

# California Child and Family Services Review

## Amador County System Improvement Plan June, 2008



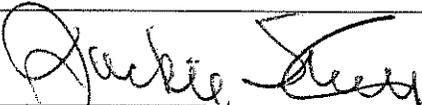
## California's Child and Family Services Review System Improvement Plan

<b>County:</b>	Amador County
<b>Responsible County Child Welfare Agency:</b>	Amador County Department of Social Services
<b>Period of Plan:</b>	July 1, 2008 – June 30, 2011
<b>Period of Outcomes Data:</b>	Quarter ending June 30, 2007
<b>Date Submitted:</b>	August 5, 2008

### County Contact Person for County System Improvement Plan

<b>Name:</b>	Mathew Zanze
<b>Title:</b>	Program Manager
<b>Address:</b>	10877 Conductor Blvd, Sutter Creek, CA 95685
<b>Phone/Email</b>	209-223-6581 mathew.zanze@cws.state.ca.us

### Submitted by each agency for the children under its care

<b>Submitted by:</b>	County Child Welfare Agency Director (Lead Agency)
<b>Name:</b>	Jackie Steele, Director
<b>Signature:</b>	

<b>Submitted by:</b>	County Chief Probation Officer
<b>Name:</b>	Mark Bonini, Chief Probation Officer
<b>Signature:</b>	

BEFORE THE BOARD OF SUPERVISORS OF THE  
COUNTY OF AMADOR, STATE OF CALIFORNIA

IN THE MATTER OF:

RESOLUTION APPROVING THE CHILD )  
WELFARE SYSTEM IMPROVEMENT PLAN )  
FOR THE PERIOD JULY 1, 2008 THROUGH )  
JUNE 30, 2011 )

RESOLUTION NO. 08-156

BE IT RESOLVED by the Board of Supervisors of the County of Amador, State of California, that said Board does hereby approve the Child Welfare System Improvement Plan based on the guidelines of the 2008 County Self-Assessment report; and

BE IT FURTHER RESOLVED that the Chairman of said Board is hereby authorized to sign and execute said agreement on behalf of the County of Amador.

The foregoing resolution was duly passed and adopted by the Board of Supervisors of the County of Amador at a regular meeting thereof, held on the 5th day of August 2008 by the following vote:

AYES: Richard M. Forster, Theodore Novelli, Louis D. Boitano, Rich F. Escamilla, and Brian Oneto

NOES: None

ABSENT: None

THE FOREGOING INSTRUMENT IS  
A CORRECT COPY OF THE ORIGINAL  
ON FILE IN THIS OFFICE

Richard M. Forster  
Chairman, Board of Supervisors

ATTEST: AUG - 6 2008

Priscilla Murenaga  
Deputy Clerk of the Board of Supervisors  
Amador County, California

ATTEST:

JENNIFER BURNS, Clerk of the  
Board of Supervisors, Amador County,  
California

Priscilla Murenaga  
Deputy



Local Planning Body SIP Team (Child Welfare Services Redesign)

Angel LeSage	Amador County Public Health
Jane Hoff	Amador County Behavioral Health
Tammy Watson	Amador County Office of Education
Lynn Shield	Operation Care
Joyce Stone	Amador Child Care Council
Nina Machado	First Five, Amador
Tara Parker	Amador-Tuolumne Community Action Agency
Sandra Billington	California Tribal TANF
Mathew Zanze	Amador County Department of Social Services
Mark Bonini	Amador County Probation Department
Anne Watts	Amador County Department of Social Services
Jackie Steele	Amador County Department of Social Services

Findings that Support Qualitative Change

The Child Welfare Redesign Team meets twice monthly to review Safe Measures reports and CWS Outcomes System Summary reports for Amador County. Members of the team's agencies provide services to children and families in the community. The following is the self-assessment summary: Amador County is located to the east of Sacramento and San Joaquin Counties, Amador County encompasses the foothill and mountain terrain of the western slopes of the Sierra Nevada Range. While days are normally clear, summer days of observable smog are trending upwards as afternoon winds blow valley pollutants up into the foothills. The county is bisected north/south by Highway 49; east/west by Highway 88. Highway 104 reaches from 88/116 into a southern area of the county. The population centers are located along these two-lane state highways. Additional population is scattered off county and private roads.

Public transportation is limited to the main, core communities, with additional pickups by request, up to 1/2 mile from the main route. A twice-daily service has been added to and from Sacramento. Service is available 5:40am to 7:15pm, depending on the route.

Amador County, with a population of 35,100 is a rural community consisting of 600 square miles with a population density of 59 persons per square mile. The total population number includes a population of approximately 4,000 adults and youths incarcerated at correctional institutions. There are six incorporated cities, Jackson, Lone, Plymouth, Sutter Creek and Amador City.

Most of the residents are a Caucasian ethnicity (85.8%); the remaining ethnicity includes a growing Hispanic population (8.9%), African Americans (3.9%), Asian (1 %) and Native Americans (1.8%). These figures include incarcerated individuals of which over 3,000 are ethnic minorities. Amador County's population has grown dramatically in the last twenty years, as older individuals with higher incomes move to the scenic foothills to retire. Median age in the county is 42.7

years in recent years, 600-800 individuals move into the area yearly at a growth rate of approximately 2% annually. The death rate surpasses the birth rate. The population age percentage is greater for ages sixty and older (23.8%) than it is for children under age ten (9.5%). The growing voice of senior citizens is focused on community issues specific to their age group rather than to the needs of families with children. It must be noted that many of those retired individuals are volunteers supporting the many non-profit agencies assisting the county.

The largest sources of employment in the county are state and county government (prison, county government offices, and schools), and an expanding casino/hotel. There is one forest product manufacturing plant. The median household income is \$42,000, with a per capita income of \$22,412. One community hospital, two large chain stores, three chain supermarkets, tourism and a growing number of wineries are key economic supports in the community. One health club has recently opened. A number of resident's commute out of the county for employment that will pay self-sufficiency wages.

Controversy exists over additional proposals for two more casinos. Whether the infrastructure of the county can support these projects, even with mitigation, is the topic of much discussion.

Fair market rental rates in 2003 were \$673.18; such rentals are actually available due to rising property values. Subsidized housing has waiting lists of many months. Property managers willing to accept subsidized rates are dwindling. No new properties are identified in development as subsidized. Median resale price of housing has risen to \$247,000, a rise of almost 150% in the past 5 years. First time homebuyers, even with low interest rates, are hard pressed to find affordable housing for a family.

Health services. Sutter Amador Hospital centrally located in Jackson is the only hospital in the county. The not for profit institution supports two health clinics, located in Pioneer and Plymouth. It also supports a full time pediatric office located in Jackson, along with the newly opened (2003) Women's Health service, composed of a nurse midwife/FNP and obstetrician. These providers are now the major source of health care for those on Medi-Cal, along with the Jackson Rancheria Indian Clinic.

County specific demographic factors that impact abuse, neglect and reunification rates are: lack of jobs above minimum wage, poverty, substandard housing, lack of affordable housing and high rates of substance abuse and addiction and generational abuse and neglect. Most if not all CWS cases there is substance abuse, most prominent is methamphetamine use.

Amador being such a small county, the community is very aware of at risk families. These families are well known to the schools, law enforcement and agencies. Children at risk are "on the radar" and reports of abuse or neglect are

made to CPS. The community in Amador considers issues that may not be considered CPS issues in larger counties as CPS issues. Because of this, there is a heightened awareness of the children and families in our community.

We are now seeing parents with abuse and neglect issues when they were children. Generational abuse and neglect is an issue in the county and substance abuse is a significant problem.

#### System Strengths:

The size of the community allows for ease of communication

- Agencies work effectively together to resolve problems and differences, including increased collaboration with the Behavioral Health Department
- Agency personnel attend many meetings in common
- CPS works closely with the Amador County Unified School District, with staff serving on the Attendance Review Board and many Individualized Education Plan (IEP) meetings
- The County has low teen pregnancy rates
- Family Learning Center have forged new links to the small but growing Latino population and hold weekly parenting classes for 40 parents
- There is a bilingual family advocate available at the Family Learning Center and two community centers
- County has highly skilled translator on staff working with Public Health Nurses and CPS workers
- The CWS Redesign Team has identified gaps in services for children
- The CWS Redesign Team organized the first annual Resource Fair in Fall 2007 with participation from 25 different agencies and programs; attendees included agency and program staff, and school teachers and staff to familiarize everyone with services available for children and families in the County;
- CWS Redesign Team members participate on the Transportation Advisory Council to identify unmet need and devise ways to expand services to meet that need
- Amador Child Care Council in collaboration with other community partners is working on project to expand and create new child care facilities in the County
- First 5 Amador funds toddler playgroups to provide socialization opportunities for young children not enrolled in other early care and education programs
- First 5 Amador funds attorney vouchers for child custody and restraining order cases
- First 5 Amador funds child care for Foster Care Education trainings

- County has home visitation program with Public Health Nurses visiting high risk families
- County has successful perinatal program providing intervention for pregnant women
- Operation Care has 15-week "Making the Peace" violence prevention program for youth referred by the Probation Department
- The Domestic Violence Council is looking at healthy relationship progress
- Limited teen drug/alcohol and anger management service being provided by private provider based on income and ability to pay

#### Areas Needing Improvement

- Agencies need more time to work on system design and improvement; understaffing requires staff to work outside of office hours to avoid taking time away from direct client services
- Amador County has a high rate of teen drinking and driving
- There is a lack of drug and alcohol intervention and treatment programs for teens
- Reduced funding for prevention programs greatly impacts small counties

#### County SIP Team Composition

##### Local Planning Body SIP Team (Child Welfare Services Redesign)

Angel LeSage	Amador County Public Health
Jane Hoff	Amador County Behavioral Health
Tammy Watson	Amador County Office of Education
Lynn Shield	Operation Care
Joyce Stone	Amador Child Care Council
Nina Machado	First Five, Amador
Tara Parker	Amador-Tuolumne Community Action Agency
Sandra Billington	California Tribal TANF
Mathew Zanze	Amador County Department of Social Services
Mark Bonini	Amador County Probation Department
Anne Watts	Amador County Department of Social Services
Jackie Steele	Amador County Department of Social Services

##### CWSOIP funds (Social Services):

Increase the rate of reunification, improve services to family by use of Child Welfare Outcome Improvement Project (CWSOIP) Funds will be used for drug/alcohol treatment programs that Amador County Behavioral Health does not have funding to provide such as adolescent treatment programs and residential

treatment programs that are not funded by Amador County Behavioral Health Services funds.

CWSOIP funds (Probation):

Maintain group home visits compliance and improve compliance with case plan goals by use of Child Welfare Outcome Improvement Project (CWSOIP) funds Probation Department over spends State group home visit's allocation. Use of Child Welfare Outcome Improvement Project (CWSOIP) funds will offset increasing costs to maintain compliance with visits with minors placed in group homes and improve compliance with case plan goals. Improve rate of reunification by using the funds for mental health and substance abuse treatment for children and families.

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<b>Outcome/Systemic Factor:</b> <b>Reunification Within 12 months (Exit Cohort)</b>					
<b>County's Current Performance:</b> Performance for Q2 2007 was 61.5%. The national goal is 75.2%. The policy for recommending the return of children is that parents are required to complete their case plans and demonstrate the knowledge and ability to safely parent their children prior to return. One likely contributing factor regarding the length of time to reunify is methamphetamine use in the community.					
<b>Improvement Goal 1.0</b> Increase reunification within 12 months to 75.2%.					
<b>Strategy 1. 1</b> Improve services to substance abusing parents.		<b>Strategy Rationale<sup>1</sup></b> Lack of local drug treatment programs that are specifically indicated for methamphetamine addiction continues to be a significant resource barrier to reunification of children.			
<b>Milestone</b>	<b>1.1.1</b> Identify and assess local treatment programs, public and private. Assistance will be provided by Amador County Behavioral Health Substance Abuse Program.	<b>Timeframe</b>	September 1, 2008	<b>Assigned to</b>	Amador County Social Services Program Manager Amador County Behavioral Health Substance Abuse Program Manager
	<b>1.1.2</b> Establish Child Welfare Service/Behavioral Health Substance Abuse Assessment Team. Establishment of the team will enhance collaboration and provide better communication between agencies providing services to substance abusing parents.		January 1, 2009		Amador County Social Services Program Manager Amador County Behavioral Health Substance Abuse Program Manager Amador County Social Services Director Amador County Behavioral Health Director
	<b>1.1.3</b> Assess effectiveness of Child Welfare Service/Behavioral Health Substance Abuse Assessment Team as to rates of reunification by monitoring all cases where substance abuse is identified and if necessary modifying case plan to address treatment needs.		Ongoing		CWS staff Amador County Social Services Program Manager Amador County Behavioral Health Substance Abuse Program Manager Amador County Social Services Director

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

Amador County Child Welfare Services/Probation 2008 System Improvement Plan

				Amador County Behavioral Health Director
<b>Strategy 1. 2</b> Improve services to family by use of Child Welfare Outcome Improvement Project (CWSOIP) Funds will be used for drug/alcohol treatment programs that Amador County Behavioral Health does not have funding to provide such as adolescent treatment programs and residential treatment programs that are not funded by Amador County Behavioral Health Services funds.		<b>Strategy Rationale</b> <sup>1</sup> Accessing more services to families that address issues of substance abuse, parenting and specialize therapy for families and children. There is lack of adequate state funding provided to local substance abuse programs.		
<b>Milestone</b>	<b>1.2.1.</b> Gathering information regarding the number of clients that are not eligible for no-cost substance abuse treatment programs.	<b>Timeframe</b>	July, 2008	Social Services Program Manager
	<b>1.2.2</b> Provide payment to substance abuse treatment providers with CWSOIP that has to date been paid by CWS allocations. Savings from CWS allocation will prevent further reduction in CWS staff.		August, 2008 and ongoing	Social Services Program Manager Social Services Director
	<b>1.2.3</b> Evaluation of effectiveness of services in improved rate of reunification.		September, 2008 and on-going	CWS staff Amador County Social Services Program Manager Amador County Behavioral Health Substance Abuse Program Manager Amador County Social Services Director Amador County Behavioral Health Director
				<b>Assigned to</b>

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<b>Improvement Goal 2.0</b> Improve review of families' progress in complying with reunification plan.			
<b>Strategy 2.1</b> Use of county's Multi-disciplinary team (MDT) that has been under utilized.		<b>Strategy Rationale</b> <sup>1</sup> Use a multidisciplinary approach to needed services for families to enhance services and success in the reunification services process.	
<b>Milestone</b>	<b>2.1.1</b> Present to MDT team all reunification services cases for review.	<b>Timeframe</b>	September, 2008.
	<b>2.1.2</b> Develop a review protocol that will include addressing barriers to reunification, services available in the community and involvements of clients in the review process.		October, 2008
	<b>2.1.3</b> Implementation of reviews protocol.		January, 2009 and on-going.
<b>Assigned to</b>			
Child Welfare Services Supervisor.			
Child Welfare Services Supervisor Social Services Program Manager Amador County Multi-disciplinary team Chairperson.			
Amador County Multi-disciplinary team.			
<b>Describe systemic changes needed to further support the improvement goal.</b> Collaboration among agencies in the county is very good, there should not be any issues regarding systemic changes. It is anticipated that there will be substantial funding losses to the department and other community agencies providing services to children and families.			
<b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b> None			
<b>Identify roles of the other partners in achieving the improvement goals.</b> Support and collaboration of all CWS staff, management and MDT members.			
<b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b> None			

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

<b>Outcome/Systemic Factor:</b> <b>Reunification Within 12 months (Entry Cohort)</b>					
<b>County's Current Performance:</b> Performance for Q2 2007 was 0%. The national goal is 48.4%. The policy for recommending the return of children is that parents are required to complete their case plans and demonstrate the knowledge and ability to safely parent their children prior to return. One likely contributing factor regarding the length of time to reunify is methamphetamine use in the community. <b>IT SHOULD BE NOTED THAT DURING Q2 2007 THERE WAS A TOTAL OF 2 CHILDREN DURING THAT REPORTING PERIOD.</b>					
<b>Improvement Goal 1.0</b> Increase reunification above 48.4%.					
<b>Strategy 1. 1</b> Improve services to substance abusing parents.		<b>Strategy Rationale<sup>2</sup></b> Lack of local drug treatment programs that are specifically indicated for methamphetamine continues to be a significant resource barrier to reunification of children.			
<b>Milestone</b>	<b>1.1.1</b> Identify and assess local treatment programs, public and private. Assistance will be provided by Amador County Behavioral Health Substance Abuse Program.	<b>Timeframe</b>	September 1, 2008	<b>Assigned to</b>	Amador County Social Services Program Manager Amador County Behavioral Health Substance Abuse Program Manager
	<b>1.1.2</b> Establish Child Welfare Service/Behavioral Health Substance Abuse Assessment Team. Establishment of the team will enhance collaboration and provide better communication between agencies providing services to substance abusing parents.		January 1, 2009		Amador County Social Services Program Manager Amador County Behavioral Health Substance Abuse Program Manager Amador County Social Services Director Amador County Behavioral Health Director
	<b>1.1.3</b> Assess effectiveness of Child Welfare Service/Behavioral Health Substance Abuse Assessment Team as to rates of reunification by		Ongoing		CWS staff Amador County Social Services Program Manager Amador County Behavioral Health

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

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	monitoring all cases where substance abuse is identified and if necessary modifying case plan to address treatment needs.			Substance Abuse Program Manager Amador County Social Services Director Amador County Behavioral Health Director
<b>Strategy 1. 2</b>  Improve services to family by use of Child Welfare Outcome Improvement Project (CWSOIP) Funds will be used for drug/alcohol treatment programs that Amador County Behavioral Health does not have funding to provide such as adolescent treatment programs and residential treatment programs that are not funded by Amador County Behavioral Health Services funds.		<b>Strategy Rationale</b> <sup>1</sup> Accessing more services to families that address issues of substance abuse, parenting and specialize therapy for families and children. There is lack of adequate state funding provided to local substance abuse programs.		
<b>Milestone</b>	<b>1.2.1.</b> Gathering information regarding the number of clients that are not eligible for no-cost substance abuse treatment programs.	<b>Timeframe</b>	July, 2008	Social Services Program Manager
	<b>1.2.2</b> Provide payment to substance abuse treatment providers with CWSOIP that has to date been paid by CWS allocations. Savings from CWS allocation will prevent further reduction in CWS staff.		August, 2008 and ongoing	Social Services Program Manager Social Services Director
	<b>1.2.3</b> Evaluation of effectiveness of services in improved rate of reunification.		September, 2008 and on-going	CWS staff Amador County Social Services Program Manager Amador County Behavioral Health Substance Abuse Program Manager Amador County Social Services Director Amador County Behavioral Health Director
				<b>Assigned to</b>

Amador County Child Welfare Services/Probation 2008 System Improvement Plan

<b>Improvement Goal 2.0</b> Improve review of family's progress in complying with reunification plan.			
<b>Strategy 2.1</b> Use of county's Multi-disciplinary team (MDT) that has been under utilized.		<b>Strategy Rationale</b> <sup>1</sup> Use a multidisciplinary approach to needed services for families to enhance services and success in the reunification service process.	
<b>Milestone</b>	<b>2.1.1</b> Present to MDT team all reunification services cases for review.	<b>Timeframe</b>	September, 2008.
	<b>2.1.2</b> Develop a review protocol that will include addressing barriers to reunification, services available in the community and involvements of clients in the review process.		October, 2008
	<b>2.1.3</b> Implementation of reviews protocol.		January, 2009 and on-going.
<b>Assigned to</b>			
Child Welfare Services Supervisor.			
Child Welfare Services Supervisor Social Services Program Manager Amador County Multi-disciplinary team Chairperson.			
Amador County Multi-disciplinary team.			
<b>Describe systemic changes needed to further support the improvement goal.</b> Collaboration among agencies in the county is good, there should not be any issues regarding systemic changes. It is anticipated that there will be substantial funding losses to the department and other community agencies providing services to children and families.			
<b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b> None			
<b>Identify roles of the other partners in achieving the improvement goals.</b> Support and collaboration of all CWS staff, management and MDT members.			
<b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b> None			

Amador County Child Welfare Services/Probation 2008 System Improvement Plan

<b>Outcome/Systemic Factor:</b> <b>Placement Stability (At Least 24 Months In Care)</b>					
<b>County's Current Performance:</b> Q2 2007 county's performance of is 25%, the national goal is 41.8%					
<b>Improvement Goal 1.0</b> Improve placement stability by at least 41.8%. During the reporting period ten children were in care over twenty-four months. Six children were in three or more placements and two were in more than two placements. The eight children with two or more placements were adolescents exhibiting severe delinquent behavior.					
<b>Strategy 1. 1</b> Provide early mental health and substance abuse services immediately upon detention. Obtain court orders at all juvenile dependency detention hearings for mental health and substance abuse assessments.		<b>Strategy Rationale<sup>3</sup></b> Children coming into the Child Welfare System have anger management issues, substance abuse problems and need of mental health services.			
<b>Milestone</b>	<b>1.1.1</b> Set a meeting with the Presiding Juvenile Court Judge, County Counsel, Minor's Attorney and Parents Attorney. The need for minor's to receive therapy will be discussed and for the need to obtain court order's at detention hearing's in order for minor's to receive therapeutic intervention immediately upon entering the child welfare system.	<b>Timeframe</b>	September, 2008.	<b>Assigned to</b>	Child Welfare Services Supervisor and Social Services Program Manager.
	<b>1.1.2</b> Follow-up with Court Officers regarding the effectiveness of immediate therapeutic intervention relating placement stability.		October, 2008		Child Welfare Services Supervisor and Social Services Program Manager.
	<b>1.1.3</b> Assess effectiveness of early intervention on placement stability.		November, 2008		Child Welfare Services Supervisor and Social Services Program Manager.
<b>Strategy 1. 2</b> Placement workers refining assessments of licensed foster homes and certified foster family homes for appropriateness of placement in home.		<b>Strategy Rationale<sup>1</sup></b> Placement workers need to have knowledge and understanding of the skill level of foster parents that are taking placements.			

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

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<b>Milestone</b>	<b>1.2.1.</b> Request all licensed foster home and all certified foster family their home studies. Information from the home studies will provide the placement worker information as to the background, experience, skills and knowledge of prospective substitute care provider's.	<b>Timeframe</b>	September, 2008	<b>Assigned to</b>	Child Welfare Services Supervisor
	<b>1.2.2</b> Distribute home studies to all CWS staff. Information from the home studies will provide the placement worker information as to the background, experience, skills and knowledge of prospective substitute care provider's.		October, 2008		Child Welfare Services Supervisor
	<b>1.2.3</b> Monitor through Safe Measures placement activity and use of CAT placement assessment.		Ongoing		Child Welfare Services Supervisor
<b>Strategy 1.3</b> Have children upon placement assessed at Behavior Health for treatment.			<b>Strategy Rationale <sup>1</sup></b> Early assessment and intervention will identify treatment needs and strategies in maintaining stable placements.		
<b>Milestone</b>	<b>1.3.1</b> Develop a referral protocol with Behavioral Health (Mental Health and Substance Abuse Programs)	<b>Timeframe</b>	October, 2008	<b>Assigned to</b>	Program Manager Social Services Director Behavioral Health Director
	<b>1.3.2</b> Implement protocol		November, 2008		Program Manager Social Services Director Behavioral Health Director
	<b>1.3.3</b> Monitor effectiveness of Behavioral Health Services by monitoring placement activities with Safe Measures and meet and confer with Foster Family Agencies social worker's.		On-going		Child Welfare Services Supervisor
<b>Notes:</b>					
<b>Describe systemic changes needed to further support the improvement goal.</b> Improvement in communication with placement providers and placement workers.					
<b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b> None					
<b>Identify roles of the other partners in achieving the improvement goals.</b>					

Amador County Child Welfare Services/Probation 2008 System Improvement Plan

Foster family agency social workers staffing with placement workers prospective foster homes.
<b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b>
None

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

<b>Outcome/Systemic Factor:</b> Timely Response (10-Day Response Compliance)			
<b>County's Current Performance:</b> Q2 2000 County response 87.8%, national standard is 90%.			
<b>Improvement Goal 1.0</b> Increase compliance from 87.8% to 90%.			
<b>Strategy 1. 1</b> Using Safe Measures data for investigation compliance to analyze trends and performance.		<b>Strategy Rationale<sup>4</sup></b> Safe Measures is a CWS/CMS application that allows supervisor and manager to monitor social worker's performance on specific process and outcome indicators. Use of Safe Measures to supervise staff supports worker accountability and overall department performance.	
<b>Milestone</b>	<b>1.1.1</b> Establish policy that social worker supervisor will use Safe Measures daily to monitor social worker compliance.	<b>Timeframe</b>	July, 2008
	<b>1.1.2</b> Implementation of policy that Social worker supervisor will use Safe Measures daily to monitor compliance.		July 15, 2008 and on-going.
	<b>1.1.3</b> Evaluate effectiveness of Safe Measures Monitoring.		September, 2008 and ongoing.
<b>Assigned to</b>			Program Manager
			Social Worker Supervisor
			Social Worker Supervisor and Program Manager
<b>Strategy 1. 2</b> Retrain staff regarding accurate and timely data entry in the CWS/CMS application.		<b>Strategy Rationale<sup>1</sup></b> Safe Measures analysis indicates that staff is not accurately documenting contacts in the CWS/CMS application.	

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

Amador County Child Welfare Services/Probation 2008 System Improvement Plan

<b>Milestone</b>	<b>1.2.1.</b> Provide refresher training in the CWS/CMS application for client notebook contacts in the application.	<b>Timeframe</b>	August, 2008	<b>Assigned to</b>	Social Worker Supervisor and Program Manager
	<b>1.2.2</b> Train staff in data entry.		September, 2008		Social Worker Supervisor
	<b>1.2.3</b> Evaluate effectiveness of training regarding data entry.		October, 2008 and ongoing		Social Worker Supervisor
<b>Strategy 1.3</b> Develop E.R. response system for geographic areas of the county, explore postal zip code areas or school area boundaries.			<b>Strategy Rationale</b> <sup>1</sup> In April 2008 a social worker resigned and due to a county hiring freeze the position will not be filled which results in a 15% staff reduction. Development of a geographic response system may allow the department to do more with less.		
<b>Milestone</b>	<b>1.3.1</b> Request the California Department of Social Services to provide technical assistance.	<b>Timeframe</b>	November, 2008	<b>Assigned to</b>	Program Manager and California Department of Social Services for TA assistance.
	<b>1.3.2</b> Meet with CDSS. Receive TA from CDSS		December, 2008		Program Manager, Social Services Director, Social Services Director and California Department of Social Services
	<b>1.3.3</b> Implement and evaluated E.R. response for geographical areas.		January, 2009 and ongoing.		Program Manager, Social Services Director, Social Services Director
<b>Notes:</b> The department has struggled for years to maintain adequate staffing for Child Welfare Services. Current budget problems will make it difficult if not impossible to maintain compliance in many safety and permanency outcomes.					

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<b>Describe systemic changes needed to further support the improvement goal.</b> Implement policy to record initial face to face contacts by social workers within two days of contact to insure Safe Measures in accurate in order for accurate monitoring by the social worker supervisors.
<b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b> Retraining of social worker in the client contact notebook and assistance from the California Department of Social Services.
<b>Identify roles of the other partners in achieving the improvement goals.</b> No applicable.
<b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b> None.

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

<b>Outcome/Systemic Factor:</b> Timely Social Worker Visits			
<b>County's Current Performance:</b> Q2 2007 county's performance was 81.0%, national standard is 90%.			
<b>Improvement Goal 1.0</b> Increase social worker contacts from 81% to 90%.			
<b>Strategy 1. 1</b> Using Safe Measures data for face to face compliance to analyze trends and performance.		<b>Strategy Rationale<sup>5</sup></b> Safe Measures is a CWS/CMS application that allows supervisor and manager to monitor social worker's performance on specific process and outcome indicators. Use of Safe Measures to supervise staff supports worker accountability and overall department performance	
<b>Milestone</b>	<b>1.1.1</b> Establish Policy that social worker supervisor will use Safe Measures daily to monitor social worker compliance.	<b>Timeframe</b>	July. 2008
	<b>1.1.2</b> Implement policy Social worker supervisor will use Safe Measures daily to monitor compliance.		July 15, 2008 and on-going.
	<b>1.1.3</b> Evaluate effectiveness of Safe Measures Monitoring.		September, 2008 and ongoing.
		<b>Assigned to</b>	Program Manager
			Social Worker Supervisor
			Social Worker Supervisor and Program Manager
<b>Strategy 1. 2</b>		<b>Strategy Rationale<sup>1</sup></b>	

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

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Emphasize to staff the expectation of timely visits with children.		Close monitoring of child visits by the social worker supervisor.			
<b>Milestone</b>	<b>1.2.1.</b> It is expected that current written policy that social worker's will make timely visits with children.	<b>Timeframe</b>	July, 2008 and ongoing.	<b>Assigned to</b>	Program Manager
	<b>1.2.2</b> Supervisor will meet with staff to assist social worker's strategies to comply with timely visits. Those strategies can include review of social worker's monthly visits prior to social worker attending train, vacation time and scheduling multiple child visits in one geographical location.		July, 2008 and monthly.		Social Worker Supervisor
	<b>1.2.3</b> Monitor compliance using Safe Measures.		Daily.		Social Worker Supervisor
<b>Notes:</b> The department has struggled for years to maintain adequate staffing for Child Welfare Services. Current budget problems will make it difficult if not impossible to maintain compliance in many safety and permanency outcomes.					
<b>Describe systemic changes needed to further support the improvement goal.</b> None					
<b>Describe educational/training needs (including technical assistance) to achieve the improvement goals</b> None					
<b>Identify roles of the other partners in achieving the improvement goals.</b> No outside partners are needed.					
<b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b> None					

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

**Probation Department**

<b>Outcome/Systemic Factor For the Probation Department:</b> Group Home Visits					
<b>County's Current Performance:</b> There is no current performance data tracking.					
<b>Improvement Goal 1.0</b> Probation Department will continue to maintain compliance with requirements of monthly group home visits and increase case management foster care to improve compliance with case plan goals.					
<b>Strategy 1. 1</b> Maintain group home visits compliance and improve compliance with case plan goals by use of Child Welfare Outcome Improvement Project (CWSOIP) funds		<b>Strategy Rationale<sup>6</sup></b> Probation Department over spends State group home visit's allocation. Use of Child Welfare Outcome Improvement Project (CWSOIP) funds will offset increasing costs to maintain compliance with visits with minors placed in group homes and improve compliance with case plan goals.			
<b>Milestone</b>	<b>1.1.1</b> Determine feasibility of use of Child Welfare Outcome Improvement Project (CWSOIP) funds to maintain current funding for a probation officer that may be eliminated due to county budget reductions to maintain compliance requirements of monthly group home contacts with minors and promote safety, permanence and well-being.	<b>Timeframe</b>	July, 2008	<b>Assigned to</b>	Chief Probation Officer, Probation Finance and Administration Supervisor and Health and Human Services Fiscal Director
	<b>1.1.2</b> Implement claiming of Child Welfare Outcome Improvement Project (CWSOIP) funds to maintain current staffing level for juvenile probation placement officer.		July 15, 2008		Chief Probation Officer and Probation Finance and Administration Supervisor
	<b>1.1.3</b> Evaluate effectiveness of increase of funding regarding group home visits compliance.		January, 2009 and ongoing		Chief Probation Officer and Probation Finance and Administration Supervisor
<b>Describe systemic changes needed to further support the improvement goal.</b> None					
<b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b> Technical assistance for Health and Human Services regarding claiming.					
<b>Identify roles of the other partners in achieving the improvement goals.</b>					

<sup>6</sup> Describe how the strategies will build on progress and improve this outcome or systemic factor

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Health and Human Services Fiscal Director and Probation Finance and Administration Supervisor will meet to maximize funding for the Probation Department.

**Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.**  
None

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

**Outcome/Systemic Factor For the Probation Department:**

Improve family reunification services.

**County's Current Performance:**

There is no current performance data tracking.

**Improvement Goal 2.0**

Increase the rate of reunification.

**Strategy 2.1**

Improve access to mental health and substance abuse treatment by use of Child Welfare Outcome Improvement Project (CWSOIP) funds

**Strategy Rationale<sup>7</sup>**

Lack of mental health services and drug treatment continues to be a significant resource barrier to reunification of children.

Milestone		Timeframe	Assigned to
	<b>2.1</b> Gather information regarding the number of clients that are not eligible for no-cost mental health/substance abuse treatment programs.	September 1, 2008	Amador County Behavioral Health Director, Chief Probation Officer and Probation Finance and Administration Supervisor
	<b>2.1.2</b> Provide payment to mental health/substance abuse treatment providers.	August, 2008 and ongoing	Chief Probation Officer and Deputy Chief Probation Officer
	<b>2.1.3</b> Evaluation of effectiveness of services provided.	September, 2008 and on-going	Chief Probation Officer and Deputy Chief Probation Officer

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

None

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

Technical assistance for Health and Human Services regarding claiming.

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

Health and Human Services Fiscal Director and Probation Finance and Administration Supervisor will meet to maximize funding for the

<sup>7</sup> Describe how the strategies will build on progress and improve this outcome or systemic factor

Probation Department.

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

None