessment may change during the period of the plan. The county may need to reconsider programs/services/activities funded based on the needs and gaps that arise prior to the next SIP due date. The OCAP designated liaison will contact their assigned OCAP consultant to discuss any potential changes to their current service provision plan (CAPIT/CBCAP/PSSF Services and Expenditure Workbook and CAPIT/CBCAP/PSSF Program and Evaluation Description) as outlined in their current SIP to ensure the changes align with state and federal requirements. The county liaison should not wait to report these changes during the OCAP annual reporting process. Changes need to be discussed prior to the reporting period.

Chapter 4 Annual Reports

Chapter 4 provides detailed instructions for completing the annual reports required during the C-CFSR process, the SIP Progress Report and the CAPIT/CBCAP/PSSF Annual Report. It includes a description of the purpose of the annual reports as well as requirements for completion.

The Annual SIP Progress Report

Purpose of the SIP Progress Report

Following the completion of the SIP, counties will submit an annual SIP Progress Report to the CSOAB, developed jointly by the County Child Welfare Department and the Probation Placement Agency in collaboration with stakeholders. Upon completion of the SIP, the county utilizes methods of continuous quality improvement to continually assess the progress of SIP strategies. Through this process, the county will review and evaluate their system regularly to ensure that the SIP addresses the needs of the child welfare population on an ongoing basis. The annual SIP Progress Report provides recurring opportunities for sharing progress, barriers and challenges and adjustments to strategies with stakeholders and the CDSS. The progress report provides a written analysis of current Outcome Data Measure performance since the beginning of the five-year SIP period in order to determine if the SIP continues to accurately reflect current needs in the county. Additionally, it provides stakeholders and the CDSS with the progress of the SIP strategies, including an analysis of strengths and barriers encountered during the implementation process. The SIP Progress Report is an opportunity to have meaningful discussion with county stakeholders, staff and other advocates about the functioning of the child welfare system and provides the opening for additional feedback from the community. If SIP strategies are supported with CAPIT/CBCAP/PSSF funds, and this information is reported during the SIP Progress Report, it is shared with the OCAP consultant.

The progress report identifies areas where outcomes are improved, discusses ineffective strategies and adds new strategies and/or new areas of focus, as necessary, to support continuous quality improvement across the five-year SIP period. In addition, counties report on any significant reduction of spending for any program in the SIP, as well as any discontinuance of programs required by statute. If SIP goals and strategies are significantly altered during subsequent years of the SIP period, the CDSS may direct the county to present the SIP Progress Report to the BOS for approval.

Additionally, counties identify the areas to be prioritized in the next five-year SIP. This will allow for state/county collaboration and allow the CDSS to offer input into SIP priority areas identified by the county.

Progress Report Development Process

The lead agencies for conducting the C-CFSR process are the County Child Welfare Department and the Probation Placement Agency in consultation with the CDSS. These agencies have

overall responsibility for the completion of the SIP Progress Report. The Progress Report development process is a continuation of the work plan that was utilized in the CSA and SIP processes. The following outlines the activities for the preparation of the Annual SIP Progress Report.

1. Regularly convene the C-CFSR team and stakeholders. See of Chapter 1 for more information on the participants of the C-CFSR team.

2. Select a method(s) of consultation with stakeholders. This may include yearly or quarterly meetings, focus groups, or other designated means of determining stakeholder input on the success of SIP strategy implementation. Stakeholders may assist in the analysis of the successes and barriers to completing strategies and meeting goals, determine whether there is a need to shift county priorities and re-evaluate unmet needs, gaps in services, or other areas needing improvement. The county will incorporate information gleaned from the ongoing Quarterly Contact discussions with the CSOAB consultant into the Progress Report as appropriate. Please refer to Chapter 1, page 11 for a description of Quarterly Contact.

3. The county will organize ongoing findings and progress into a report to be shared publicly. Once the report is approved, the CDSS will post the report to the CDSS website.[22] Approval of the SIP Progress Report by the BOS is not required unless there are significant changes to priorities and/or funding of strategies.

Requirements for the SIP Progress Report

The county agencies have overall responsibility for the completion of a single integrated SIP Progress Report. Counties will complete the SIP Progress Report at the end of the first, second, third and fourth years of the C-CFSR process which are Years 1, 2, 3 and 4 of the SIP. The fourth SIP Progress Report should summarize the challenges and successes over the SIP period so that the county may start to prepare for the next cycle of the C-CFSR process. The document is developed as a process for bridging between the current SIP and the next cycle to assist the county with connecting activities in the next CSA. Progress made in the last year of the SIP period will be incorporated into the following cycle's CSA.

The SIP Progress Report shall consist of the following information:

1. **SIP Progress Report Signature Sheet**
   County BOS approval is not required for the SIP Progress Report; however, if significant changes are made, the plan will be approved by the BOS before final submission to the CDSS. The SIP Progress Report signature sheet requires signatures from the CWS Director and the Chief Probation Officer.

[22] http://www.childsworld.ca.gov/PG1419.htm

2. Introduction

Provide a brief introduction to the SIP Progress Report. Include a brief description of the purpose of the report which would include an overview of the progress made since the inception of the SIP. Include background information regarding the C-CFSR process as needed. Include a brief introduction to the information provided in the report.

3. SIP Progress Report Narrative

A. Stakeholder participation: provide a brief description of the involvement during the past year of community partners, youth, parents, tribes, resources parents, partner agencies, the CDSS and other partners in monitoring the implementation of the County's SIP strategies and action steps.

B. County's current performance toward SIP improvement goals: Discuss the county's outcomes data as reported using the official data sources. The county provides an analysis regarding the County's progress towards SIP improvement goals. The analysis includes a comparison between the baseline quarterly data report used in the CSA and the most recent quarterly data report. Provide an analysis of obstacles, systemic issues, and environmental conditions that may be contributing to outcome improvement or decline.

C. The status of all strategies and action steps scheduled for implementation and/or completion at the time of this report are discussed. Include the following:
   - Analysis of how effective the strategies have been at achieving progress and improving the designated program(s)/outcome area(s). This analysis should include a comparison between current data and the baseline data cited in the CSA report.
   - Revisions to the action steps and/or timeframes including an explanation of all revisions including obstacles or barriers preventing or delaying a strategy and action step from timely completion.
   - Modifications made to address obstacles or barriers.
   - Lessons learned as well as successes encountered during implementation.
   - Method of evaluation and/or monitoring of strategies and action steps.
   - Additional assistance needed from the CDSS to continue to successfully implement strategies and action steps.
   - When applicable, include additional strategies and action steps to assist in achieving the goal(s).
   - The county reports any significant reductions in spending on programs identified in the SIP. Significant changes may be required to go before the BOS for approval.

D. Obstacles and barriers to future implementation of a strategy and action step not currently under implementation. Include an explanation of any modifications that will be made to address these obstacles and barriers.

E. Other Successes/Promising Practices: Describe any other successes or promising practices encountered during the system improvement process. Describe what is working well within CWS/Probation and discuss any promising practices that have led to consistent positive performance within specific Outcome Data Measures.

F. Other Outcome Data Measures Not Meeting State and/or National Standards: Discuss the County's Outcome Data Measures as reported in the most recent quarterly data report, focusing on the changes since implementation of the SIP. Limit the discussion to measures in which the county is underperforming (i.e., measures which are consistently below national standard and/or measures for which data reflect a consistent negative trend). Provide a description of obstacles, systemic issues and environmental conditions that may be contributing to outcome decline. This section does not include a discussion on measures included in the county's current SIP, as those measures have been discussed in previous sections of this report. Counties will use official data obtained from the quarterly data reports; however, the data may be supplemented by the use of SafeMeasures® and other internal data. If after analyzing county performance, both the county and the CDSS agree that additional Outcome Data Measures should be prioritized, the county adds improvement goals, strategies and action steps, to address the additional Outcome Data Measure(s).

G. Child Welfare/Probation Placement Initiatives

H. As appropriate, the county is encouraged to describe the extent to which the county has implemented current federal or state initiatives relative to the services provided to children and families to support the goals of the SIP. Also discuss how the county has adjusted practice based on trends and themes in current CWS research. Examples of current initiatives include, but are not limited to, the Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project (CAP), the California Partners for Permanency (CAPP) Grant, the Fostering Connections After 18 Program and the Continuum of Care Reform (CCR).

   In addition, counties will include information regarding participation in state/county waivers, corrective action plans, as well as current applicable lawsuits or settlement agreements, such as the *Katie A. v Bonta* lawsuit. When applicable, counties will also include information regarding how the county is contributing to the successful achievement of California's goals for outcomes for children and families.

I. National Resource Center (NRC) Training and Technical Assistance. If the county has utilized NRC Training and Technical Assistance:

- Describe the technical assistance that the county anticipates requesting from the NRC, Western Pacific Implementation Center, and Quality Improvement Centers, including providing a time frame for the T/TA, and the need the T/TA would address.
- Describe the T/TA a county is receiving from any NRC. Counties utilizing an NRC for T/TA impacting Outcome Data Measures and/or system issues should consider its inclusion as a strategy in the SIP.

J. SIP Chart

A copy of the SIP Chart is included with the report. If additional goals and/or strategies and action steps have been added, the county includes them in the revised SIP Chart. The original SIP Chart is used with necessary updates to reflect the county's current performance and current status of implementation strategies (i.e., completed, postponed, etc.).

The Chart will also reflect any revised time frames for completion. Do not remove any information from the original SIP Chart; rather, strikethrough any action steps/timeframes/etc. that are removed or changed. Any changes/updates made are identified as updated information.

The Annual Report for the CAPIT/CBCAP/PSSF Programs

Purpose

Counties receiving CAPIT/CBCAP/PSSF funds are required to submit an annual report regarding funded programs. As a state run, county administered child welfare system, the CAPIT/CBCAP/PSSF annual report captures quantitative and qualitative data for state and federal reporting requirements and CAPIT/CBCAP/PSSF service provision plan identified within the SIP.

The information and data reported in the CAPIT/CBCAP/PSSF annual report helps to ensure that California remains eligible for participation in critical programs aimed at the prevention, early intervention and treatment of child maltreatment.

Although CAPIT funds have been realigned, the funds are used as a match for California to be able to receive federal funds. Therefore, the CDSS will continue to monitor the use of CAPIT to ensure the funds are used for the appropriate target population and services in order to continue to receive this federal funding.

Annual Report Development Process

Counties ensure that all components of the annual report are completed accurately and submitted timely in order to comply with state and federal reporting requirements. In preparation for submission of the annual report for the CAPIT/CBCAP/PSSF Programs, counties shall engage in the following Quality Assurance activities:

1. Oversight and monitoring: The OCAP county liaison maintains contact with providers to ensure that program requirements are met and that the appropriate information and data are being tracked.
2. Program Evaluation: Collect, compile and analyze the information and data tracked for all funded programs.
3. Collaboration and coordination: Information and data should be used to assess whether a particular program or service is effective and is meeting the identified need(s). As appropriate, include all relevant partners in the process.

Requirements for the SIP Progress Report

The CDSS releases an ACIN each year to provide instructions on the annual reporting process for the CAPIT/CBCAP/PSSF programs. The CAPIT/CBCAP/PSSF Annual Report is typically due in October of each year and does not coincide with the SIP Progress Report due dates. The components of the annual report may be revised and/or expanded to comply with changes in federal reporting requirements. Although some of the questions in the report may best be answered by a community partner or a service provider receiving CAPIT/CBCAP/PSSF funds, the county CAPIT/CBCAP/PSSF liaison assigned is responsible to ensure all components of the annual report are completed prior to submitting to the OCAP.

Information collected in the annual report includes funds expended, program outcomes and number of participants served during the applicable state fiscal year. Data requested will include the following components:

1. Number of clients served per service category[23]
2. Client ethnicity
3. Description of funded activities, progress and outcomes achieved to date
4. Geographic location of services (e.g. urban, rural, neighborhood, countywide)
5. Types of collaborative partners (e.g. behavioral health, community organizations, etc)
6. Service provider/grantee name(s)
7. Child Abuse Prevention Council (CAPC) activity description(s)
8. Client satisfaction outcomes
9. Service gaps identified

[23] http://www.cdsscounties.ca.gov/OCAP/

Appendix 1: Glossary

Term	Definition
AB12 Fostering Connections After 18 Program	Provides extended foster care services for non-minor dependents under the jurisdiction of the juvenile court or a Title IV-E Native American tribe on his or her 18th birthday. These non-minor dependents are eligible to receive foster care services until age 21.
CAP	Refers to Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project. The DHHS specifically waived Section 472 (a) and 474(a)(3)(E) of the Social Security Act and 45 Code of Federal Regulations 1356.60(c)(3) This waiver will allow counties to expand Title IV-E funds for both eligible and non-eligible children and families and provide payments for service not allowed under the current Title IV-E regulations.
CAPP	California Partners for Permanency (CAPP) is one of six projects in the nation participating in a $100 million Presidential Initiative to reduce the number of children in long-term foster care. The project's efforts aim to help build a foundation for a statewide movement to improve outcomes for children and youth in foster care by ensuring they have loving and lasting permanent relationships and families.
Case Selection Criteria	Cases selected for review that are a representative sample within the strata of case type based on the focus area of review.
Child Abuse Prevention Coordinating Councils (CAPCs)	Child Abuse Prevention Coordinating Councils (CAPCs) of California are community councils appointed by the county Board of Supervisors whose primary purpose is to coordinate the community's efforts to prevent and respond to child abuse. Their activities include: providing a forum for interagency cooperation and coordination in the prevention, detection, treatment, and legal processing of child abuse cases; promoting public awareness of the abuse and neglect of children and the resources available for intervention and treatment; encouraging and facilitating training of professionals in the detection, treatment and prevention of child abuse and neglect; and recommending improvements in services to families and victims.
Children	Children are defined as being less than 18 years old or up to 19 years old if still in school.
Children with disabilities	The term "children with disabilities" has the same meaning as the term "child with a disability" in section 602(3) or "infant or toddler with a disability" in section 632 (5) of the Individuals with Disabilities Education Act (IDEA). (42 U.S.C. 5116h)
Community Based Services	Community based services refers to programs delivered in accessible settings in the community and responsive to the needs of the community and the individuals and families residing there.

Term	Definition
Concurrent Planning	The process of coupling aggressive efforts to reunify the family with careful planning for the possibility of adoption or other permanency options should circumstances prevent the child from returning home.
Continuous Quality Improvement (CQI)	CQI is "the complete process of identifying, describing, and analyzing strengths and problems and then testing, implementing, learning from, and revising solutions. It relies on an organizational culture that is proactive and supports continuous learning. CQI is firmly grounded in the overall mission, vision, and values of the agency. Perhaps most importantly, it is dependent upon the active inclusion and participation of staff at all levels of the agency, children, youth, families, and stakeholders throughout the process." Quality Assurance (QA) differs from CQI in that QA is an evaluation of compliance whereas CQI is a way of working. CQI is a philosophy that focuses on continual improvement.
Culturally Relevant Services	Culturally relevant services are services provided to children and families which recognize the unique cultural characteristics of clients from ethnically diverse backgrounds. Services are tailored to account for this diversity so that the services are relevant from the client's perspective and appropriately fit the client's needs. These services enable and empower clients to relate the content of the services to their own cultural contexts.
Evidence-Based Practice	An approach to prevention or treatment that is validated by some form of documented scientific evidence.
Evidence-Based Program	Evidence-based programs use a defined curriculum or set of services that, when implemented with fidelity as a whole, have been validated by some form of documented scientific evidence.
Evidence-Informed Practice	Evidence-informed practices use the best available research and practice knowledge to guide program design and implementation within context. This informed practice allows for innovation and incorporates the lessons learned from the existing research literature.
Family Well-Being	A primary outcome for CWS, whereby families demonstrate self-sufficiency and the ability to adequately meet basic family needs (e.g., safety, food, clothing, housing, health care, financial, emotional, and social support) and provide age appropriate supervision and nurturing of their children.
Informed Conjecture	The CDSS recognizes that valid scientific study is often infeasible in determining the success and barriers to achieving improvements in the child welfare system. Therefore, it is critical that counties are able to make inferences about their systems based upon inconclusive and incomplete evidence. The purpose of informed conjecture is to serve as a guide for decision making when conclusive evidence is unavailable.
Infrastructure Cost	Infrastructure Cost for CBCAP funded programs include only costs to

Term	Definition
	implement and support an EIP/EBP program identified as a level 0-4 program/practice such as technical assistance & training, evaluation and information systems, network collaboration, grants management and monitoring.
Katie A. v. Bonta lawsuit	*Katie A. v. Bonta* refers to a class action lawsuit filed in federal district court in 2002 concerning the availability of intensive mental health services to children in California who are either in foster care or at imminent risk of coming into care. The California Department of Social Services (CDSS) and the California Department of Health Care Services (DHCS) agreed to take specific actions that will strengthen California's child welfare and mental health systems with objectives. The settlement agreement reached in December 2011 can be found at: www.cdss.ca.gov
Logic Model	A systematic and visual way to describe how a program should work, present the planned activities for the program and articulate anticipated outcomes. Logic models present a theory about the expected program outcome
Maltreatment	An act of omission or commission by a parent or any person who exercises care, custody, and ongoing control of a child which results in, or places the child at risk of, developmental, physical, or psychological harm.
Network Development	Network Development for CBCAP funded programs includes activities to support community-based efforts to develop, operate, expand and/or enhance network initiatives and/or coordinate resources and activities aimed at preventing child abuse and neglect.
Parent Leadership	Parent Leadership in the child welfare field can refer to the concept that parents/caregivers can and should play a leadership role in the work with their families and in the community that supports them. Central to the concept is the idea that parents take charge of the success of their own families, and professionals work in partnership to support them in this goal. Parent Leadership also refers to parents who have a voice in their communities, advocating for themselves and their families' needs.
Permanency	A primary outcome for CWS and Probation whereby all children have stable and nurturing relationships with adult caregivers that create a shared sense of belonging and emotional security enduring over time.
Program Improvement Plan (PIP) (Federal)	A comprehensive response to findings of the CFSR establishing specific strategies and benchmarks for upgrading performance in California in all areas of nonconformity with established indicators.
Quality Assurance (QA)	QA refers to ensuring that services and products efficiently and reliably satisfy consumers' needs. It has a strong emphasis on identifying and providing services most likely to achieve targeted outcomes and consumer satisfaction and in monitoring whether or not the services were provided.

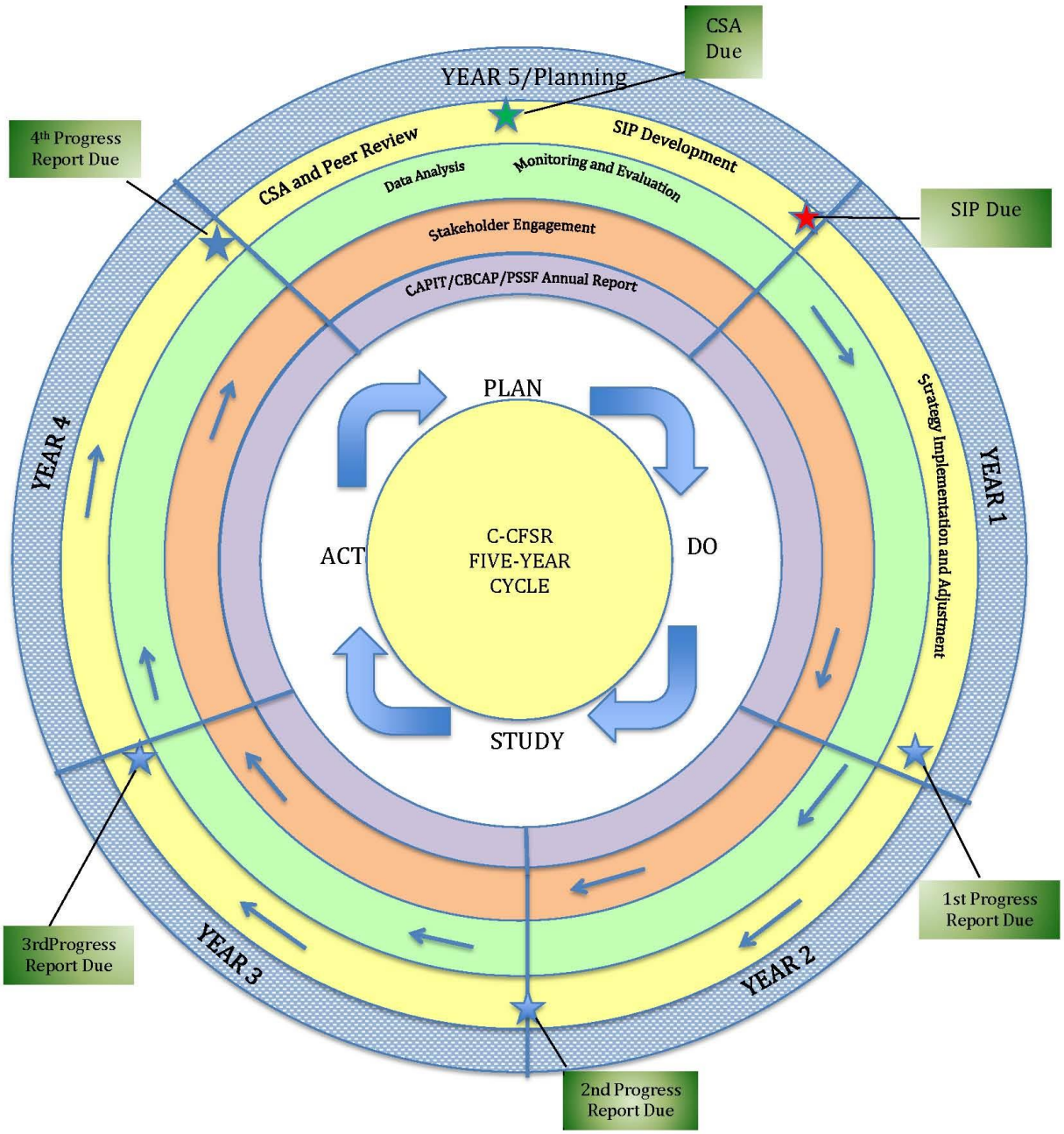
Term	Definition
	QA differs from CQI in that it is an evaluation of compliance, whereas CQI is a philosophy that focuses on continual improvement.
Resource Families	Relative caregivers, licensed foster parents, and adoptive parents who meet the needs of children who cannot safely remain at home. Resource families participate as members of the multidisciplinary team.
SafeMeasures®	SafeMeasures® is a web-based database maintained by the Children's Research Center (CRC) in Wisconsin that extracts data from CWS/CMS to report statewide and individual county data related to state and federal outcomes. Unlike data from the CSSR, data extracted from SafeMeasures® are real-time. This database also contains data for counties using Structured Decision Making (SDM) as their safety assessment tool. SafeMeasures® is a tool that supports measurement of both processes and outcomes. For federal and state measures, based on the same analysis used by UCB and the CDSS, SafeMeasures® provides an estimate of performance in advance of the official state measures. Data are updated daily through an automated process for all measures. This updating allows counties to assess how they are progressing on data Outcome Data Measures and processes in the present from the county to the case level.
Safety	A primary outcome for CWS whereby all children are first and foremost protected from abuse and neglect.
Suitable Placement Order	When the court orders the care, custody, and control of the minor to be placed under the supervision of the Probation Department who may then place the minor in out-of-home foster care placements.
System Improvement Plan (SIP)	The SIP is an operational agreement between the CDSS, County Child Welfare Departments, and County Probation Placement Agencies over a five-year period which provides an outline for how the county will improve their system of care for children and families. This agreement forms an important part of the system for federal reporting on statewide progress towards meeting improvement goals using the C-CFSR Federal outcome measures and should focus on areas needing the most improvement. This includes outlining the coordinated service provision plan that identifies how programs and services funded with CAPIT/CBCAP/PSSF funds will address priority needs. The SIP is developed every five years by the lead agencies in collaboration with their local community, prevention, and early intervention partners.
Systemic Factors	The systemic factors for the CSA were derived from the federal CFSR. A thorough analysis of information and/or data will assist in identifying the current practices, programs and resources working well and where improvement is needed across the continuum of child welfare services.

Term	Definition
Title IV-B	Title IV-B is a capped (limited) allocation to each state to use for a wide range of services to preserve or support families, reunify children, and promote and support adoptions. The Child Welfare Services program (subpart 1 of Title IV-B) funds preventive intervention, alternative placements, and reunification services. The Promoting Safe and Stable Families program (subpart 2) provides funds to states for family support, family preservation, time-limited family reunification services, services to promote and support adoptions, and grants through the Court Improvement Program to help state courts improve how proceedings relating to foster care and adoption are handled. Compared to Title IV-E, the use of Title IV-B funds is much less restricted and allows states to support a range of prevention, early intervention, and permanency-related services and supports for children and families.
Title IV-E	Title IV-E, a major funding source for foster children who have been placed in out-of-home care, makes up approximately 80 percent of the money in CWS funding California receives annually from the federal government. Title IV-E was established as an uncapped entitlement, which means the federal government is obligated to make payments to any person who meets the federal eligibility criteria established by law.
Unaccompanied Homeless Youth (OCAP Definition)	Unaccompanied homeless youth include young people who have run away from home, been asked to leave their homes, and/or been abandoned by their parents or guardians
Youth	Persons, male and/or female between the ages of 13 through 18 years old.

Appendix 2: Acronyms List

ACF	Administration for Children and Families
AFCARS	Adoptions and Foster Care Analysis Reporting System
BOS	Board of Supervisors
C-CFSR	California-Child Family Services Review
CAPP	California Partners for Permanency
CAP	Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project.
CPO	Chief Probation Officer
CAPIT	Child Abuse Prevention Intervention and Treatment
CCWIP	California Child Welfare Indicators Project
CWS/CMS	Child Welfare Services/Case Management System
CWDA	County Welfare Directors Association
CAPC	Child Abuse Prevention Coordinating Council
CSOAB	Children's Services Outcomes and Accountability Bureau
CBCAP	Community-Based Child Abuse Prevention
CAT	Comprehensive Assessment Tool
CQI	Continuous Quality Improvement
CPM	Core Practice Model
CSA	County Self-Assessment
DR	Differential Response
EBP	Evidence-Based Practice
EIP	Evidence-Informed Practice
FRC	Family Resource Center
ICWA	Indian Child Welfare Act
MEPA	Multiethnic Placement Act
NOI	Notice of Intent
OCAP-PND	Office of Child Abuse Prevention – Prevention Network Development Unit
PIP	Program Improvement Plan
PSSF	Promoting Safe and Stable Families
PSSF-FP	Promoting Safe and Stable Families – Family Preservation
PSSF-FS	Promoting Safe and Stable Families – Family Support
PSSF-TLFR	Promoting Safe and Stable Families – Time-Limited Family Reunification
PSSF-APS	Promoting Safe and Stable Families – Adoption Promotion and Support
PA/PE	Public Awareness/Public Education
QA	Quality Assurance
SDM	Structured Decision Making
SIP	System Improvement Plan
TA	Technical Assistance

The C-CFSR Cycle



*THE CAPIT/CBCAP/PSSF Annual Report is due annually on dates determined each year via ACL.
CSOAB 9/20/13

Appendix 4: List of Outcome Measures

Federal Outcome Measures

Measure Number	Measure Name	Description	Directional Goal
PR	Referral Rate	The number and rate per 1,000 of children with an allegation of abuse or neglect in a given 12 month time frame	Decrease
PR	Substantiation Rate	The number and rate per 1,000 of children with a substantiated allegation of abuse or neglect in a given 12 month time frame	Decrease
PR	Entry Rate	The number and rate per 1,000 of children entering foster care in a given 12 month time frame	Decrease
PR	In Care Rate	The number of children in foster care in a given 12 month time frame	Decrease
***S1.1**	No Recurrence of Maltreatment	The percentage of children who were victims of substantiated maltreatment within a specific 6 month period for whom there was not an additional substantiated maltreatment allegation during the subsequent 6 month period	Increase
S2.1	No Maltreatment in Foster Care	The percentage of children who were not victims of substantiated maltreatment allegation by a foster parent or facility staff in out-of-home care	Decrease
C1 - Reunification Composite			
C1.1	Reunification within 12 months (exit cohort)	The percentage of children discharged to reunification within 12 months of removal. The denominator is the total number of children who exited foster care to reunification during the specified year. The numerator is the number of exiting children who reunified within 12 months.	Increase
C1.2	Median Time to Reunification (Exit Cohort)	The median length of stay (in months) for children in care more than 8 days who were discharged to reunification during that specified year.	Decrease
C1.3	Reunification within 12 months (entry cohort)	The percentage of children reunified within 12 months of removal for a cohort of children first entering foster care. The entry cohort is comprised of children entering foster care for the first time during a six-month period.	Increase
C1.4	Reentry Following Reunification	The percentage of children reentering foster care within 12 months out of those discharged to	Decrease

	(exit cohort)	reunification during a specified year.	
C.2 – Adoption Composite			
Measure Number	Measure Name	Description	Directional Goal
C2.1	Adoption within 24 months (Exit Cohort)	The percentage of children discharged to adoption within 24 months of removal. The denominator is the total number of children who exited foster care to adoption during the specified year. The numerator is the number of exiting children who adopted within 24 months.	Increase
C2.2	Median Time to Adoption (Exit Cohort)	The median length of stay (in months) for children discharged to adoption during a specified year.	Decrease
C2.3	Adoption within 12 Months (17 Months In Care)	The percentage of children in foster care for 17 continuous months or longer on the first day of the year, who were then adopted by the last day of the year.	Increase
C2.4	Legally Free with 6 Months (17 Months In Care)	The percentage of children who were in foster care for 17 continuous months or longer and not legally free for adoption on the first of the period, who then because legally free for adoption within the next 6 months.	Increase
C2.5	Adoption within 12 Months (Legally Free)	The percentage of children discharged from foster care to a finalized adoption within 12 months out of those who became legally free during a specified year.	Decrease
C3.1	Exits to Permanency (24 Months In Care)	The percentage of children, in care for 24 months or longer on the first day of the year, who were discharged to a permanent home by the last day of the year, and prior to turning 18.	Increase
C3.2	Exits to Permanency (Legally Free at Exit)	The percentage of legally free children exiting during the year who were discharged to a permanent home prior to turning 18.	Increase
C3.3	In Care 3 Years or Longer (Emancipated/Age 18)	The percentage of children who were in foster care for three years or longer who were then either discharged to emancipation or turned 18 while still in care.	Decrease
C4.1	Placement Stability (8 Days to 12 Months In Care	The percentage of children in a specified year with two or fewer placements who have been in care for 8 days or more but less than 12 months. Time in care is based on the latest date of removal from the home.	Increase
C4.2	Placement Stability (12 to 24	The percentage of children in a specified year with two or fewer placements who have been in	Increase

	Months In Care)	care 12 months or more but less than 24 months. Time in care is based on the latest date of removal from the home.	
C4.3	Placement Stability (At Least 24 Months In Care)	The percentage of children in a specified year with two or fewer placements who have been in care 24 months or longer. Time in care is based on the latest date of removal from the home.	Increase

State Outcome Measures

Measure Number	Measure Name	Description	Directional Goal
***2B**	Timely Response (Immediate)	The percentage of Immediate response allegations where a timely response occurs	Increase
***2B**	Timely Response (10 day)	The percentage of 10 day response allegations where a timely response occurs	Increase
2F	Timely Monthly Caseworker Visits	This measure considers each month separately, but summarizes this data for a 12-month period. For each month in the 12-month period, of the children in care who were required to have an in-person contact, i.e., who were in an open placement episode for the full calendar month; the number and percent of children who had at least one in-person contact during the month.	Increase
2F	Timely Monthly Caseworker Visits in Residence	This measure considers each month separately, but summarizes this data for a 12-month period. For each month in the 12-month period, of the number and percent of children who had at least one in-person contact during the month, the number and percent of children where at least one of that month's in-person contacts was in the placement facility.	Increase
4A	Siblings All	The percentage of children in care at a point in time with at least one sibling where all the children in a given sibling group were placed together.	Increase
4A	Siblings Some	The percentage of children in care at a point in time with at least one sibling where one or more of the children in a given sibling group were placed together.	Increase
First Entry	Relative	The percentage of children entering foster care for the first time over a 12 month period who were placed with a relative at first entry.	NA
First	Foster Home	The percentage of children entering foster care for the first time over a 12 month period who	NA

Entry		were placed with a foster home at first entry.	
First Entry	FFA	The percentage of children entering foster care for the first time over a 12 month period who were placed with a Family Foster Agency at first entry.	NA
First Entry	Group/Shelter	The percentage of children entering foster care for the first time over a 12 month period who were placed with a group home/shelter at first entry.	NA
First Entry	Other	The percentage of children entering foster care for the first time over a 12 month period who were placed with a court ordered, guardian or SILP at first entry.	NA
Point in Time	Relative	The percentage of children in out of home placement on the first day of a given quarter who were placed with a relative.	NA
Point in Time	Foster Home	The percentage of children in out of home placement on the first day of a given quarter who were placed with a foster home.	NA
Measure Number	Measure Name	Description	Directional Goal
Point in Time	FFA	The percentage of children in out of home placement on the first day of a given quarter who were placed with a foster family agency.	NA
Point in Time	Group/Shelter	The percentage of children in out of home placement on the first day of a given quarter who were placed with a group home/shelter.	NA
Point in Time	Other	The percentage of children in out of home placement on the first day of a given quarter who were placed with a court ordered, guardian or SILP.	NA
4E	ICWA Eligible Status	The percentage of children who are ICWA Eligible in out-of-home placement by their placement status at a given point in time.	Increase
5B-1	Rate of Timely Health Exams	The percentage of children in out-of-home care who have received timely health exams.	Increase
5B-2	Rate of Timely Dental Exams	The percentage of children in out-of-home care who have received timely dental exams.	Increase
5F	Authorized for Psychotropic Medications	The percentage of children in out-of-home care who have been authorized for psychotropic medications.	NA

6B	Individualized Education Plans	The percentage of children in out-of-home care who have an IEP.	NA
8A	Completed High School Equivalency	The percentage of children who have aged out of foster care who have completed high school equivalency.	Increase
8A	Obtained Employment	The percentage of children who have aged out of foster care who have obtained employment.	Increase
8A	Have Housing Arrangements	The percentage of children who have aged out of foster care who have housing arrangements.	Increase
8A	Received ILP Services	The percentage of children who have aged out of foster care who have received ILP services.	Increase
8A	Permanency Connection With An Adult	The percentage of children who have aged out of foster care who have a permanency connection with an adult.	Increase

*These measures do not apply to probation supervised youth.

Appendix 5: C-CFSR Data Sources

THE CALIFORNIA CHILD WELFARE INDICATORS PROJECT

Additional data reports are available via the Center for Social Services Research (CSSR) CCWIP. The CCWIP is a collaborative project between the CDSS and the University of California at Berkeley. The website includes a variety of data and information that users can review to get a perspective on California social services. The information reported on the website comes from all 58 counties after practitioners enter the information into CWS/CMS. The website reports the child outcomes of Safety, Permanency and Well-being as well as numerous other important longitudinal systemic outcome measures. The website provides counties an opportunity to analyze data to identify programmatic areas that are either performing successfully or are in need of improvement.

While the Quarterly Data Reports are static and provide a point in time view, the CSSR system is dynamic and thus changes over time, allowing counties to produce a number of reports and provide additional methods to drill down into data for the purpose of analysis. When analyzing data over time, counties compare where they are in relation to the national standards and state performance thresholds.

THE CSSR COMPOSITE PLANNER

The CSSR offers counties a Composite Planner tool. A composite measure is comprised of several measures that address performance in a particular area from several perspectives. Counties can use this tool to examine the measures that pertain to a particular composite to assess how each individual measure affects the overall composite score. The tool also allows users to determine which measure is weighted the heaviest in the overall composite score, which in turn allows counties to select the measure that may have the greatest impact on the children represented in the measure. The composite planner also helps in identifying trends in the data over time. The composite planner can be accessed on the CSSR website.[24] However, please note that composite measures are not likely to be included in the next round of the CFSR--in which case use of this tool will no longer be necessary.

OTHER DATA SOURCES AND TOOLS

In addition to the CCWIP data, counties may supplement their analyses with multiple other sources including data gleaned from CWS/CMS via Business Objects reports, SafeMeasures®, and other data systems utilized by the county. All data sources included in the report require explanation to provide context and is appropriately cited.

[24] http://cssr.berkeley.edu/cwscmsreports/compositeViewer/default.aspx

SafeMeasures® is a tool that supports measurement of both processes and outcomes. For federal and state measures, based on the same analysis used by UCB and CDSS, SafeMeasures® provides an estimate of performance in advance of the official state measures. Data are updated daily through an automated process for all measures. This updating allows counties to assess how they are progressing on Outcome Data Measures and processes in the present from the county to the case level. Managers, supervisors and social workers can work together using SafeMeasures® to identify tasks that need to be completed and correct errors and omissions in data entry. This helps ensure accurate data for the quarterly data reports produced by the CSSR.